

GM Shared Services Workforce Compliance Report 2016



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Schedule of Tables (for Workforce Profile)

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Date	Amendment	Version	Comments/Author
02/12/2015	Samina Arfan	Draft v0.1	First draft presented to GMSS People & OD Committee with information gaps identified for workforce/recruitment, to set up small group to look at the detail.
27/01/2015	Samina Arfan	Draft V0.2	Second draft shared with small group J. Purcell and M Sheridan with detail to go into annexes, cut out any duplication, clarity around recommendations.
05/01/ 2016	Samina Arfan	Draft V0.3	Updates with amendments and suggestions from J. Purcell and M Sheridan for: introduction, round percentages to 1 decimal.
16/03/2016	Samina Arfan	Draft V0.4	Updated with information presented to GMSS People & OD Committee.
24/03/2016	Samina Arfan	Final	Upload on to website

Table A: GMSS Workforce Dashboard (31st August 2015)

Protected Characteristic	GM Population	CCG Workforce	Comparison	
Age	Largest working age bands 30 – 44 (27.9%) 45 – 59 (25%)	Highest age bands 30 - 44 (45.6%) 45- 59 (40%) Average Age 42		Overly representative in some age bands
Disability	Live with a limiting long- term illness, health problem or disability (20 %)	Disabled (1.76%) <i>low levels of disclosure</i> Unknown data for 35.3%		Not representative
Ethnicity: BAME (Black, Asian, Mixed and Other Ethnic) WME (White Irish, White Gypsy Irish Traveller and White Other)	Total BME (20.2%) Includes BAME and WME	BAME (13.9%) WME (4.9%) Total Black and Minority Ethnic BME (18.8 %) Unknown data for 4.4%		Not representative
Gender	Female (50.6%) Male (49.4%)	Female (53.5%) Male (46.5%)		Broadly representative (but typical of NHS nationally)
Transgender	No local data National estimates 1 in 4,000	No staff data		No clear picture
Pregnancy/Maternity	No local data	No staff data		No clear picture
Marriage/Civil Partnerships	Married households & Civil partnerships (38.1%)	Married & Civil partnerships (47.6%) Unknown data for 5.9%	 	Overly representative/ no clear picture
Religion or Belief	Christian (61.8%) Muslim (8.7%) Atheist (21.1%)	Christian (48.5%) Muslim (5.3%) Atheist (9.4%) Unknown data for 40%		Not representative
Sexual Orientation	No local data. National estimates for LGB (5-7%)	Heterosexual (53.2%) <i>low levels of disclosure</i> Unknown data for 44.4%		No clear picture

1.0 Introduction

Greater Manchester Shared Services (GMSS, part of Northwest Commissioning Support Unit NWCSU) recognises they need varied skill base from diverse professional groups; all working in an environment that is able to truly harness their skills and experience to support their CCGs design integrated services that provide quality care to an ever diverse population. This includes the vital role that equality and diversity can play in bringing together a range of professionals from diverse backgrounds, together with patients and members of the public.

To fulfil legal obligations under the Public Sector Equality Duty including the of publishing workforce information, the Equality Human Rights Commission (EHRC) guidance sets out the employment information it recommends public bodies need to gather. Public bodies with more than 150 employees such as GMSS are required to publish information relating to their employees. The guidance indicates that we need to collect and use enough workforce information to effectively meet the general equality duty and may also need to publish some information about the impact of their employment functions.



1.1 Background:

Greater Manchester CSU came into existence on the 1st April 2013 as an arm's length body of NHS England. The majority of staff were transferred from the legacy NHS Primary Care Trusts from across Greater Manchester. There have been a number of changes to the organisation since 1st April 2013, namely changes to CCGs commissioning support requirements, a merger with Cheshire and Merseyside CSU to become North West CSU and then not being accredited to the Lead Provider Framework in January 2015. We became GM Shared Services in July 2015 and will be hosted by Oldham CCG from 1st April 2016.

As of 31st August 2015 the GMSS employed 340. This is a 24% decrease from September 2014 when there were 450 staff.

We work closely with our clients who are mainly are Clinical Commissioning Groups (CCGs) from across GM; to enable them to meet their population needs. In addition GMSS People Services Team, ensure that policies, procedures and practices are fair and consistent to avoid



any discrimination. All managers attend key skills training which covers all the main employment policies.

