

# **Annual Diversity & Inclusion Workforce Report January 2018**

## 1.5. Workforce Data 2016/17

Information in this paper has been drawn from the Electronic Staffing Record (ESR), NHS Jobs and Salford CCG's 2016 NHS Staff Survey findings.

The report covers the time period September 2016 to August 2017.

The report provides an overview of the data collated within the following sections:

- Overall CCG Workforce Summary
- Workforce composition – overall, pay band and working pattern
- Recruitment
- Leavers
- Non-mandatory training
- Sickness absence
- Gender pay gap

Following completion and publication of the report, the data will be used to help determine if any practices, procedures, policies or the environment and organisational working culture unfairly discriminate against staff based upon their protected characteristics.

This data will also enable the CCG to take specific action in relation any issues identified.

## 2. Workforce Composition

The narrative has been broken down into the seven protected characteristics and includes brief descriptions of the data collected. The complete data set is available on request via [salccg.involve@nhs.net](mailto:salccg.involve@nhs.net) or 0161 212 6278.

The CCG has a total workforce of 156 staff compared to last year. This is an overall decrease of 11 staff.



## 2.1. Race



### 2.1.1 Overall workforce profile

8.3% of staff had a Black, Asian and Minority Ethnic (BAME) background. This is reflective of the overall Salford population which is 8.9% BAME. This was a decrease from 2016 when the overall percentage of BAME staff was 12.6%.

### 2.1.2 Pay

The top four Agenda for Change (AfC) pay bands did not include any staff from a BAME background. This has been the case since 2015 / 16. However, of non-AfC staff, 15.8% were of BAME background.

### 2.1.3 Working Patterns

38.5% of BAME staff and 60% of White British staff were in full-time positions. 61.5% BAME staff and 40% White British staff were in part-time jobs.

### 2.1.4 Recruitment

43% of all applications received for roles advertised at the CCG were made by people who belonged to a BAME background, however – only 17% of the overall number of people appointed belonged to the BAME community. 49% of the overall number of applications received for roles advertised came from white people and in total 75% of the overall number of people appointed were white.

### 2.1.5 Leavers

24.3% of all leavers were from a BAME background and 54.1% were white.

### 2.1.6 Conclusion and Actions

Although the number of BAME staff is reflective of the Salford population, more work should be done to recruit BAME candidates to the top four AfC pay bands to ensure a representative workforce. This will be done by promoting relevant posts to interfaith BAME groups via social media.

All actions in relation to race are listed in the WRES action plan and published on the CCG website.

## **2.2. Gender**

### **2.2.1 Overall workforce profile**

Since 2015, the percentage of female employees has decreased from 69.9% to 65.4%. The percentage of male employees has increased from 30.1% in 2015 to 34.6% in 2017.

### **2.2.2 Pay**

The Office of National Statistics defines the overall gender gap as the comparison of average pay between men and women. The gender gap remains at a national level due to different ways man and women participate in the labour market. Nationally this may be due to choice of occupations, under-valuation of women's work, caring responsibilities and pay systems that are not so transparent.

A higher percentage of women were reported in pay bands AfC 3,4,5,6,7,8a,8b and 8d. A higher percentage of men were reported in pay bands 2, 8C and non-AfC.

- Average Female salary (2016/17) = £41,315 (includes non-AfC)
- Average Female salary (2015/16) = £38,646 (includes non-AfC)

This shows an increase of £2,669 over the last 12 months.

- Average Male salary (2016/17) = £56,774 (includes non-AfC)
- Average Male salary (2015/16) = £54,526 (includes non-AfC)

This shows an increase of £2,228 over the last 12 months and also shows that female salary (including non-AfC) was 70% of male salary in 2016 and 73% of male salary in 2017.

This demonstrates that since 2016 there has been an improvement in gender pay equality within the CCG.

### **2.2.3 Working Patterns**

59.8% of female staff and 51.9% of male staff were in full-time positions. The average percentage of workforce in full time roles was 57%.

### **2.2.4 Recruitment**

41% of all applications received for roles advertised at the CCG were received from males, with 67% of the overall number of people appointed being male.

58% of the overall number of applications received for roles advertised came from females but with only 33% of the overall number of people appointed being female.

### **2.2.5 Leavers**

67.6% of leavers were female and 32.4% were male.

### **2.2.6 Conclusion and Actions**

Although evidence shows that the gender pay gap is closing, more work should be done to ensure that we promote a culture of flexible working in the organisation. This will be done by reviewing the application process and ensuring fairness of opportunity across teams.

We will also be delivering unconscious bias training to all staff to ensure that they do not unintentionally discriminate against protected characteristic – including gender.

