Equality in our workforce: Monitor workforce at 31 March 2016

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 2015 to 31 March 2016, 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.

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.
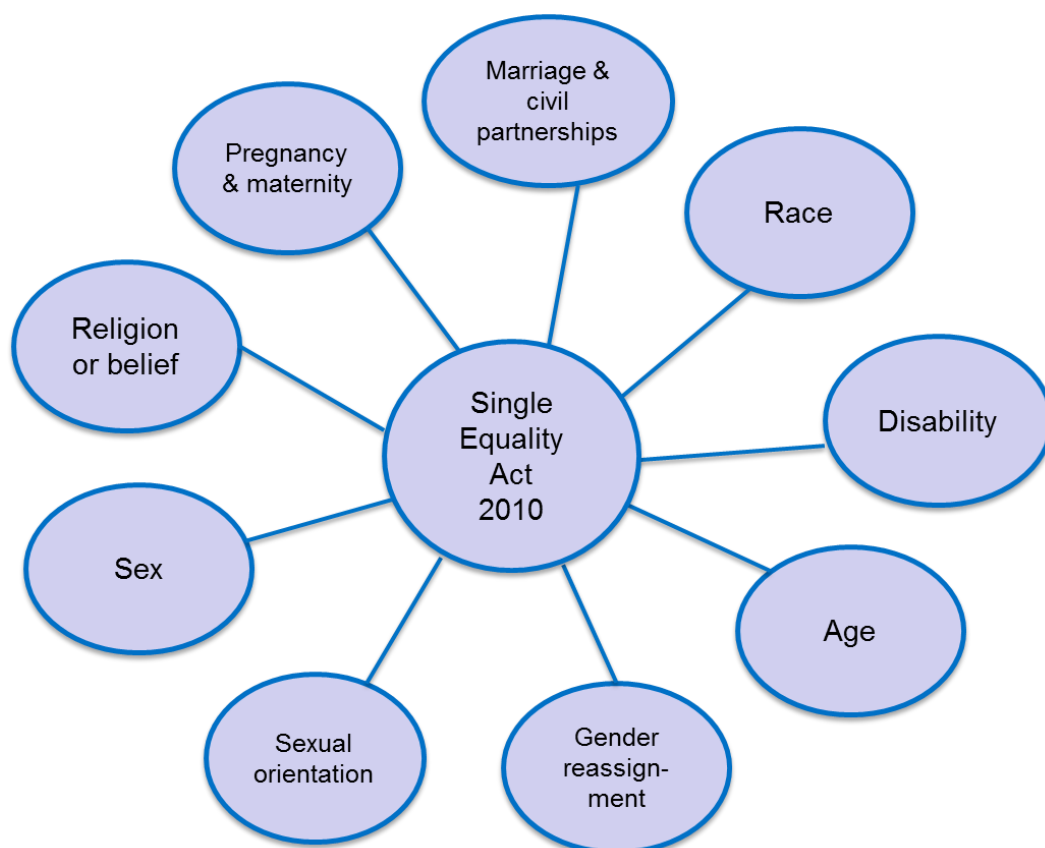
1. About this report

This report provides information about equality in Monitor's workforce, submitted on behalf of NHS Improvement. It is based on data we held about our staff on a Monitor contract between 1 April 2015 and 31 March 2016. 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.

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 public sector equality duty covers nine protected characteristics:

