

Equality in our workforce: NHS Trust Development Authority workforce at 31 March 2017

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

Contents

Note	2
About NHS Improvement	2
About the NHS Trust Development Authority	2
1. About this report	3
2. The NHS TDA workforce profile	4
2.1. Overview	4
2.2. Age	5
2.3. Ethnicity	6
2.4. Religion and belief	7
2.5. Sexual orientation	7
2.6. Gender	8
2.7. Transgender	9
2.8. Disability	9
2.9. Pregnancy and maternity	10
2.10. Applicants for employment	10
2.11. Employee survey results	10
2.12. Grievance and disciplinary issues	10
2.13. Future programmes and initiatives	11
Annex 1: NHS TDA workforce statistics as at 31 March 2017	12

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 NHS Trust Development Authority (NHS TDA) contract for that period. A separate report covering the same period has been prepared in relation to Monitor.

We will refer to 'NHS TDA' 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 the NHS Trust Development Authority

The NHS TDA provides support, oversight and governance for all NHS trusts on their journey to delivering what patients want; high quality services today, secure for tomorrow. The range of services provided by NHS trusts covers the entire spectrum of healthcare, from acute hospitals to ambulance services through to mental health and community providers; the size of organisation varies from very small providers through to some of the largest organisations in the NHS, and therefore each trust has a set of unique challenges. Due to this variation that the NHS TDA recognises there is not going to be a 'one size fits all' solution to the challenges trusts face. The NHS TDA goal is first and foremost to help each and every NHS trust to improve the services they provide for their patients.

1. About this report

1.1 Reporting period

This report provides information about equality in the NHS Trust Development Authority (NHS TDA) 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 an NHS TDA contract (under Agenda for Change [AfC] pay scales) 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. The NHS TDA workforce profile

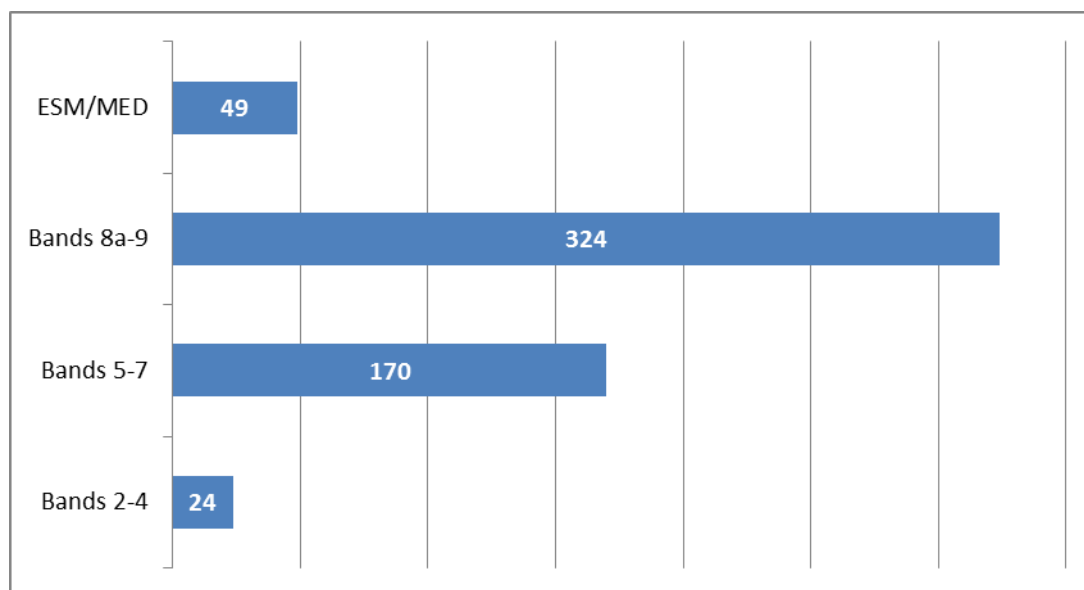
2.1. Overview

As at 31 March 2017, we employed 567 employees with a full-time equivalent (FTE) of 552. This number is significantly higher, by 240 employees, than last year and will continue to rise as most of the new starters in NHS Improvement are set up on AfC contracts, employed by the NHS TDA.

