

# Equality in our workforce: Monitor workforce at 31 March 2017

We support providers to give patients safe, high quality, compassionate care within local health systems that are financially sustainable.

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# Note

This submission on behalf of NHS Improvement relates to the period 1 April 2016 to 31 March 2017 but only to employees on a Monitor contract for that period. A separate report covering the same period has been prepared in relation to the NHS Trust Development Authority.

We will refer to 'Monitor' throughout as that is the organisation to which the data refers.

## About NHS Improvement

NHS Improvement is responsible for overseeing NHS foundation trusts, NHS trusts and independent providers. We offer the support these providers need to give patients consistently safe, high quality, compassionate care within local health systems that are financially sustainable. By holding providers to account and, where necessary, intervening, we help the NHS to meet its short-term challenges and secure its future.

From 1 April 2016, NHS Improvement is the operational name for the organisation that brings together Monitor, the NHS Trust Development Authority, Patient Safety, the National Reporting and Learning System, the Advancing Change team and the Intensive Support Teams.

## About Monitor

As the sector regulator for health services in England, Monitor's job is to make the health sector work better for patients. As well as making sure that independent NHS foundation trusts are well led so that they can deliver quality care on a sustainable basis, Monitor makes sure: essential services are maintained if a provider gets into serious difficulties; the NHS payment system promotes quality and efficiency; and patients do not lose out through restrictions on their rights to make choices, through poor purchasing on their behalf, or through inappropriate anti-competitive behaviour by providers or commissioners.

# 1. About this report

## 1.1 Reporting period

This report provides information about equality in Monitor's workforce, submitted on behalf of NHS Improvement, for the period of 1 April 2016 to 31 March 2017. It is based on data we held about our staff on a Monitor contract as at 31 March 2017. Where data is taken from a different time period we have highlighted it. Annex 1 provides a full breakdown of data.

We are sharing this information to comply with the public sector equality duty which requires us to publish information relating to people who share a relevant protected characteristic.

## 1.2 The public sector equality duty

The public sector equality duty makes it unlawful to discriminate against people who share a protected characteristic. Our employment monitoring will enable us to act to remove any potential for discrimination, promote equality and foster good relations between people of different backgrounds.

The protected characteristics covered by the Equality Act 2010 are:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation.