From April 2015, NHS England has placed a mandatory requirement on NHS organisations in relation to Race Standards to improve the BME levels at board and employee representation and also mandatory implementation of EDS2 to demonstrate compliance and continual improvement in this area.

The schedule of data has been collated as a snapshot in time and represents information collated as at 31st August 2015, and the recruitment data has been collected from 1.9.2014 to 31.8.2015.

Further work is required to address the gaps for data concerning:

- GMSS employees subject to disciplinary procedures: warnings, cautions, and dismissals
- Grievances
- Leavers
- Training
- Benchmarking marking against the WRES and EDS2 Goals 3 and 4
- Occupational Health and associated reasonable adjustments

GMSS's Equal Opportunities Policy seeks to develop positive practice and promote equality of opportunity in employment. GMSS regularly reviews its policies and procedures and carries out Equality Analysis to ensure that they do not disadvantage any employee group. All employees have a requirement to meet a basic competency level in equality and diversity.

Whilst GMSS uses the NHS Jobs website to advertise most vacancies in line with most NHS bodies, it continuously reviews its recruitment procedures and processes and explores different solutions to encourage applications from the local community and ensure that it does not deliberately disadvantage any particular group.

1.2 Our Communities

At the time of the 2011 census around 2.68 million people were recorded as living in Greater Manchester. Our region has a dynamic and increasingly diverse population. GMSS views this as an exciting environment in which to operate as well as understanding the challenges that this creates.

According to the 2011 census, of Greater Manchester's ten metropolitan boroughs, the City of Manchester is the most populous with a population of 503,127, whilst the Metropolitan Borough of Bury is the least populous with 185,100. The City of Manchester's population in 2021 is predicted at 532,200¹. The city experienced the greatest percentage population growth outside London, with an increase of 19%².

In terms of ethnic composition, the City of Manchester has the highest non-white population in Greater Manchester (34th in England), followed by the metropolitan boroughs of Oldham (45th in England), Rochdale (53rd in England), and Trafford (68th in England). Wigan is the least ethnically diverse borough in the region, and 274th in England.

¹ http://www.manchester.gov.uk/downloads/download/4220/public_intelligence_population_publications

² <http://www.bbc.co.uk/news/magazine-18853714>



The Metropolitan Borough of Oldham is the borough has the highest proportion of people under fifteen years of age and the highest proportion of people from South Asian heritage 12%; the highest proportion of a borough of Greater Manchester.

Key Points from the Census 2011 about Greater Manchester

- Over 20% of people living in Greater Manchester have a limiting long-term illness or disability.
- 20.2% of all people in Greater Manchester are from ethnic minority groups, including the 'White Other' and 'Irish' categories.
- The largest ethnic minority groups in Greater Manchester are Pakistani (4.83%), White Other (2.6%), Indian (2.00%) and Irish (1.3%).
- About 13% of people in Greater Manchester are young people aged between 16-24 years.
- Over 20% of people in Greater Manchester are aged 60 and over.
- Men make up 49.4% and women make up 50.6% of the population of Greater Manchester. Women are more likely than men to have responsibility for children and care of dependents. Significant numbers of women work unsocial hours or on a part-time basis.
- The profile of different religions/faiths and beliefs in Greater Manchester is as follows:
 - Christian 61.8%
 - Muslim 8.7%
 - Hindu 0.9%
 - Jewish 0.9%
 - Buddhist 0.4%
 - Sikh 0.2%
 - Other 0.3%
 - No religion 20.8%
 - Religion not stated 6.1%
- The 2011 Census collated no information about sexual orientation. However, Stonewall, a charity which promotes equality and justice for lesbians, gay men and bisexuals, states on their website FAQs (January, 2013); the Government is using the figure of 5 to 7% of the population, which Stonewall feels is a reasonable estimate. However, there is no hard data on the number of lesbians, gay men and bisexuals in the UK as no national census has ever asked people to define their sexuality".
- Accurate population data about transgender people is unavailable. However, the Equalities Review (2007) estimated that 1 in 11,500 of the adult population is transsexual – which is defined as those who have or are undergoing gender reassignment.