Of our workforce, 9.52% (54 employees) work part time. A total of 70% of our part-time employees are women.

Our staff are split across 13 pay bands but for the purpose of this report we will group them into four broad AfC grades: executive and senior managers (ESM) and medical staff (MED); wider leadership (bands 8a-9); middle management (bands 5-7); and administration (bands 2-4).

Figure 1: Headcount by AfC grade



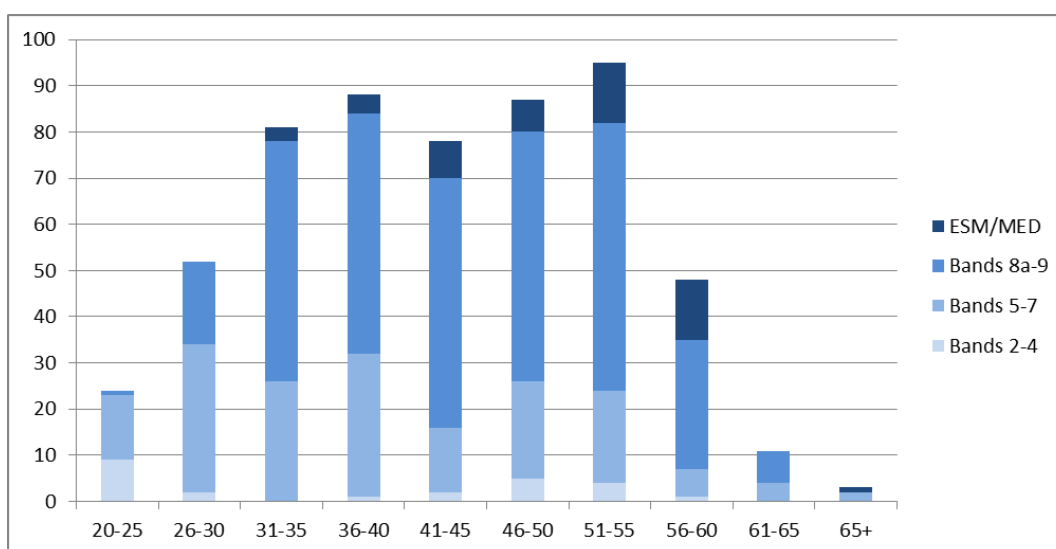
Over the last year we have made progress in capturing reliable workforce diversity data for all new employees, as well as existing staff during the integration of NHS TDA into NHS Improvement.

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 42.7 years. The largest percentage (29.81%) is aged between 31 to 40 years old, who are primarily employed at Band 8a-9 roles. We have 62 employees, representing 10.93% of the workforce, over 55 years old, with the majority occupying senior positions. This is 6% below the average percentage of the workforce aged 55 and over in England.¹ Of the staff, 4.23% are aged 20 to 25 years old. Most of them occupy band 5-7 roles and this reflects our involvement in NHS programmes, such as the NHS Graduate Management Scheme.