# 2. Monitor workforce profile

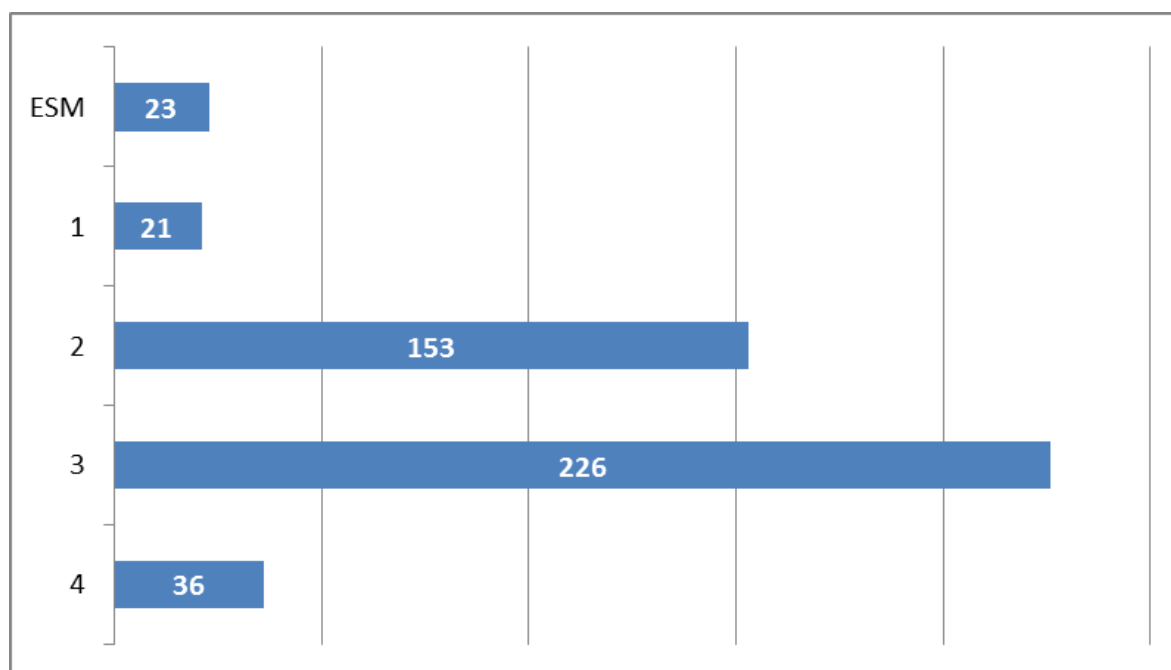
## 2.1. Overview

As at 31 March 2017, we employed 459 employees with a full-time equivalent (FTE) of 437, a decrease of 129 FTE from the previous year. This decrease is because most of the Monitor leavers were replaced with new starters in NHS Improvement on Agenda for Change (AfC) contracts, employed by the NHS Trust Development Authority (TDA).

Of our workforce, 9.59% (44 employees) work part time, an increase of over 2.5% from last year. A total of 90% of our part-time employees are women; the percentage of men in part-time work has decreased in the past 12 months.

Our staff are split across five broad grades: executive committee members (executive and senior managers [ESMs], and role level 1); wider leadership team (role level 2); middle management/professional level (role level 3); and entry and professional entry level (role level 4).

**Figure 1: Headcount by role levels**



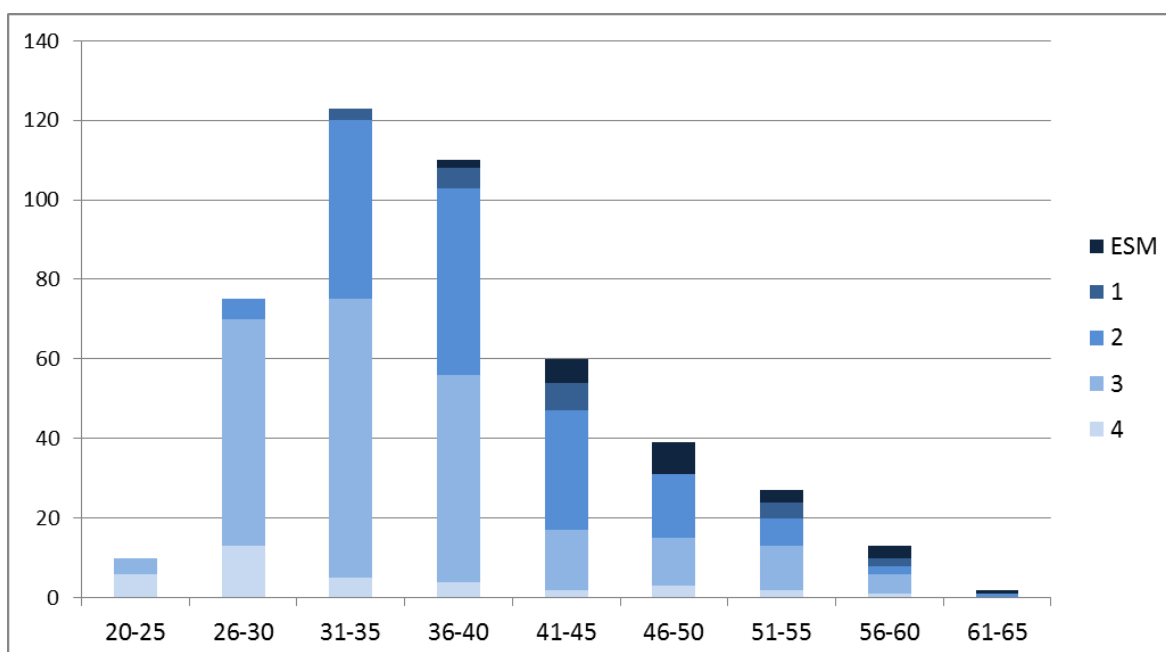
Over the last year we have made progress in capturing reliable workforce diversity data for all new employees, as well as for existing staff during the NHS Improvement integration.