1.3 Agenda for Change Pay Grades

The GMSS employs its staff in line with the nationally agreed Agenda for Change (AfC) banding system. The biggest cohort of staff was the group of staff on **AfC 5 23.53% (80)**, followed by **Band 7 18.82% (64)** and **band 6 16.76% (57)** and **8a 10% (34)**. This is detailed in **Table 1a** below.

Table 1a Agenda for Change Pay Grades

Pay Grade	% Sept 2014	% Sept 2015
AfC 2	2.88%	4.41%
AfC 3	6.43%	8.53%
AfC 4	6.65%	6.18%
AfC 5	19.51%	23.53%
AfC 6	16.63%	16.76%
AfC 7	23.28%	18.82%
AfC 8a	12.42%	10.00%
AfC 8b	5.10%	4.71%
AfC 8c	2.88%	3.53%
AfC 8d	2.88%	2.65%
Non-AfC	1.33%	0.88%

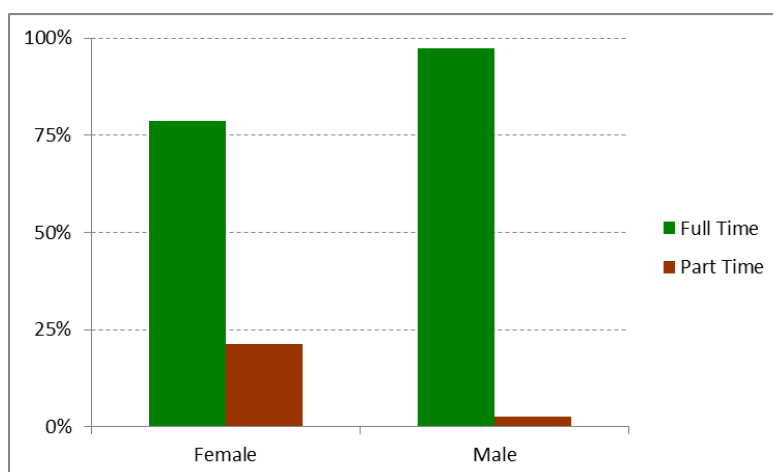
1.3.1 Working Patterns

The GMSS has a **Flexible Working Policy**, which provides a range of flexible working patterns to support employees having a work life balance. **Table 1b** below details working patterns for employees at GMSS.

Table 1b Working Patterns end of August 2015

Employee Category	Headcount	Total
Full Time	297	87.35%
Part Time	43	12.65%

Table 1c below highlights that women fare higher in relation to part time working compared to men within GMSS.



1.3.2 Gender Pay Gap

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

At the end of August 2015, the GMSS female employees were more likely to be on lower pay grades and work part time.

Based on a comparison of take home pay:

- **Average Female wage = £32,652 (excludes non-AfC)**
- **Average Male salary = £34,342 (excludes non-AfC)**

This shows that even though there is a broad balance of women and men across the GMSS, men are coming through as being paid higher at AfC band 6. **Table 1f** highlights the differences between the gender averages pay spinal point ranges.

Table 1d Gender Pay Average August 2015

Pay Band	Spinal Points Range	Gender Average	
		Female	Male
AfC2	1 to 8	5.8	2.7
AfC3	6 to 12	9.7	7.2
AfC4	11 to 17	14.6	12.7
AfC5	16 to 23	21.1	19.9
AfC6	21 to 29	24.1	26.5
AfC7	26 to 34	31.5	30.3
AfC8a	33 to 38	36.0	35.9
AfC8b	37 to 42	40.1	41.0
AfC8c	41 to 46	44.7	44.8
AfC8d	45 to 50	48.8	47.4
Grand Total		24.1	26.8

1.4 Policies and Procedures

The GMSS has a suite of policies and procedures that are in place to ensure that it operates in a fair and non-discriminatory manner towards its employees, on-going training and awareness sessions are provided to managers in light of any new employee related policies and procedures to ensure that application is non-discriminatory. Some of the key policies are:

- Dignity at Work
- Grievance and Disciplinary
- Absence and Sickness
- Flexible working
- Performance management
- Appraisals
- Recruitment and Selection

1.5 Recruitment: Two Tick Disability Symbol

1.5.1 What is the disability symbol?

The symbol is awarded by the Jobcentre Plus to recognise employers who have agreed to meet five commitments regarding the recruitment, employment, and retention and career development of a person with a disability. It is represented by the two ticks disability symbol that participating organisations are authorised to display.