Figure 1: Nine protected characteristics in the Single Equality Act 2010

Marriage & civil partnerships

Pregnancy & maternity

Race

Religion or belief

Single Equality Act 2010

Disability

Sex

Age

Sexual orientation

Gender reassignment

2. Staff profile

2.1. Overview

As at 31 March 2016, we employed 579 people with a full-time equivalent (FTE) of 566, an increase of 99 FTE from the previous year. Of our workforce 7.25% (42 employees) work part time, an increase from 7% last year. A total of 86% of our part- time employees are women, but the percentage of men in part-time work has increased 1% in in the past 12 months. Our staff are split across five broad grades: executive committee members (very senior managers, VSMs, 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 2: Headcount by role levels
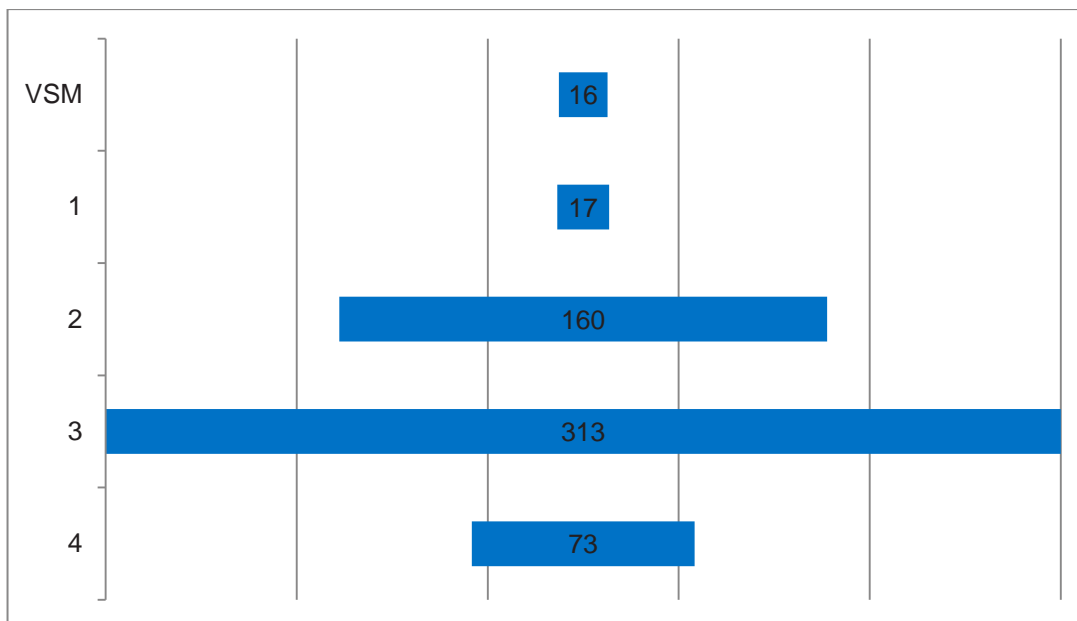

During the last year we have made significant progress in capturing reliable workforce diversity data for all new employees. We continue to look for innovative ways to capture information on all protected characteristics. This will not only allow more meaningful diversity data analysis but also better inform our strategic decision-making in recruitment, retention and resourcing.

2.2. Age

The average age of our workforce is 36.5 years, with 48% of employees aged between 31 and 40 years old. The largest percentage (26%) is aged 31 to 35 years old, primarily employed in role level 3 (middle manager) roles. We have 46 employees, representing 8% of the workforce, over 51 years old. They fill mainly senior positions. Thirty employees, representing 5% of the workforce, are aged between 21 to 25 years old, and we currently have no employees under the age of 21. This is mainly influenced by the level of experience and qualifications required for our roles.

Figure 3: Age of Monitor employees at 31 March 2016
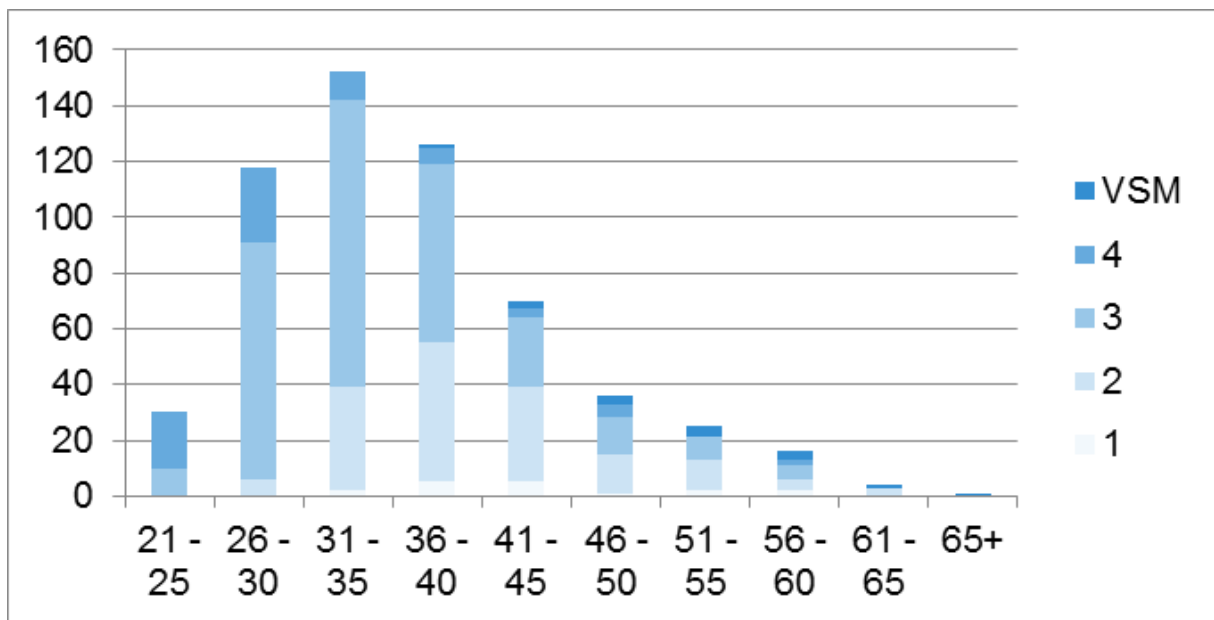
2.3. Ethnicity