Employee data is held on a centralised electronic staff record (ESR), which records the gender and age of all our staff as mandatory fields. New starters are asked to provide information on their other protected characteristics at the time of recruitment. However, we have a large number of staff who do not wish to disclose information on certain protected characteristics, so we continue to look for ways to capture information on all protected characteristics. This will not only allow more meaningful diversity data analysis, but also better inform our strategic decision-making in recruitment, retention and resourcing.

## 2.2. Age

The average age of our workforce is 37.7 years, with almost 51% of employees aged between 31 and 40 years old. Compared with last year, the largest percentage (26.80%) is still those aged between 31 to 35 years old, who are primarily employed in role level 3 (middle manager) roles. We have 42 employees, representing 9.15% of the workforce, over 51 years old, and most of them occupy senior positions (grade 2 and above). There are 10 employees, representing 2.18% of the workforce, aged 20 to 25 years old. This group mainly occupy entry-level roles, reflecting their level of experience and qualifications.

**Figure 2: Age band of employees**

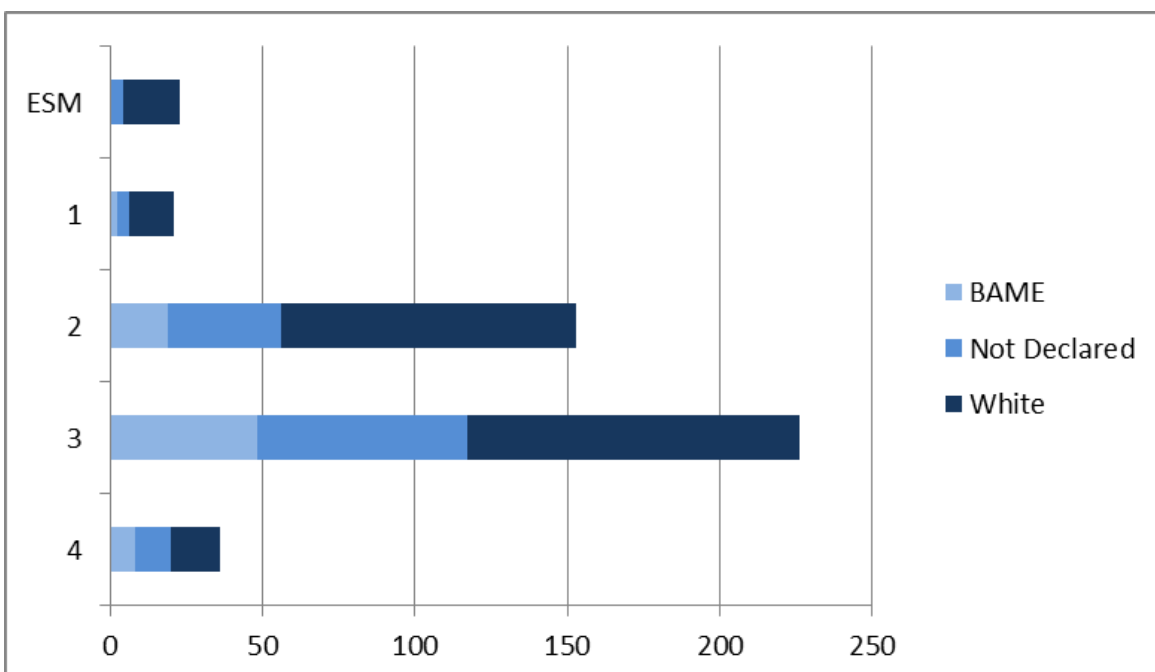
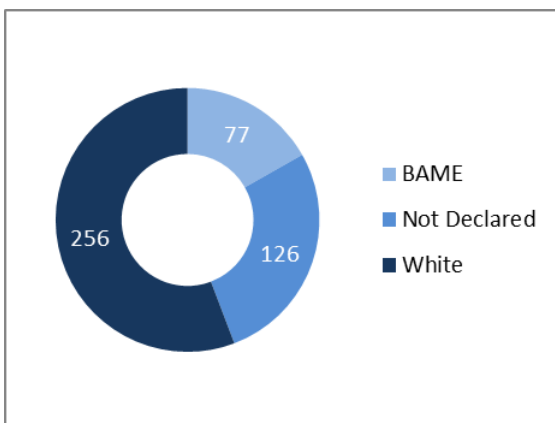


## 2.3. Ethnicity

A total of 77 employees declared themselves as Black, Asian or minority ethnic (BAME), representing 16.78% of the workforce on a Monitor contract, typically in middle management roles. Although this is a decrease of more than 8% from last year and is not representative of the BAME population of London, where our head office is located, it is important to note that 27.45% of staff have chosen not to declare their ethnicity.