1.5.2 GMSS commitment to the disability symbol

The Two Tick Symbol helps to make it clear that the GMSS welcomes applications from people with a disability and we are positive about the abilities individuals bring to our organisation to create a more diverse workforce and one that reflects the communities we serve.



1.5.3 Definition of Disability

The Equality Act 2010 sets out the circumstances in which a person is 'disabled'. It says a person is disabled if they have:

- A mental or physical impairment
- That has an adverse effect on their ability to carry out normal day to day activities
- The adverse effect is substantial
- The adverse effect is long term (meaning it has lasted for 12 months or is likely to last for more than 12 months or for the rest of the person's life)

1.5.4 As a disability symbol user GMSS make five commitments:

- We guarantee to interview all applicants with a disability who meet the essential criteria for a job vacancy and to consider them on their abilities
- We will discuss with employees who have disabilities what we and they can do to make sure they can develop and use their abilities
- We will make every effort when employees develop a disability to make sure that they stay in employment
- We will take action to ensure that all employees develop the appropriate level of disability awareness needed to make our commitment work
- We will review the five commitments every year to see what has been achieved. We will plan ways to improve and we will let employees know about progress and future plans.

1.6 Conclusion

The GMSS has a responsibility to ensure that its workforce is represented of the diverse communities it services within Greater Manchester.

This report highlights that GMSS through the ESR system collects data that reflect 7 of the 9 protected groups, there is no data for transgender staff and further analysis is required for pregnancy and maternity. We can show that the GMSS has employees across the 7 protected groups. However we recognise the need to have a more represented workforce. It should be noted that certain areas of workforce information is not included in this report, e.g. more detailed breakdown on leavers and improved analysis of recruitment, training and dismissal data .

Some key issues highlighted in the report are:

- A broad balance of workforce between women and men
- Poor representation of BME employees across organisation
- 87.3% of all employees work full time
- 12.6% of employees work part time, the majority of part time workers are female
- Poor disclosure rates for disability, sexual orientation and religion or belief
- Low representation of employees aged under 24 and over 60 years
- High numbers of none disclosure of a disability

Areas for improvement are:

- Leavers, training, promotions, secondments and dismissals



1.8 Recommendations

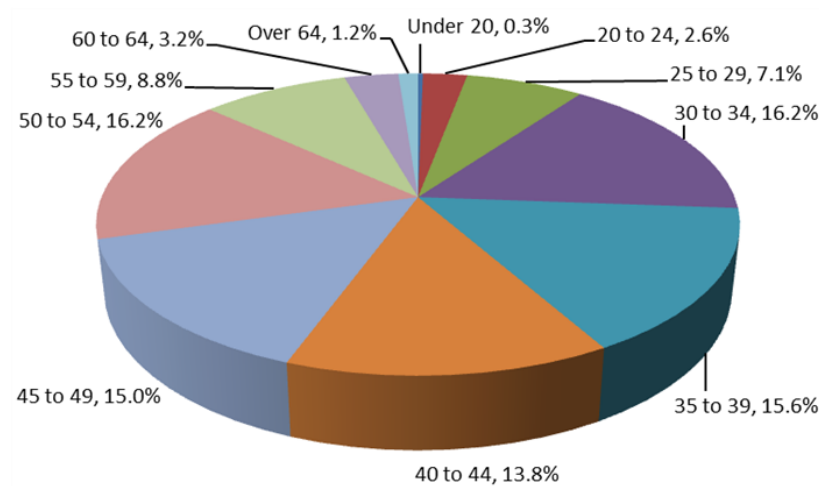
- To ensure that plans are in place to address gaps in data analysis across protected groups in the following workforce areas: leavers, dismissal, secondments and occupational health related adjustments.
- Improvements to recruitment data including number of disabled applicant's being supported by the Two Ticks Disability scheme.
- Review recruitment and selection processes and training; to incorporate development around unconscious bias.
- To introduce positive action measures to promote recruitment in currently under-represented communities and to provide opportunities for its staff to learn more about the issues and service access barriers to these communities.
- To undertake a data cleanse of workforce equality data held on ESR records, (3rd quarter of 16/17).
- Develop a baseline against the NHS Workforce Race Standards and EDS 2 Goals 3 and 4.
- Refresh work undertaken with Stonewall in 2013.
- Review GMSS equality analysis toolkit for policies and procedures that impact our workforce
- To consider anonymous staff survey to gain clearer picture on disability, sexual orientation and religion and belief.
- Develop GMSS EDHR action plan to be agreed and monitored via People and OD Committee.
- To communicate our information to our stakeholders.

