NHS
Improvement

Equality in our workforce: Monitor workforce at 31 March 2018

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

Contents

Note

This submission is on behalf of NHS Improvement, relating to the period 1 April 2017 to 31 March 2018, but relates only to employees on a Monitor contract for that period.

'Monitor' will be used 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, our 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, we make 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 2017 and 31 March 2018. It is based on data we held about our staff on a Monitor contract as at 31 March 2018. Where data is taken from a different time period, it is highlighted. A full breakdown of data is provided in Annex 1.

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.

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 2018, we employed 375 employees with a full-time equivalent (FTE) of 362, a decrease of 75 FTE from the previous year. This decrease is due to the most Monitor leavers being replaced with new starters on Agenda for Change (AfC) contracts, under NHS Improvement.

Of our workforce, 11.73% (44 employees) work part time, an increase of over 2.1% from last year and women comprise 90% of our part-time employees. 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]), director level (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**
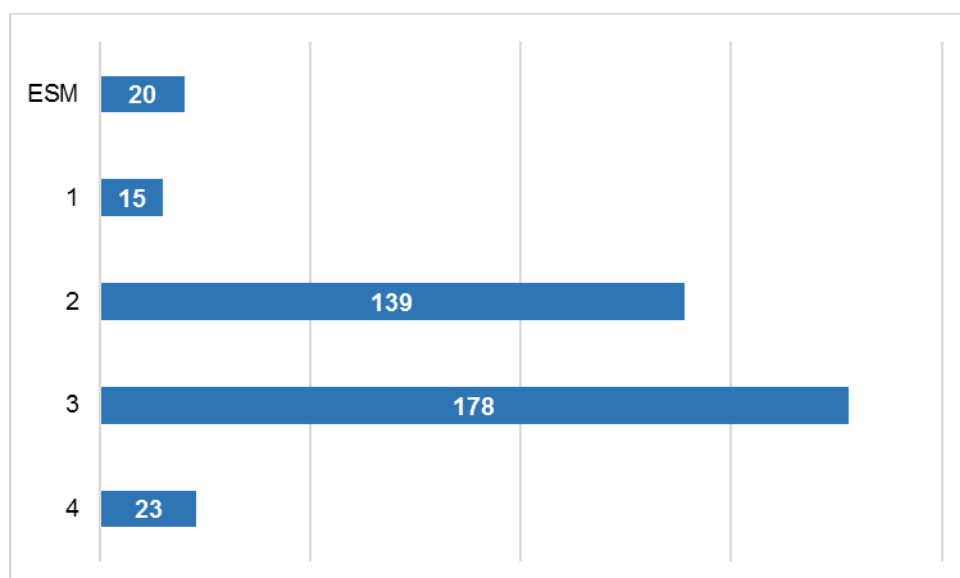
Over the last year we have made progress in capturing reliable workforce diversity data for all new employees, as well as existing staff during the NHS Improvement integration. Employee data is held on a centralised electronic staff record (ESR), which records gender and age of all our staff as mandatory fields. New starters are

asked to provide information on their protected characteristics at the time of recruitment. However, we have seen a large number of staff who do not wish to disclose information on certain protected characteristics. Therefore, 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 39 years, with 52.26% of employees aged between 31 and 40 years old. Comparable with last year, the largest percentage (27.20%) is still those aged between 31 to 35 years old, who are primarily employed in role level 3 (middle management) roles. We have 36 employees, representing 9.60% of the workforce, over 51 years old. There are three employees, representing 0.80% of the workforce, aged between 21 to 25 years old with 66.67% of this group occupying entry and professional entry level roles.