We employ 148 Black, Asian or minority ethnic (BAME) employees, representing 25.6% of the workforce, a 2.6% increase from last year. A total of 63 internal candidates were promoted last year; 18% were from BAME groups. Our BAME representation compares favourably with the 20% BAME population of England and 11% of the UK working-age population,[1] but less well against the BAME population of London, where our office is located. Last year there was no BAME representation at role level 1 (director level) or above. This year we now have three BAME employees at level 1 and we will focus on improving the ratios in the future.

Figure 4: Ethnicity of Monitor employees at 31 March 2016

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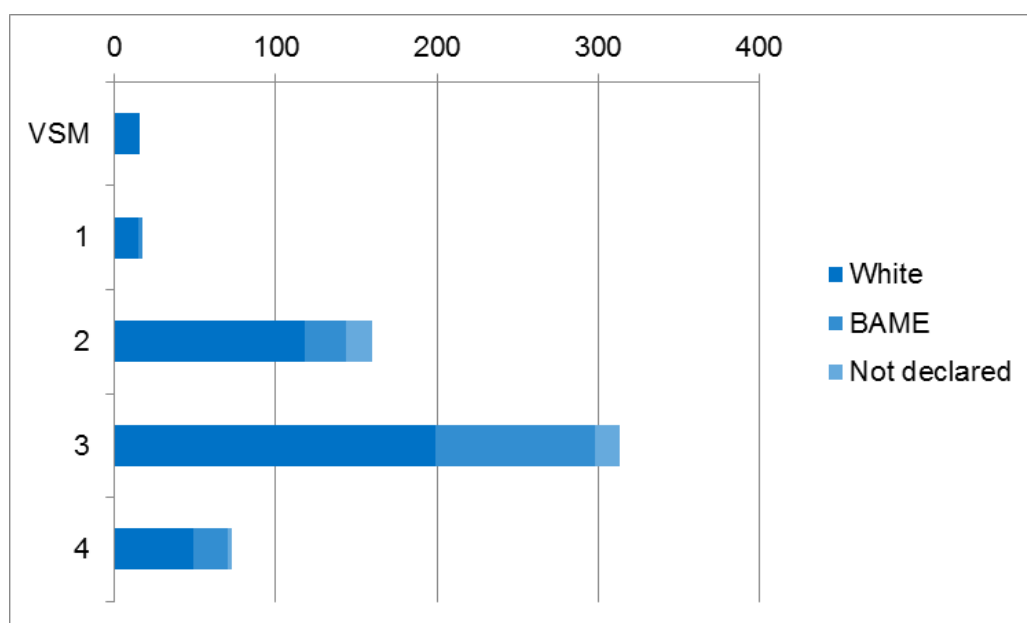
[1] Office for National Statistics (2012) *Labour Force Survey: ethnicity by working age*

2.4. Religion and belief

Last year we reported that we held workforce profile information by religion/belief on nearly 60% of our staff. This has increased to nearly 65%: 30.6% have no religion; 24% are Christian; and small numbers of other religions such as Hinduism, Islam, Judaism, Sikhism and Buddhism are represented across our workforce. Our employees have access to a prayer room in the workplace. We will continue to seek ways to improve disclosure of this protected characteristic in the coming year.