2.0 GMSS Diversity Staff Profile

2.1 Age

At the end of August, our data showed low levels of employees under 20 years old. The majority of GMSS workforce was concentrated in the age bands of 30 – 34 years of age and 50 – 54 years of age, accounting for 16.2% each; followed by the age bands 35 - 39 at 15.6% and 45 – 49 years of age representing 15% of the workforce. The average age of GMSS employees is 42 years of age.

Figure 2a Age profile

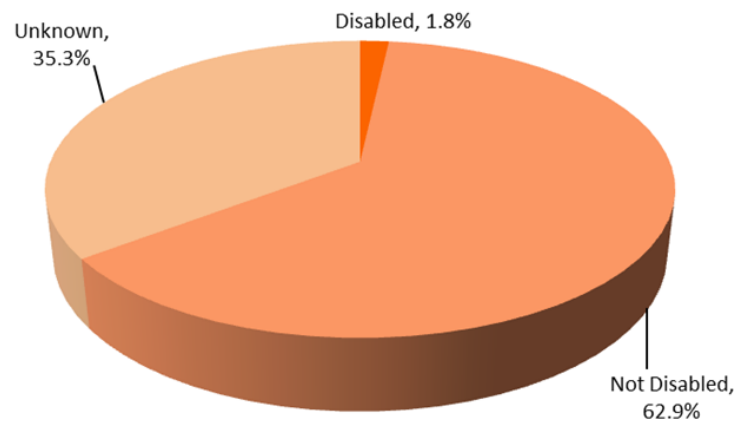


2.2 Disability

At the end of August 2015, 1.8 employees declared a disability, 62.9% declared no disability. The amount of unknown data for disability is 35.3%.

Best practice would identify this as being significantly low and an area for improvement. It is recognised that this data may not accurately reflect the proportion of the workforce. Our occupational health referrals suggest a higher proportion of people with a disability and we have implemented reasonable adjustments where required. However, these this is not reflected in our current data collection. Further work will be required to reflect the reasonable adjustments made for staff.

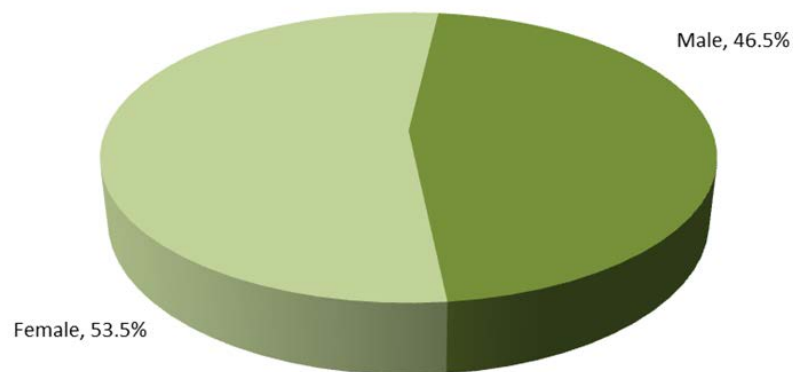
Figure 2b Disability Profile



2.3 Gender

At the end of August 2015, 53.5% of GMSS employees were female and 46.5% were male.




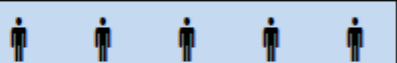

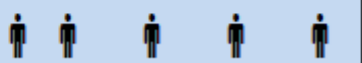
Figure 2c Gender Profile



The Census of 2011 identified that 50.6% of the Greater Manchester population was female and 49.4% were male. GMSS is broadly representative

GMSS has a gender split of 53.5% female and 46.7% male. This is supported at Senior Manager and Directors level where 50.7% are female and 49.3% male, representing 50%. At all other levels 54.3% are women and men 45.7%, showing that GMSS workforce is broadly evenly balanced. This is detailed in Table 1e below.