Figure 2: Age band of employees
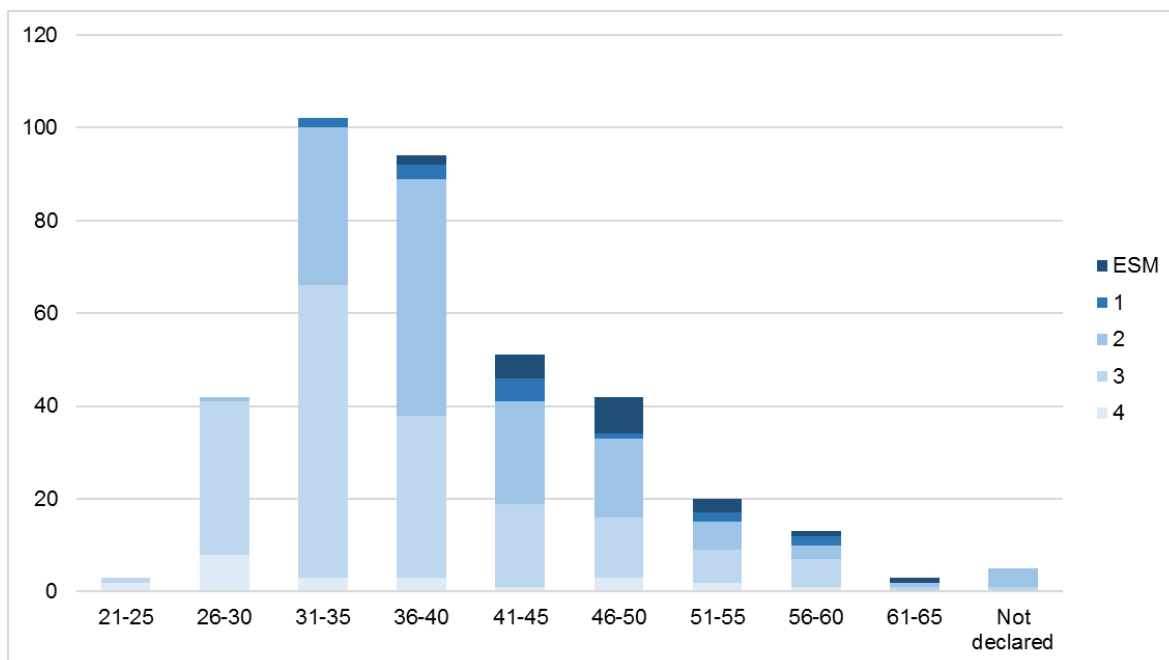
2.3 Ethnicity

A total of 86 employees declared themselves as Black, Asian or minority ethnic (BAME), representing 22.93% of the workforce on a Monitor contract, with 63.95% in role level 3 (middle management) roles. This is an increase of over 6% across the total workforce since last year. It is important to note that 9.33% of staff have chosen not to declare their ethnicity.

There is no BAME representation at ESM role level but there is at role level 1 (director level), so we will continue to focus on improving the ratios in the future, by ensuring there is a programme of development through selection to ensure any unconscious bias is removed and we strive to develop our BAME succession pipeline through active talent management.

Figures 3 and 4: Ethnicity of employees and breakdown by role level
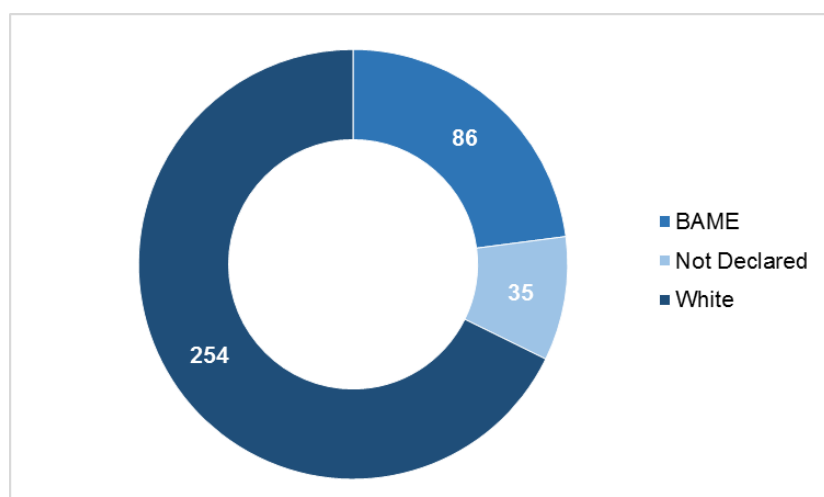
2.4 Religion and belief

Over one-third of our staff (39.20%) have chosen not to declare their religion or belief, whilst no religion has been reported by 26.93%. Christianity is the most commonly declared religion (24.00%), with a small number of other religions including, Islam, Hinduism, Judaism, Sikhism and Buddhism being 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. We will seek ways to improve disclosure of this protected characteristic in the coming year.