There is no BAME representation at role level 1 (director level) or above, but we will continue to focus on improving the ratios in the future.

**Figures 3 and 4: Ethnicity of employees and breakdown by role level**

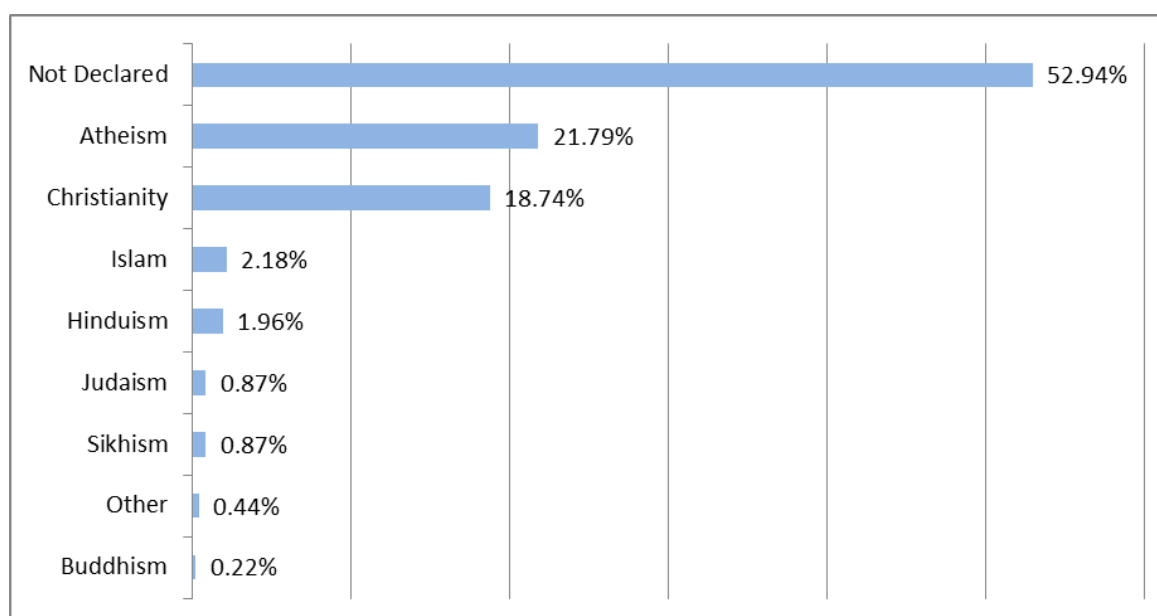




## 2.4. Religion and belief

Over half of our staff (52.94%) have chosen not to declare their religion or belief, and 21.79% reported having no religion. Christianity is the most commonly declared religion (18.74%), with a small number of other religions, including Islam, Hinduism, Judaism, Sikhism and Buddhism, represented across our workforce. Our employees have access to a multi-faith room and various religious networking groups in the workplace, where all are welcome. These have become more visible and active following a number of open events. We will look for ways to improve disclosure of this protected characteristic in the coming year.