Table 2d Gender Workforce Breakdown

Grand Total		
	53.5% Female (182)	46.5% Male (158)
Senior Managers (8B+) and Directors		
	50.7% Female (37)	49.3% Male (36)
Other Employees		
	54.3% Female (145)	45.7% Male (122)



2.4 Race

At the end of August 2015, 18.8% of GMSS employees were from Black or Minority Ethnic (BME) backgrounds. This includes 13.9 % of employees from Black and Asian Minority Ethnicities (BAME) and 4.9% from White Minority Ethnicities (WME). The amount of unknown data for race is 44.4%, making the data reliable.

Figure 2e Race Profile

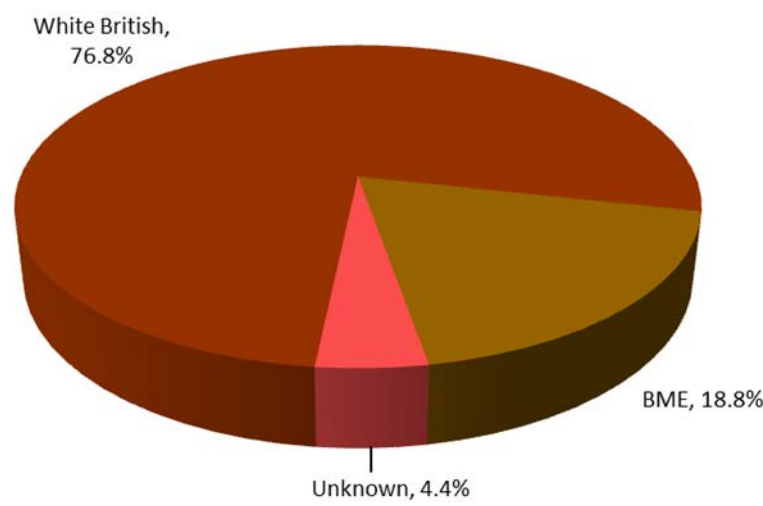
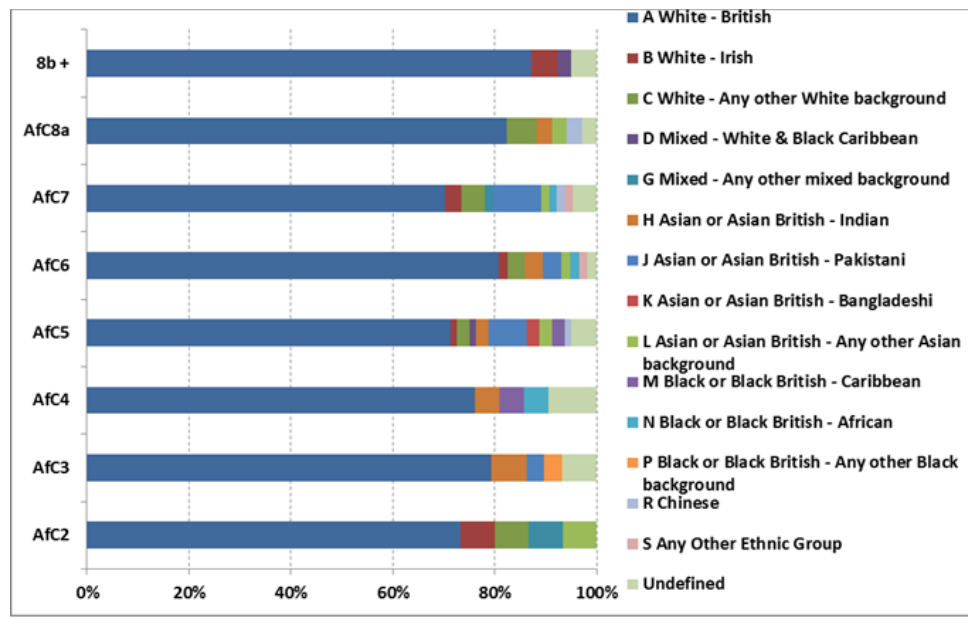
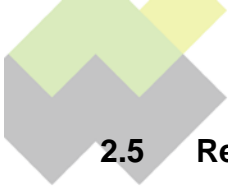


Table 2f below highlights the Agenda for Change and ethnic make-up of employees across GMSS. The table shows that BME groups are not well represented across the grading bands AfC 8b and above.