Figure 5: Religion and belief in the Monitor workforce at 31 March 2016

Not declared — 34.7%
No religion — 30.6%
Christian — 24.0%
Hindu — 3.6%
Muslim — 2.9%
Jewish — 1.4%
Sikh — 1.2%
Buddhist — 0.9%
Other — 0.7%
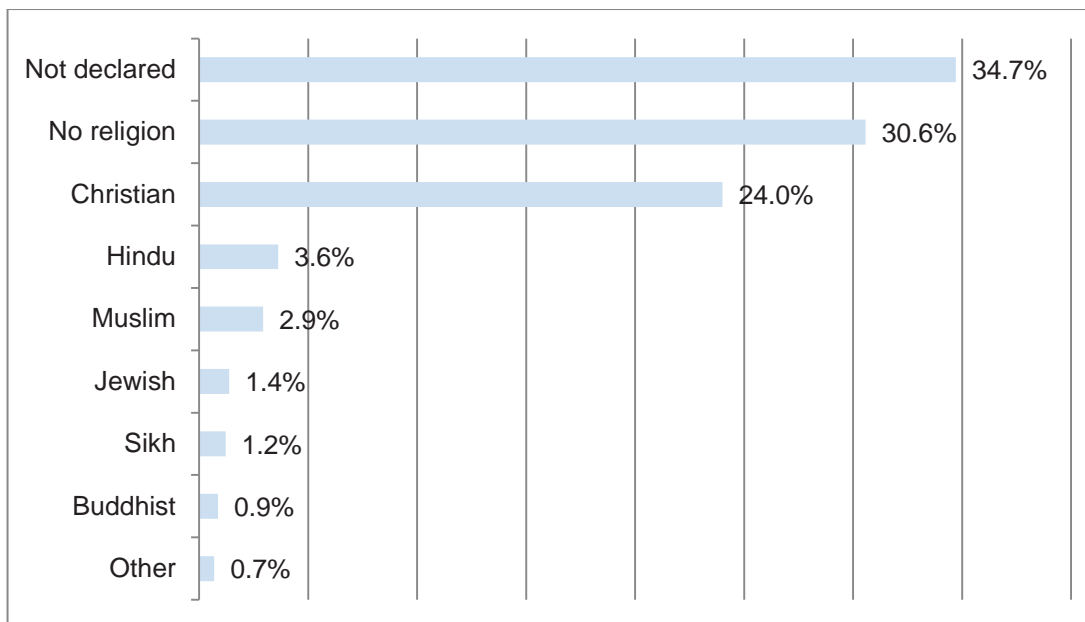
2.5. Sexual orientation

Last year we did not know the sexual orientation of 40% of our staff; this year this has reduced to 34.2%. We believe this improvement is due to a more robust data collection process. A total of 355 employees, representing 61.3% of our workforce, declared that they are heterosexual and 21 (4.5%) declared that they are lesbian, gay or bisexual. Of the 'not declared', 19 (3.3%) preferred to not disclose their sexual orientation, and we do not have data on the rest. We run an informal lesbian, gay, bisexual, and transgender (LGBT) networking group which meets monthly and is well attended.