**Figure 5: Religion and belief of employees**

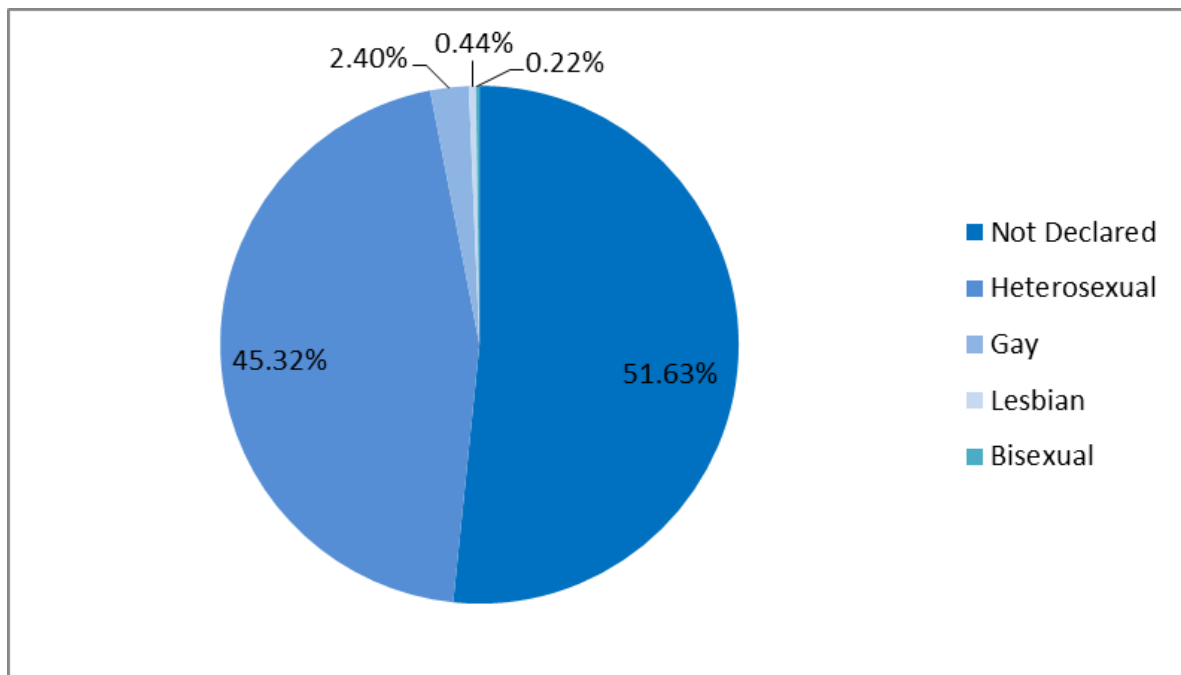


## 2.5. Sexual orientation

We hold sexual orientation data on just under half (48.38%) of the Monitor workforce, as at 31 March 2017. A total of 237 employees, representing 51.63% of our workforce, preferred not to disclose their sexual orientation.

We run an informal lesbian, gay, bisexual, and transgender (LGBT) networking group which meets monthly and is well attended. We continue to explore options to increase data capture around this protected characteristic.