## **2.3. Age**



### 2.3.1 Overall workforce profile

Age Group	Workforce Profile	Salford Population	Workforce/ population comparison
20-24	1.30%	11.10%	↓
25-29	5.80%	11.90%	↓
30-44	40.40%	27.70%	↑
45-59	42.90%	23.70%	↑
60-64	9%	7%	↔
65+	0.60%	10%	↓

### 2.3.2 Pay

- The majority of staff being paid in bands 1-4 sit in the 45-49 age bracket.
- The majority of staff being paid in bands 5-7 sit in the 45-49 age bracket.
- The majority of staff being paid in bands 8+ sit in the 30-44 age bracket.
- The majority of staff being paid at non-AfC grades sit in the 45-59 bracket.

### 2.3.3 Working Patterns

The data highlighted that age groups 20-24 and 25-29 were less likely to work part-time and age groups 30-44, 45-59, and 60-64 were more likely to work part-time. This may be interpreted as a result of these age groups' desire to meet family commitments and work life balance.

### 2.3.4 Recruitment

Age Group	Applications	Appointments
20-24	23%	33%
25-29	17%	8%
30-34	15%	17%
34-39	11%	8%
40-44	11%	0%
45-49	10%	8%
50-54	6%	17%
55-59	11%	8%
60-64	1.6%	0%
65+	0.2%	0%

### **2.3.5 Leavers**

5.4% of leavers were from the 20-24 age bracket, 10.8% were from 25-29, 51.4% were from 45-59 and 2.7% were 65 and over.

### **2.3.6 Conclusion and Actions**

Although the vast majority of workforce sit within the 30-59 bracket, it is felt that all staff would benefit from an awareness session on multi-generational working.

## **2.4. Disability**



Due to the overall number of people who have declared a disability being very low, it is very challenging to draw useful conclusions on this characteristic group.

### **2.4.1 Overall workforce profile**

Over the last three years, the percentage of staff declaring a disability has decreased very slightly from 4.9% to 3.8%.

### **2.4.2 Pay**

There are currently no reported disabled staff in pay bands 1-4. The highest percentage of disabled staff are found in AfC pay bands; 5, 6 and 8a.

### **2.4.3 Working Patterns**

66.7% disabled staff and 58.9% non-disabled staff were in full-time jobs. 33.5% disabled staff and 41% non-disabled staff were in part-time jobs.

### **2.3.4 Recruitment**

No disabled applicants were appointed to any post during this reporting period.

## 2.4.5 Leavers

8.1% of leavers had a declared disability and 83.8% of leavers did not have a disability.

## 2.4.6 Conclusion and Actions

Although HR data shows 3.8% of staff have declared a disability, this figure does not reflect the percentage of staff who declared a disability within the staff survey, which was higher. This suggests that disabled staff may not feel comfortable disclosing their disability in non-confidential environments due to fear of discrimination. Therefore work needs to be done on understanding why staff do not feel comfortable disclosing this data, ensuring they understand why we need this data and then to undertake a data cleanse.

## 2.5. Marital Status

### 2.5.1 Overall workforce profile

Marital status of workforce	Comparison to Salford population
Civil Partnership	↑
Divorced	↓
Legally Separated	↓
Married	↑
Single	↓
Widowed	↓

### 2.5.2 Pay

No data was made available for this section.

### 2.5.3 Working Patterns

No data was made available for this section.

### 2.5.4 Recruitment

33% of all applications received for roles advertised at the CCG were made by people who were either married or in civil partnerships, with 42% of appointed people being married or in civil partnerships. 63% of the overall number of



applications received for roles advertised came from people who were widowed / divorced / legally separated, but only 58% of the overall number of people appointed belonged to this group.

### **2.5.5 Leavers**

No data was made available for this section.

### **2.5.6 Conclusion and Actions**

Staff survey and other engagement feedback will be analysed to assess whether there is any unintentional discrimination with this group.

## **2.6. Religious Belief**



### **2.6.1 Overall workforce profile**

The workforce is reasonably representative of local religions, although the percentage of staff who had disclosed their religion as Judaism was lower than in the overall Salford population.

The top four religions / beliefs represented in the CCG workforce were Atheism, Christianity, Hinduism, Islam and Judaism.

### **2.6.2 Pay**

The most reported religious belief in all AfC pay bands was Christianity followed by Atheism. The highest percentage of Muslim staff were found in pay bands 5-7 and the highest percentage of staff declaring Judaism as their faith were found in bands 8+.

### **2.6.3 Working Patterns**

No data is available for this section.

## 2.6.4 Recruitment

47% of all applications received for roles advertised at the CCG were made by Christians, with 50% of the overall number appointed people being from this group. 18% of all applications received for roles advertised at the CCG were made by Muslims, with 17% of the overall number appointed people being from this group. 14% of all applications received for roles advertised at the CCG were made by Atheists, with 25% of the overall number appointed people being from this group.

There were no appointments in any of the other religious groups.

## 2.6.5 Leavers

35% of leavers were Christians, 16.2% were Muslims, 8.1% Hindus, 8% Atheists and 2.7% Buddhists.

## 2.6.6 Conclusion and Action Plan

Although the workforce appears to be representative of the Salford population, the CCG will join enei – the Employers Network for Equality and Inclusion to ensure that we are all we can to eliminate discrimination in the workforce.