Figure 2: Age band of employees



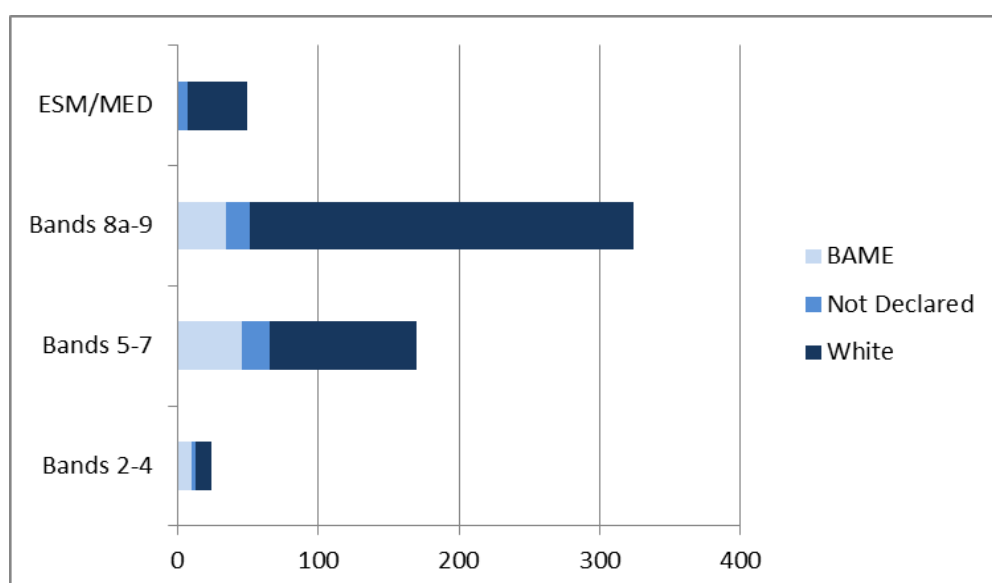
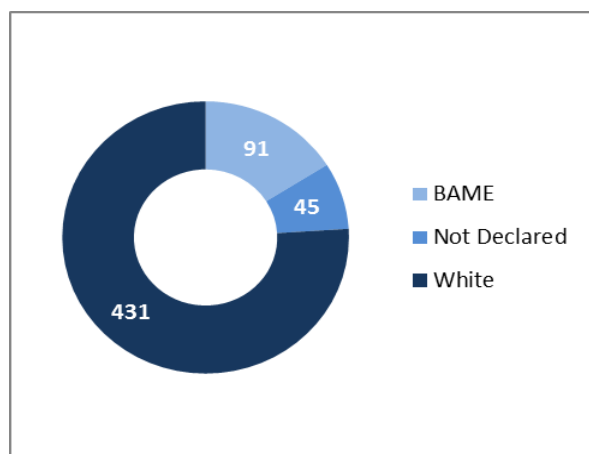
¹ Office for National Statistics *Annual population survey*, 12 months to September 2016

2.3. Ethnicity

A total of 91 employees declared themselves as Black, Asian or minority ethnic (BAME), representing 16.05% of the workforce on a NHS TDA contract, typically in middle management roles. Although this is an increase of more than 2% from last year, this is not representative of the BAME population of London, where our head office is located. However, there is BAME representation at all AfC grade levels and we will continue to focus on improving the ratios in the future.

A further 7.94% of staff have chosen not to declare their ethnicity.

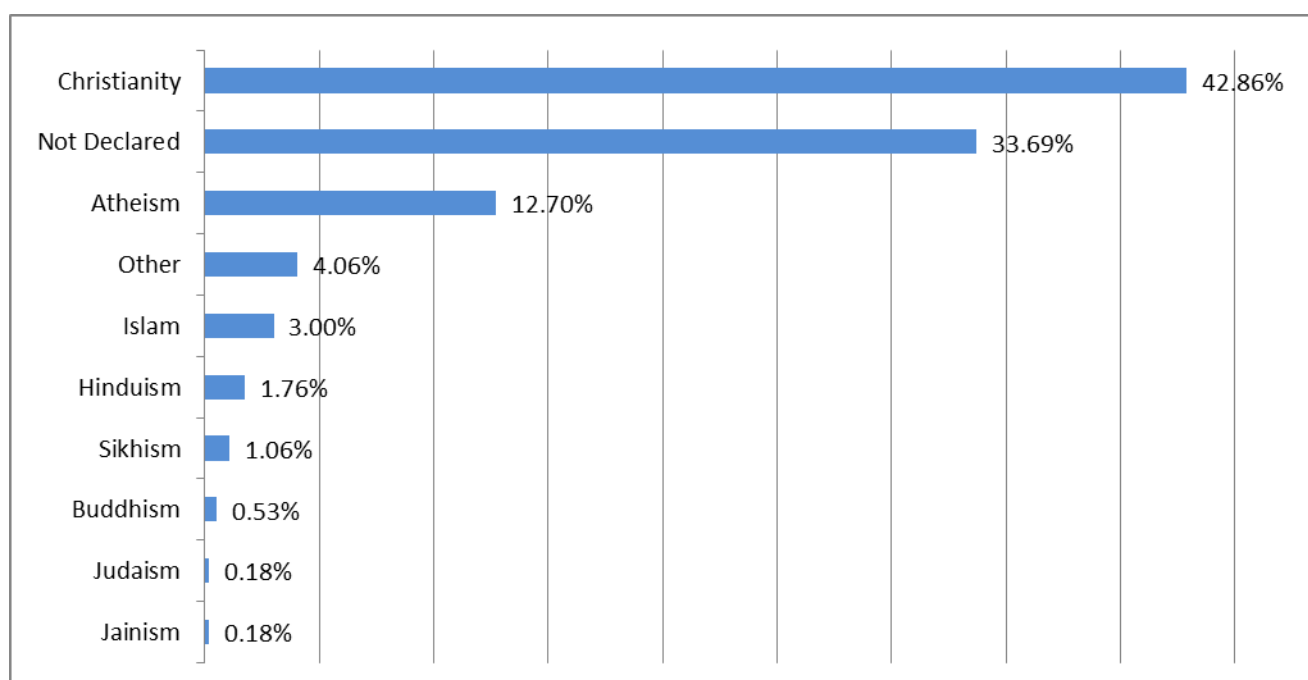
Figures 3 and 4: Ethnicity of employees and breakdown by role level