Figure 5: Religion and belief of employees
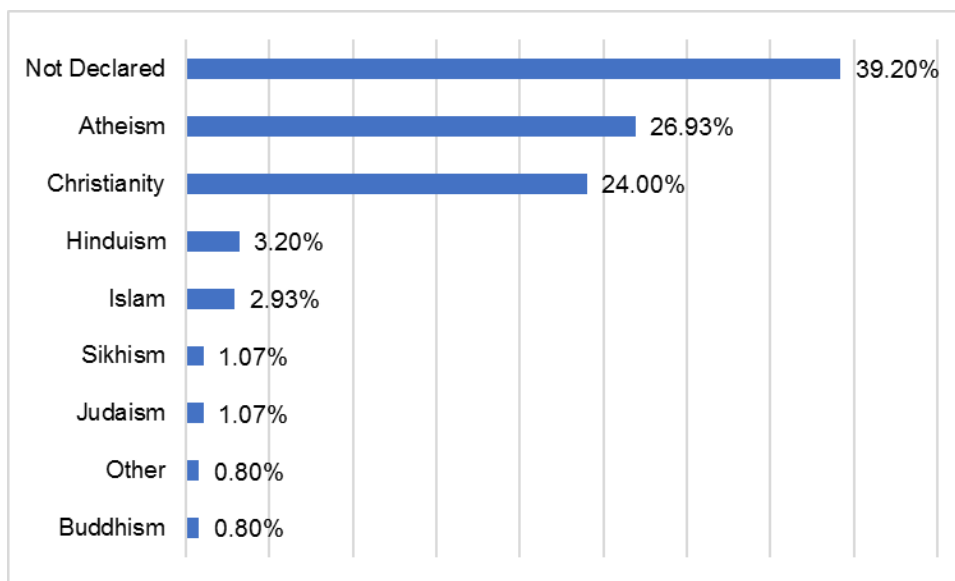
2.5 Sexual orientation

We hold sexual orientation data on 62.93% of the Monitor workforce, as at 31 March 2018. This is an increase compared to last year when 48.38% of employees disclosed their sexual orientation. A total of 139 employees, representing 37.07% 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, and we continue to explore options to increase data capture around this protected characteristic.

Figure 6: Sexual orientation of employees
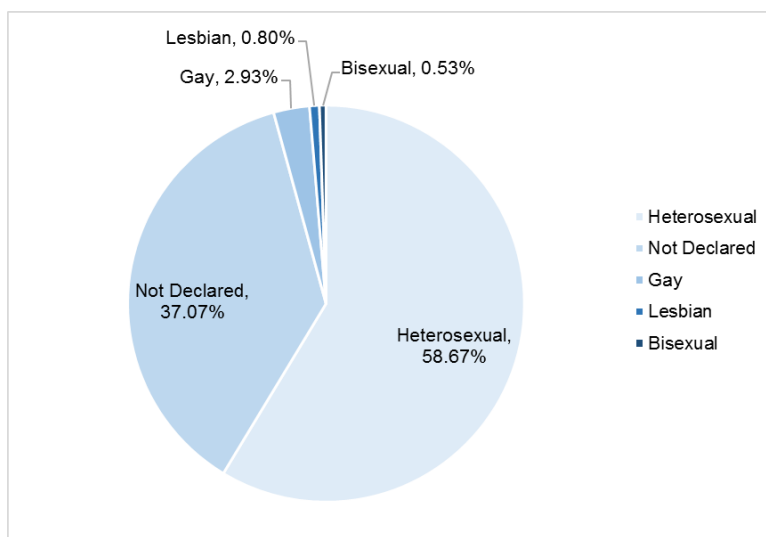
2.6 Gender

Over the last five years our employee demographic has remained almost static in terms of gender: 53.87% (202) are female and 46.13% (173) are male. Women are well represented at most levels. At ESM level, 10 out of 20 employees at are women.