**Figure 6: Sexual orientation of employees**

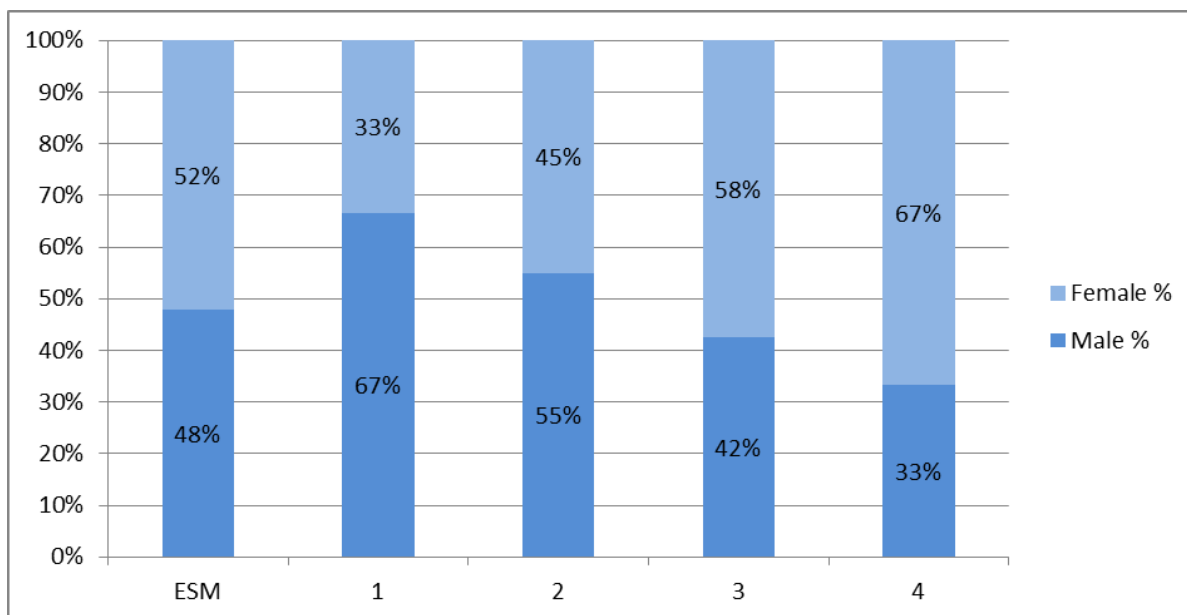


## 2.6. Gender

Over the last five years our employee demographic has remained almost static in terms of gender: 52% of our employees (242) are female and 48% (217) are male. Women are relatively well represented at the majority of levels with 12 women out of 23 employees at ESM level.

The number of women at role level 1 has increased from last year by 4% to make 33%. The percentage of women at role level 2 remains at 45% and we continue to have the highest concentration of women working at role level 4. We recognise there is still more to do.

**Figure 7: Gender representation of employee across role level**



Most of our workforce work full time (FT), with 44 employees (9.59%) who work part time (PT). Of the part-time employees, 40 (90.91%) are women. We are committed to developing our people and retaining high performers with internal promotion opportunities.

## 2.7. Transgender

No employees have declared that the gender they identify with now is not the gender they were born with, nor have any declared they are in the process of reassigning their gender. We are improving our data capture procedures to ensure we continue to monitor for this protected characteristic.

## 2.8. Disability

Twelve (2.61%) of our employees have disclosed a disability. Monitor operates the ‘two ticks’ scheme and will guarantee an interview for disabled people who meet the essential job specification. We run a programme of employee wellbeing initiatives to raise awareness of health issues and, among other topics, promote understanding of workplace stress. We aim to provide a supportive workplace environment for disclosure with further opportunities to disclose through return-to-work absence meetings, occupational health referrals, line manager training and emphasis on open and honest performance development conversations.

## 2.9. Pregnancy and maternity

Because of the integration of Monitor into NHS Improvement and a change in how we capture data, it is not currently possible to easily extract data on the exact number of employees on maternity leave during the reporting period. However, as at 31 March 2017, 23 (5.01%) employees were on maternity leave. Of these 23 employees, 8 occupy level 2 roles, 12 level 3 and 3 level 4.

## 2.10. Applicants for employment

During 2016/17 we recruited only 12 new people to Monitor, which reflected our changed approach to recruitment of new starters since integration. We currently use the TRAC system to process recruitment campaigns and produce recruitment metrics.

## 2.11. Employee survey results

In November 2016 we ran an employee engagement survey for NHS Improvement staff (including Monitor and the NHS Trust Development Authority employees). This had an 81% response rate, in line with the previous year. The survey included questions around fairness and inclusion in the workplace: 82% of our staff thought their line manager treated them fairly and with respect.

## 2.12. Grievance and disciplinary issues

Overall, the use of the disciplinary and grievance procedures remains very low across NHS Improvement, with fewer than five such cases in the relevant period (across Monitor and the NHS Trust Development Authority) where HR was involved formally. However, to preserve anonymity, we have not provided information on protected characteristics.

## 2.13. Future programmes and initiatives

During 2016/17 we:

- focused on diversity during the integration of Monitor with the NHS Trust Development Authority and transferring functions from NHS England
- ensured that diversity and inclusion form a key part of the new organisation values and competency framework

- implemented an integrated HR system for capturing, analysing and reporting data

In 2017/18 we are focusing on:

- further improving how we capture and report on our diversity data
- ensuring that all diversity data held before the integration is transferred to ESR
- actively encouraging employees to update their personal details via a self-service option on ESR
- providing a breakdown of leavers by protected characteristics for the 2017/18 equality report.
- providing employee-relations data by protected characteristics.