2.4. Religion and belief

A total of 33.69% of our staff have chosen not to declare their religion or belief, and 12.7% reported having no religion. Christianity is by far the most commonly declared religion at 42.86%, with a small number of other religions including, Islam, Hinduism, Sikhism, Buddhism, Judaism and Jainism 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

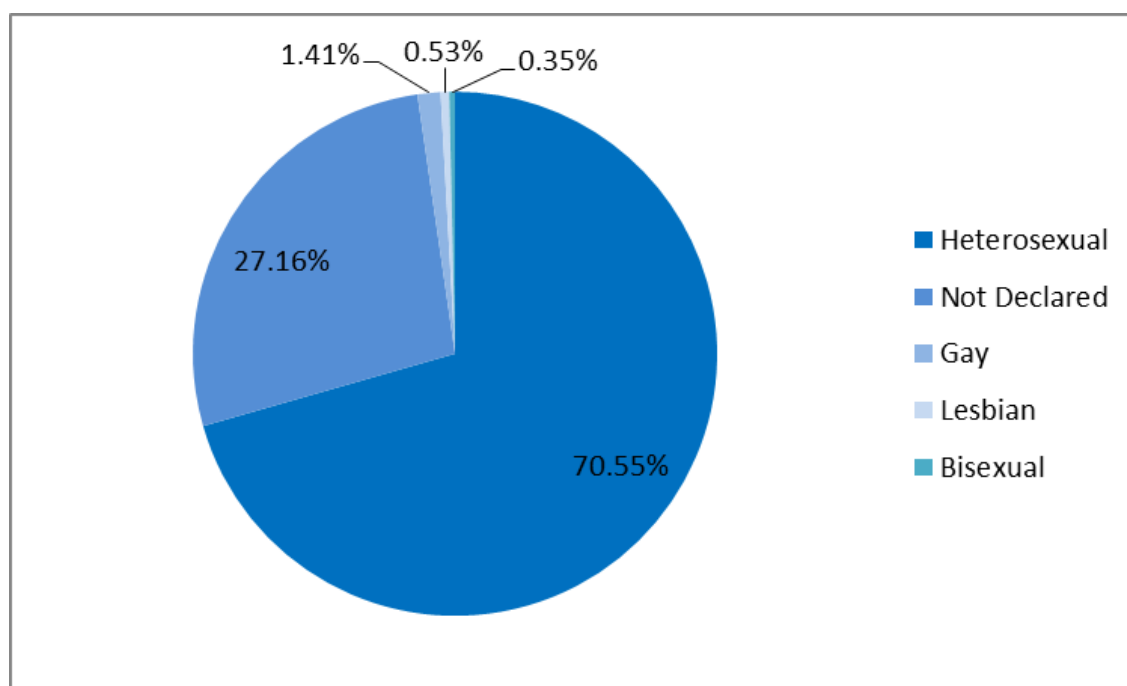


2.5. Sexual orientation

We hold sexual orientation data on 72.84% of the NHS TDA workforce, as at 31 March 2017. A total of 400 employees, representing 70.55% of our workforce, have declared themselves as heterosexual, with a small minority who have declared that they are either gay (1.41%), lesbian (0.53%) or bisexual (0.35%). A total of 154 employees, representing 27.16% 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