Figure 6: Sexual orientation of Monitor workforce at 31 March 2016
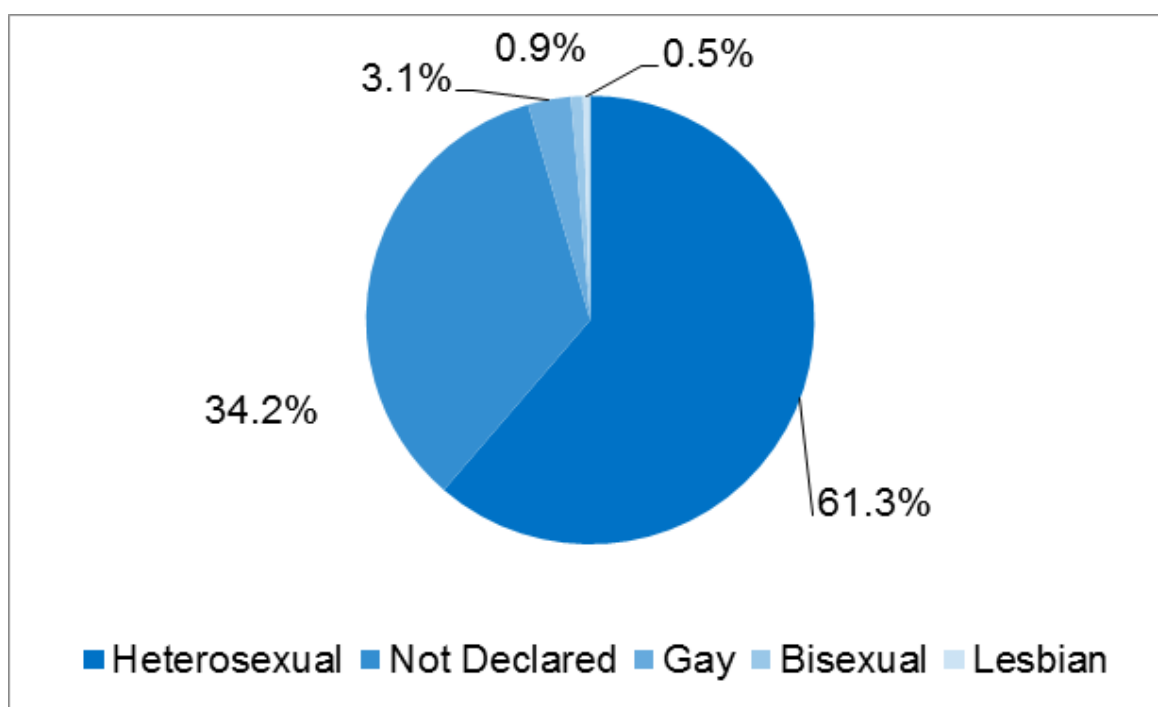
2.6. Gender

Over the last four years our employee demographic has remained almost static in terms of gender: 53% of our employees (305) are female and 47% (274) are male. Women are relatively well represented,[2] against some external benchmarks. At executive committee member level 5 out of 16 members are women; we also have 77 women at role levels 1 and 2, representing 29% and 45% respectively, but we recognise there is still more to do.

[2] Davies report (March 2014) *Women on boards:* 20.7% women on FTSE boards

Figure 7: Gender representation in the Monitor workforce at 31 March 2016
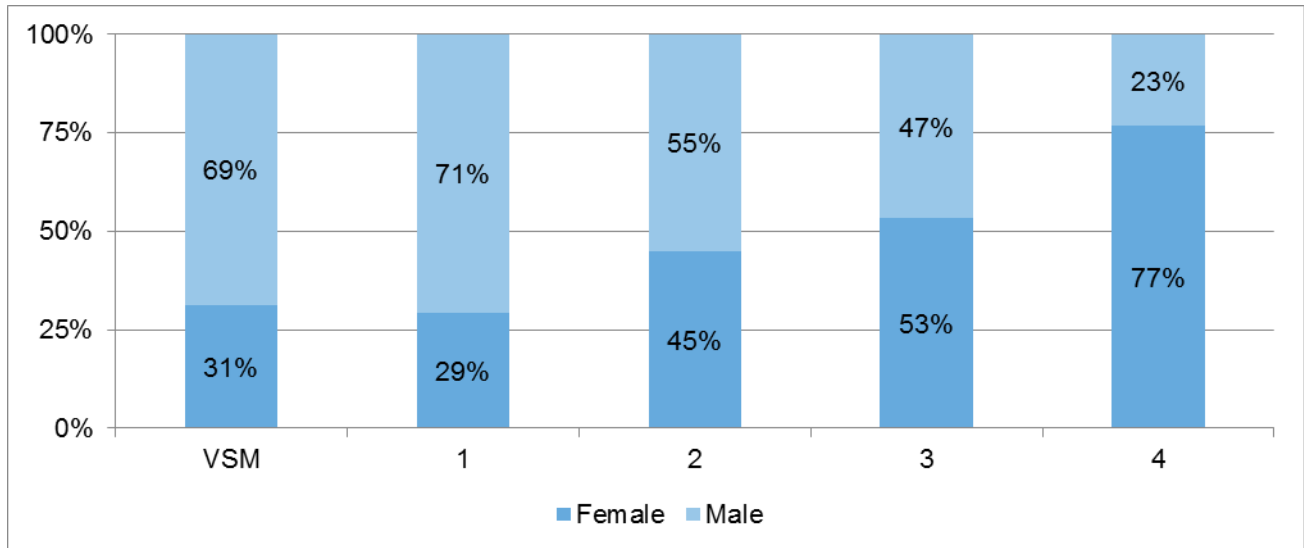
Most of our workforce work full time (FT); 42 employees (7.25%) work part time (PT). Of the part-time employees, 36 (86%) are women. We continue to have the highest concentration of women working at role level 4 in administrative support roles. We remain committed to developing our people and retaining high performers with internal promotion opportunities.