The percentage of women at role level 1 has remained the same as last year at 33.33%. The percentage of women at role level 2 has increased slightly from 45.10% last year to 46.04% this year. We continue to have the highest percentage of women (69.57%) working at role level 4, but we recognise there is still more to do in the breadth and depth of our equality.

Figure 7: Gender representation of employee across role level
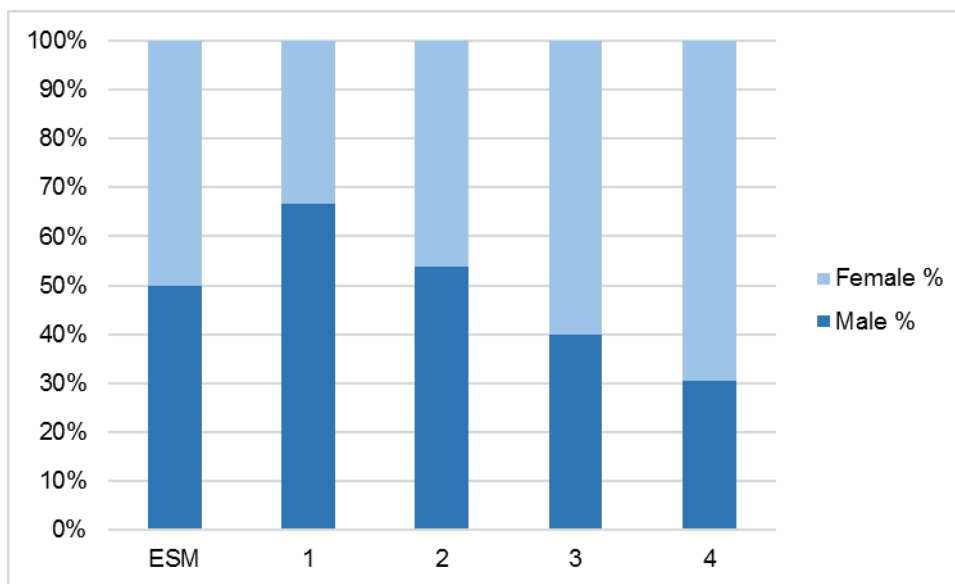
Most of our workforce work full time, with 44 employees (11.73%) who work part time. Of the part-time employees, 41 (93.18%) are women. We are committed to developing our people and retaining high performers with internal promotion opportunities.

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

Eleven (2.93%) 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

As at 31 March 2018, 14 (3.73%) employees were on maternity leave. Of these 14 employees, 5 occupy level 2 roles, 7 at level 3 and 2 at level 4.

2.10 Applicants for employment

During 2016/17 we recruited only 12 new people to Monitor, reflecting the overall change in recruitment of new starters since integration. We currently use the TRAC system to process recruitment campaigns and produce recruitment metrics. We recruited one new person to Monitor in 2017/18.

2.11 Employee survey results

In November 2017 we ran an employee engagement survey which had an 83% response rate, in line with the previous year. The survey included questions around fairness and inclusion in the workplace: 87% of our staff think that their line manager treats them fairly and with respect.

2.12 Grievance and disciplinary issues

There were no formal grievance or disciplinary cases raised in from 1st April 2017 to 31st March 2018.

2.13 Future programmes and initiatives

During 2016/17 we:

- developed an active and effective Inclusion Partnership where awareness-raising, active support and specific campaigns were undertaken to support minority groups and individuals so that all can bring their whole selves to work and engage respectfully and appropriately across our workforce

- ensured that diversity and inclusion form a key part of the new organisation values and competency framework.

In 2018/19 we are focusing on:

- further improving how we capture and report on our diversity data
- ensuring that all diversity data held prior to the integration is transferred to ESR
- giving employees the option of updating their personal details via a self-service option on ESR
- providing a breakdown of leavers by protected characteristics for the 2018/2019 equality report
- encouraging awareness through an unconscious bias training programme.
- introducing a reverse mentoring programme to acknowledge that everyone within the organisation has something to bring to the table and to foster positive attitudes to managing generational diversity.
- introducing an Equality and Diversity Team approved panel interview process for senior hires.