We will also continue to deliver monthly diversity learning lunches to staff to give them a more thorough understanding of the different faiths and communities in Salford.

## 2.7. Sexual Orientation



Due to the overall number of people who have declared themselves as lesbian, gay, bi-sexual, transgender (LGBT) being very low, it is very challenging to draw useful conclusions on this characteristic group.

### **2.7.1 Overall workforce profile**

86.5% of the workforce declared themselves as heterosexual, 3.8% were from LGBT background and 9.6% did not state or wish to declare their sexual orientation.

### **2.7.2 Pay**

No data is available for this section.

### **2.7.3 Working Patterns**

No data is available for this section.

### **2.7.4 Recruitment**

83% of all applications received for roles advertised at the CCG were from heterosexual applicants, with 83% of the overall number appointed people being from this group.

4.3% of all applications received for roles advertised at the CCG were made by applicants from the LGBT community, with 4.3% of the overall number appointed people being from this group.

### **2.7.5 Leavers**

75.7% of leavers were heterosexual. The sexual orientation of other leavers was not known.

### **2.7.6 Conclusion and Action Plan**

Work will be done with other health and care partners from across the Salford system to allow CCG staff to join their staff / faith & community forums. A process will be developed to ensure any issues raised are formally fed back to the CCG.

### 3.0 Sickness Absence

On average, each member of Salford CCG staff spends 2.4% of their working time absent through sickness. However, this rate is somewhat higher in BAME, white and Atheist staff. It also appears to be much higher among staff who did not disclose their disability, marital status, sexual orientation and religion.

### 4.0 NHS Staff Survey 2016 Results

The 2016 NHS staff survey results for Salford CCG give some insight into people's experience of working at the CCG. The survey was administered by Picker, and all staff are surveyed. The 2016 response rate for Salford CCG was 90%. The reports show results by the organisation average, by directorate and by the protected characteristics of age, gender, disability and race.

Some headline findings are:-

- BAME Staff were less likely to have had an appraisal in the last 12 months (81%) compared to white staff (95%).
- The quality of the appraisal reported by men (3.59) was lower than women (3.77).
- The quality of the appraisal reported by disabled staff (3.61) was lower than non-disabled staff (3.79).
- BAME Staff (6%) and staff with a disability (8%) were more likely to experiencing physical violence from patients, relatives or the public in last 12 months than the Salford CCG average (2%).
- BAME staff (13%) and staff with a disability (27%) were more likely to have experienced bullying harassment or abuse from staff (27%) which was higher than the Salford CCG average (9%)
- Female staff (6%), BAME staff (6%) and staff with disability (8%) were more likely to have experienced discrimination at work than the Salford CCG average (4%)
- Female staff (82%), BAME staff (81%) and staff with a disability (81%) felt less able to contribute to improvements at work than the Salford CCG average (84%)
- BAME staff (77%) and staff with a disability (84%) were less likely to feel that the organisation provides equal opportunities for career progression than the Salford CCG average (92%)
- BAME staff were less likely to report good communication between senior management and staff (50%) than the Salford CCG average (71%)

- People with a disability felt slightly less supported by their managers (4.07) than the Salford CCG average (4.11)
- BME staff were more likely to feel unwell due to work related stress pressure (38%) than the Salford CCG average (28%)
- People with a disability were more likely to have felt pressure to attend work when they felt unwell (42%) than the Salford CCG average (40%)
- The proportion of people disclosing disability in the survey (19%) was much higher than those declaring a disability on the ESR and therefore reported earlier in the workforce report (3.8%)
- Staff with a disability (42%) were more likely to have suffered work-related stress in the last 12 months than the Salford CCG average (28%)
- BAME Staff were less likely to have had an appraisal in the last 12 months (81%) compared to white staff (95%), and the quality of the appraisal reported by BM staff (4.03) was slightly lower than white staff (4.13).
- Disabled staff were more likely to experience bullying, harassment or abuse from patients, relatives or members of the public (23%), than the Salford average (10%).

The smaller intervals may not be statistically significant because of the small sample sizes, but they are all indicative of a poorer employment experience overall for BME staff and staff with a disability, and in specific areas for male and female staff.

## 5.0 Conclusion

The CCG will formulate actions to address the key areas of work shown below and incorporate them into the business planning and objective setting process for 2018/19.

- Monitor the results of the 2017 NHS staff survey and compare with the results of the 2016 survey to identify and address trends.
- Investigate and address the differential employment experiences of the different protected characteristic groups as reported in the 2016 NHS staff survey.
- Work to address the under-representation of the various groups listed in this report – ensuring a workforce which is more reflective of the overall Salford population
- Explore ways to increase the percentage of BAME representation in band 7 and above
- Explore ways to encourage CCG staff to declare disability, religion / belief and sexual orientation
- Raise staff awareness and capacity through training provision on equality, diversity and human rights to address any workforce issues.