During 2015/16 62% of the people we promoted internally were women.

We do an annual internal pay disparity review, which considers several factors, including variations in job size within the same role level, market rates for different jobs and individual performance.

Figure 8: Full-time and part-time working in the Monitor workforce at 31 March 2016
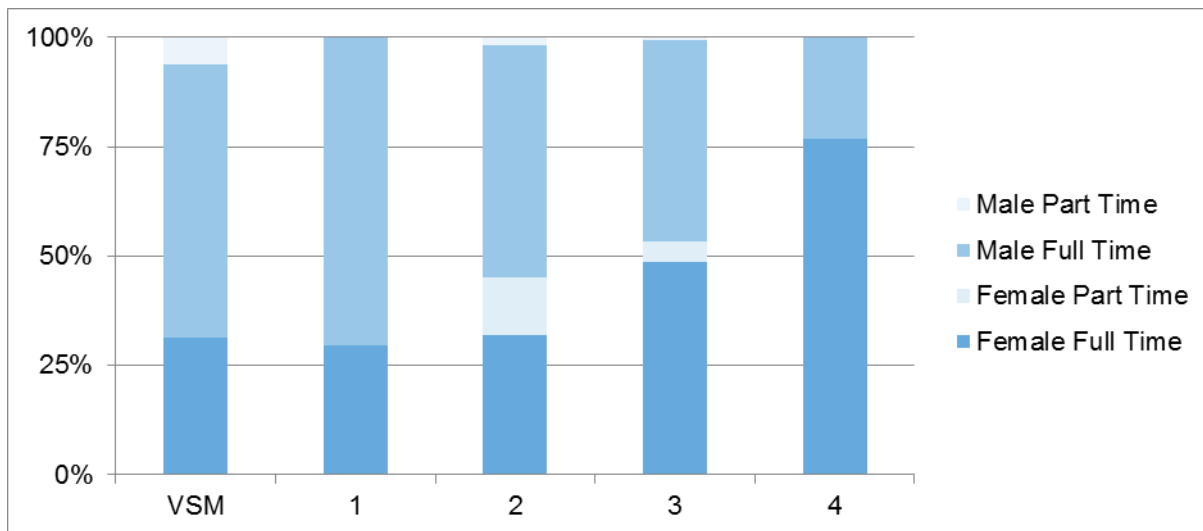
2.7. Transgender

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

Fifteen (2.6%) 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

From April 2015 to March 2016, we had 18 (3.1%) employees, on maternity leave. Three have returned to work in the same roles, two opted not to return to the organisation and 13 remain on maternity leave.

2.10. Applicants for employment

During 2015/16 we recruited 265 new personnel to Monitor, a combination of permanent, interim and temporary staff, reflecting both our expanded role as sector regulator and meeting our immediate technical and regulatory skills needs. We are currently reviewing the capabilities of our core HR systems to improve recruitment metrics. Over the coming months we will improve how we use the recruitment system so that we capture and track both applicant and candidate diversity data.

2.11. Employee survey results

In October 2015 we ran an employee engagement survey which had an 82% response rate, an increase of 11% on the previous year. The survey included questions around fairness and inclusion in the workplace: 67% of our people think Monitor treats its staff in an inclusive and fair way and 87% respect individual differences.

2.12. Grievance and disciplinary issues

Overall the use of the disciplinary and grievance procedures is extremely low, with fewer than five such cases where HR was involved formally. We do not provide information on precise numbers nor on protected characteristics to preserve anonymity.

2.13. Future programmes and initiatives

During 2015/16 we:

- improved further how we capture and report our diversity data capturing and reporting
- rolled out diversity and inclusion refresher training
- continued the programme of team-specific diversity and inclusion sessions

- implemented a programme around mental health awareness
- refreshed the equality and diversity policy to reflect the values and work of our organisation.