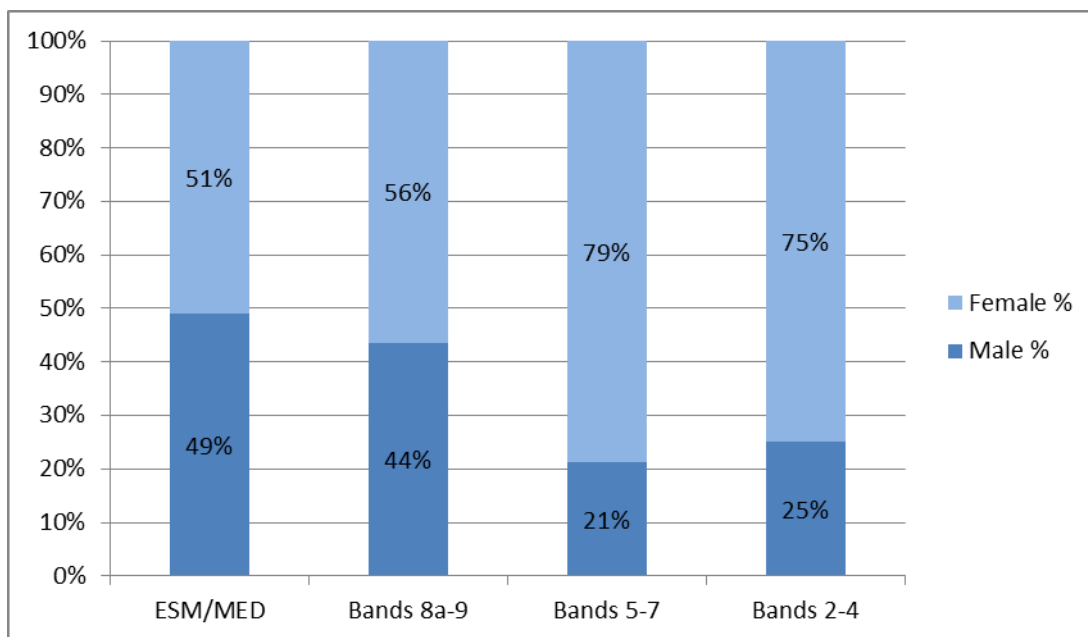
2.6. Gender

Our employee demographic has remained consistent since last year in terms of gender with more female employees (360) than male (207). However, the overall percentage of females has decreased in the last 12 months from 66.97% to 63.49%. Nevertheless, women remain well represented at all levels, including at ESM level where 25 out of 49 members are women.

The number of women at bands 2-4 (75%) and bands 5-7 (79%) far outnumbers their male counterparts and reflects the overall percentage of AfC staff at these bands across the NHS².

² NHS Digital, Hospital and Community Health Services (HCHS) workforce statistics: *Equality and diversity in NHS trusts and CCGs in England, September 2016 - Experimental Statistics*. Gender - source data. NHS Digital, HCHS workforce statistics: *Gender by grade in NHS Support Organisations and Central Bodies in England, September 2016, headcount*. Gender by grade

Figure 7: Gender representation of employee across role level



Most of our workforce work full time (FT), with 54 employees (9.52%) who work part time (PT). Of the part-time employees, 38 (70.37%) are women. We are committed to developing our people and retaining high performers with internal promotion opportunities.

2.7. Transgender

No employees have declared 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 (2.65%) of our employees have disclosed a disability. NHS TDA 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 NHS TDA 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, 13 (2.29%) employees were on maternity leave. Of these 13 employees, 4 occupy bands 8a-9 roles and 9 occupy roles at bands 5-7.