Annex 1: Monitor workforce statistics as at 31 March 2018

Table 1: Headcount

Role Level	Heads	% of Heads
ESM	20	5.33%
1	15	4.00%
2	139	37.07%
3	178	47.47%
4	23	6.13%
Total	375	

Table 2: Age

Age Band	21-25		26-30		31-35		36-40		41-45		46-50		51-55		56-60		61-65		Not declared		Total	
Role 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	Heads	% of Heads
ESM	0	0.00%	0	0.00%	0	0.00%	2	2.13%	5	9.80%	8	19.05%	3	15.00%	1	7.69%	1	33.33%	0	0.00%	20	5.33%
1	0	0.00%	0	0.00%	2	1.96%	3	3.19%	5	9.80%	1	2.38%	2	10.00%	2	15.38%	0	0.00%	0	0.00%	15	4.00%
2	0	0.00%	1	2.38%	34	33.33%	51	54.26%	22	43.14%	17	40.48%	6	30.00%	3	23.08%	1	33.33%	4	80.00%	139	37.07%
3	1	33.33%	33	78.57%	63	61.76%	35	37.23%	18	35.29%	13	30.95%	7	35.00%	6	46.15%	1	33.33%	1	20.00%	178	47.47%
4	2	66.67%	8	19.05%	3	2.94%	3	3.19%	1	1.96%	3	7.14%	2	10.00%	1	7.69%	0	0.00%	0	0.00%	23	6.13%
Total	3	0.80%	42	11.20%	102	27.20%	94	25.07%	51	13.60%	42	11.20%	20	5.33%	13	3.47%	3	0.80%	5	1.33%	375	

Table 3: Ethnicity by role level

Ethnicity	BAME		Not Declared		White		Total	
Role Level	Heads	% of Heads	Heads	% of Heads	Heads	% of Heads	Heads	% of Heads
ESM	0	0.00%	1	2.86%	19	7.48%	20	5.33%
1	1	1.16%	0	0.00%	14	5.51%	15	4.00%
2	22	25.58%	14	40.00%	103	40.55%	139	37.07%
3	55	63.95%	18	51.43%	105	41.34%	178	47.47%
4	8	9.30%	2	5.71%	13	5.12%	23	6.13%
Total	86	22.93%	35	9.33%	254	67.73%	375	

Table 4: Religion and belief

Religion or Belief	Heads	% of Heads
Buddhism	3	0.80%
Other	3	0.80%
Judaism	4	1.07%
Sikhism	4	1.07%
Islam	11	2.93%
Hinduism	12	3.20%
Christianity	90	24.00%
Atheism	101	26.93%
Not Declared	147	39.20%
Total	375	

Table 5: Sexual orientation

Sexual Orientation	Heads	% of Heads
Heterosexual	220	58.67%
Not Declared	139	37.07%
Gay	11	2.93%
Lesbian	3	0.80%
Bisexual	2	0.53%
Total	375	

Table 6: Gender

Gender	Full Time						Part Time						Org Total	
	Female		Male		Full Time Total		Female		Male		Part Time Total		Total	
Grade	Heads	% of Heads	Heads	% of Heads	Heads	% of Heads	Heads	% of Heads	Heads	% of Heads	Heads	% of Heads	Heads	% of Heads
ESM	8	4.97%	9	5.29%	17	5.14%	2	4.88%	1	33.33%	3	6.82%	20	5.33%
1	2	1.24%	9	5.29%	11	3.32%	3	7.32%	1	33.33%	4	9.09%	15	4.00%
2	42	26.09%	75	44.12%	117	35.35%	22	53.66%	0	0.00%	22	50.00%	139	37.07%
3	95	59.01%	70	41.18%	165	49.85%	12	29.27%	1	33.33%	13	29.55%	178	47.47%
4	14	8.70%	7	4.12%	21	6.34%	2	4.88%	0	0.00%	2	4.55%	23	6.13%
Org Total	161	42.93%	170	45.33%	331	88.27%	41	10.93%	3	0.80%	44	11.73%	375	