# Annex 1: Monitor workforce statistics as at 31 March 2017

Table 1: Headcount

Role level	Total	% of heads
<b>ESM</b>	23	5.01%
<b>1</b>	21	4.58%
<b>2</b>	153	33.33%
<b>3</b>	226	49.24%
<b>4</b>	36	7.84%
<b>Total</b>	<b>459</b>	

**Table 2: Age**

Age band	20-25		26-30		31-35		36-40		41-45		46-50		51-55		56-60		61-65		Total	
Level	Heads	% of heads	Heads	% of heads	Heads	% of heads	Heads	% of heads	Heads	% of heads	Heads	% of heads	Heads	% of heads	Heads	% of heads	Heads	% of heads	Heads	% of heads
<b>ESM</b>	0	0.00%	0	0.00%	0	0.00%	2	1.82%	6	10.00%	8	20.51%	3	11.11%	3	23.08%	1	50.00%	23	5.01%
<b>1</b>	0	0.00%	0	0.00%	3	2.44%	5	4.55%	7	11.67%	0	0.00%	4	14.81%	2	15.38%	0	0.00%	21	4.58%
<b>2</b>	0	0.00%	5	6.67%	45	36.59%	47	42.72%	30	50.00%	16	41.03%	7	25.93%	2	15.38%	1	50.00%	153	33.33%
<b>3</b>	4	40.00%	57	76.00%	70	56.90%	52	47.27%	15	25.00%	12	30.77%	11	40.74%	5	38.46%	0	0.00%	226	49.24%
<b>4</b>	6	60.00%	13	17.33%	5	4.07%	4	3.64%	2	3.33%	3	7.69%	2	7.41%	1	7.70%	0	0.00%	36	7.84%
<b>Total</b>	<b>10</b>	<b>2.18%</b>	<b>75</b>	<b>16.34%</b>	<b>123</b>	<b>26.80%</b>	<b>110</b>	<b>23.97%</b>	<b>60</b>	<b>13.07%</b>	<b>39</b>	<b>8.50%</b>	<b>27</b>	<b>5.88%</b>	<b>13</b>	<b>2.83%</b>	<b>2</b>	<b>0.44%</b>	<b>459</b>	

**Table 3: Ethnicity by role level**

Ethnicity	BAME		Not Declared		White		Total	
	Heads	% of Heads	Heads	% of Heads	Heads	% of Heads	Heads	% of Heads
ESM	0	0.00%	4	3.17%	19	7.42%	23	5.01%
1	2	2.60%	4	3.17%	15	5.86%	21	4.58%
2	19	24.68%	37	29.37%	97	37.89%	153	33.33%
3	48	62.34%	69	54.76%	109	42.58%	226	49.24%
4	8	10.39%	12	9.52%	16	6.25%	36	7.84%
<b>Total</b>	<b>77</b>	<b>16.78%</b>	<b>126</b>	<b>27.45%</b>	<b>256</b>	<b>55.77%</b>	<b>459</b>	

**Table 4: Religion and belief**

Religion or belief	Total	% of heads
Atheism	100	21.79%
Buddhism	1	0.22%
Christianity	86	18.74%
Hinduism	9	1.96%
Islam	10	2.18%
Judaism	4	0.87%
Not declared	243	52.94%
Other	2	0.44%
Sikhism	4	0.87%
<b>Total</b>	<b>459</b>	



**Table 5: Sexual orientation**

<b>Sexual orientation</b>	<b>Total</b>	<b>% of heads</b>
Bisexual	1	0.22%
Gay	11	2.40%
Heterosexual	208	45.32%
Lesbian	2	0.44%
Not declared	237	51.63%
<b>Total</b>	<b>459</b>	

**Table 6: Gender**

Gender	Female						Male						Total	
	Full time		Part time		Female total		Full time		Part time		Male total		Total	
Grade	Head s	% of heads	Head s	% of heads	Head s	% of heads	Head s	% of heads	Head s	% of heads	Head s	% of heads	Head s	% of heads
ESM	9	4.46%	3	7.50%	12	4.96%	10	4.69%	1	25.00%	11	5.07%	23	5.01%
1	6	2.97%	1	2.50%	7	2.89%	14	6.57%	0	0.00%	14	6.45%	21	4.58%
2	48	23.76%	21	52.50%	69	28.51%	83	38.97%	1	25.00%	84	38.71%	153	33.33%
3	116	57.43%	14	35.00%	130	53.72%	94	44.13%	2	50.00%	96	44.24%	226	49.24%
4	23	11.39%	1	2.50%	24	9.92%	12	5.63%	0	0.00%	12	5.53%	36	7.84%
Total	202	44.01%	40	8.71%	242	52.72%	213	46.41%	4	0.87%	217	47.28%	459	

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