In 2016/17 we are focusing on:

- diversity during the integration of Monitor with the Trust Development Authority and transferring functions from NHS England
- ensuring that diversity and inclusion form a key part of the new organisation values and competency framework
- implementing an integrated HR system for accurate capture, analysing and reporting.

Annex 1: Monitor workforce statistics as at 31 March 2016

Table 1: Headcount

Level	Total headcount	Total %
VSM	16	2.8%
1	17	2.9%
2	160	27.6%
3	313	54.1%
4	73	12.6%
Grand total	579	

Table 2: Age

Role level	VSM		1		2		3		4		All	
Age band	Heads	% of all heads	Heads	% of all heads	Heads	% of all heads	Heads	% of all heads	Heads	% of all heads	Heads	% of all heads
21−25	0	0.0%	0	0.0%	0	0.0%	10	1.7%	20	3.5%	30	5.2%
26−30	0	0.0%	0	0.0%	6	1.0%	85	14.7%	27	4.7%	118	20.4%
31−35	0	0.0%	2	0.3%	37	6.4%	103	17.8%	10	1.7%	152	26.3%
36−40	1	0.2%	5	0.9%	50	8.7%	64	11.1%	6	1.0%	126	21.8%
41−45	3	0.5%	5	0.9%	34	5.9%	25	4.3%	3	0.5%	70	12.1%
46−50	3	0.5%	1	0.2%	14	2.4%	13	2.2%	5	0.9%	36	6.2%
51−55	4	0.7%	2	0.3%	11	1.9%	8	1.4%	0	0.0%	25	4.3%
56−60	3	0.5%	2	0.3%	4	0.7%	5	0.9%	2	0.3%	16	2.8%
61−65	1	0.2%	0	0.0%	3	0.5%	0	0.0%	0	0.0%	4	0.7%
65+	1	0.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.2%
Unknown	0	0.0%	0	0.0%	1	0.2%	0	0.0%	0	0.0%	1	0.2%
Grand total	16	2.8%	17	2.9%	160	27.7%	313	54.2%	73	12.6%	579	

Table 3: Ethnicity

Role level	VSM		1		2		3		4		Total	
Ethnicity	Heads	% of all heads	Heads	% of all heads	Heads	% of all heads	Heads	% of all heads	Heads	% of all Heads	Heads	% of all Heads
White	16	2.8%	15	2.6%	118	20.4%	199	34.4%	49	8.5%	397	68.6%
BAME	0	0.0%	2	0.3%	26	4.5%	99	17.1%	21	3.6%	148	25.6%
Not declared	0	0.0%	0	0.0%	16	2.8%	15	2.6%	3	0.5%	34	5.9%
Total	16	2.8%	17	2.9%	160	27.6%	313	54.1%	73	12.6%	579	

Table 4: Ethnicity and promotions

	Promotions	
Ethnicity	Heads	%
BAME	11	17.5%
White	50	79.4%
Not disclosed	2	3.2%

Table 5: Religion

Religion	Heads	%
Not declared	201	34.7%
No religion	177	30.6%
Christian	139	24.0%
Hindu	21	3.6%
Muslim	17	2.9%
Jewish	8	1.4%
Sikh	7	1.2%
Buddhist	5	0.9%
Other	4	0.7%
Total	579	

Table 6: Sexuality

Sexuality	Heads	%
Heterosexual	355	61.3%
Not Declared	198	34.2%
Gay	18	3.1%
Bisexual	5	0.9%
Lesbian	3	0.5%
Total	579	

Table 7: Gender

		VSM		1		2		3		4		All	
		Heads	%	Heads	%	Heads	%	Heads	%	Heads	%	Heads	%
Female	Full time	5	31.3%	5	29.4%	51	31.9%	152	48.6%	56	76.7%	269	46.5%
	Part time	0	0.0%	0	0.0%	21	13.1%	15	4.8%	0	0.0%	36	6.2%
Female total		5	31.3%	5	29.4%	72	45.0%	167	53.4%	56	76.7%	305	52.7%
Male	Full time	10	62.5%	12	70.6%	85	53.1%	144	46.0%	17	23.3%	268	46.3%
	Part time	1	6.3%	0	0.0%	3	1.9%	2	0.6%	0	0.0%	6	1.0%
Male total		11	68.8%	12	70.6%	88	55.0%	146	46.6%	17	23.3%	274	47.3%
	Grand total	16		17		160		313		73		579	

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