2.10. Applicants for employment

During 2016/17 we recruited 324 new people to NHS TDA, a combination of permanent, interim and temporary staff, reflecting our immediate technical and regulatory skills needs. We currently use the TRAC system to run recruitment campaigns and generate 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 November 2016 we ran an employee engagement survey for NHS Improvement staff (including Monitor and the NHS TDA employees) which 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, with fewer than five such cases in the relevant period (across Monitor and the NHS TDA) 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 NHS TDA with Monitor 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 both applicants and leavers by protected characteristics for the 2017/18 equality report
- providing employee-relations data by protected characteristics.

Annex 1: NHS TDA workforce statistics as at 31 March 2017

Table 1: Headcount by AfC grade

AfC grade	Total	% of heads
ESM/MED	49	8.64%
Bands 8a-9	324	57.14%
Bands 5-7	170	29.98%
Bands 2-4	24	4.23%
Total	567	

Table 2: Age by AfC grade

Age band AfC grade	20-25		26-30		31-35		36-40		41-45		46-50		51-55		56-60		61-65		65+		Total	
	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/MED	0	0.00%	0	0.00%	3	3.70%	4	4.55%	8	10.26%	7	8.05%	13	13.68%	13	27.08%	0	0.00%	1	33.33%	49	8.64%
Bands 8a-8	1	4.17%	18	34.62%	52	64.20%	52	59.09%	54	69.23%	54	62.07%	58	61.05%	28	58.33%	7	63.64%	0	0.00%	324	57.14%
Bands 5-7	14	58.33%	32	61.54%	26	32.10%	31	35.23%	14	17.95%	21	24.14%	20	21.05%	6	12.50%	4	36.36%	2	66.67%	170	29.98%
Bands 2-4	9	37.50%	2	3.85%	0	0.00%	1	1.14%	2	2.56%	5	5.75%	4	4.21%	1	2.08%	0	0.00%	0	0.00%	24	4.23%
Total	24	4.23%	52	9.17%	81	14.29%	88	15.52%	78	13.76%	87	15.34%	95	16.75%	48	8.47%	11	1.94%	3	0.53%	567	

Table 3: Ethnicity by role level

Ethnicity	BAME		Not Declared		White		Total	
	Heads	% of Heads	Heads	% of Heads	Heads	% of Heads	Heads	% of Heads
AfC Grade								
ESM/MED	1	1.10%	6	13.33%	42	9.74%	49	8.64%
Bands 8a-9	34	37.36%	17	37.78%	273	63.34%	324	57.14%
Bands 5-7	46	50.55%	19	42.22%	105	24.36%	170	29.98%
Bands 2-4	10	10.99%	3	6.67%	11	2.55%	24	4.23%
Total	91	16.05%	45	7.94%	431	76.01%	567	

Table 4: Religion and belief

Religion and Belief	Heads	% of Heads
Atheism	72	12.70%
Buddhism	3	0.53%
Christianity	243	42.86%
Hinduism	10	1.76%
Islam	17	3.00%
Jainism	1	0.18%
Judaism	1	0.18%
Not Declared	191	33.69%
Other	23	4.06%
Sikhism	6	1.06%
Total	567	

Table 5: Sexual orientation

Sexual orientation	Total heads	% of heads
Bisexual	2	0.35%
Gay	8	1.41%
Heterosexual	400	70.55%
Lesbian	3	0.53%
Not declared	154	27.16%
Total	567	

Table 6: Gender

Gender	Female						Male						Total	
	Full time		Part time		Female total		Full time		Part time		Male total		Total	
AfC grade	Heads	% of heads	Heads	% of heads	Heads	% of heads	Heads	% of heads	Heads	% of heads	Heads	% of heads	Heads	% of heads
ESM/MED	23	7.14%	2	5.26%	25	6.94%	22	11.52%	2	12.50%	24	11.59%	49	8.64%
Bands 8a-9	160	49.69%	23	60.53%	183	50.83%	131	68.59%	10	62.50%	141	68.12%	324	57.14%
Bands 5-7	125	38.82%	9	23.68%	134	37.22%	32	16.75%	4	25.00%	36	17.39%	170	29.98%
Bands 2-4	14	4.35%	4	10.53%	18	5.00%	6	3.14%	0	0.00%	6	2.90%	24	4.23%
Total	322	56.79%	38	6.70%	360	63.49%	191	33.69%	16	2.82%	207	36.51%	567	

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