Table 2f Ethnicity and Pay Bands

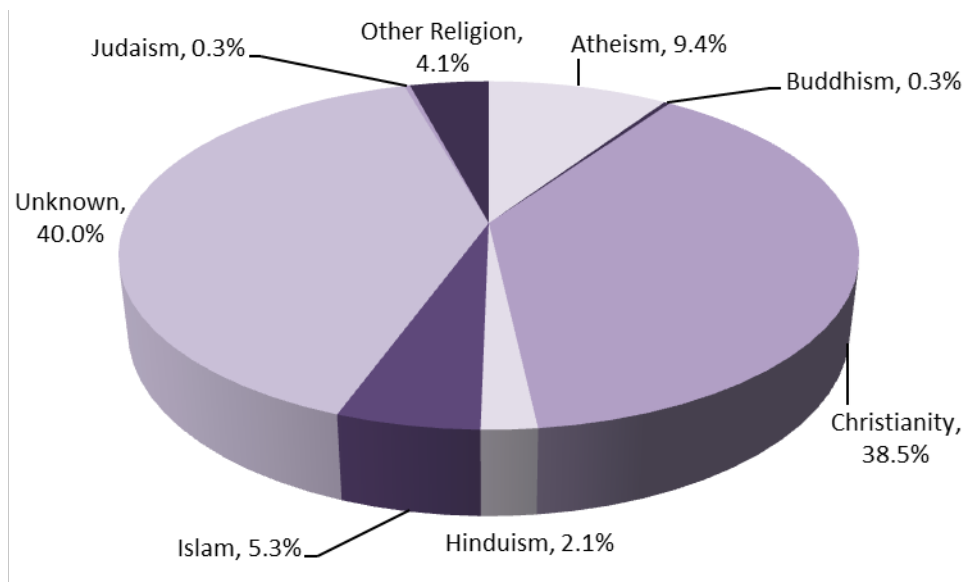




2.5 Religion and Belief

At the end of August 2015, 60% of employees disclosed their religion and belief; 38.5% were Christian, 9.4% were Atheist, 5.3% were Muslim and 4.1% were other. The amount of unknown data for religion and belief is 40%

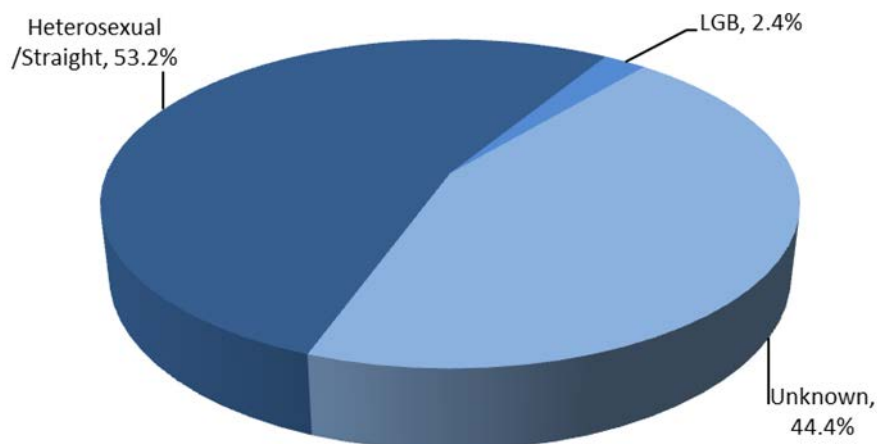
Figure 2g Religion and Belief



2.6 Sexual Orientation

At the end of August 2015, 2.4% of GMSS employees declared that they were lesbian, gay or bisexual. 53.2% of employees were heterosexual. The amount of unknown data for sexual orientation is 44.4%. Government research indicates that between 5% and 7% of the UK population are lesbian, gay or bisexual (LGB). This would suggest that there are around 134,000 to 187,600 LGB people in Greater Manchester.

Figure 2h Sexual Orientation Profile

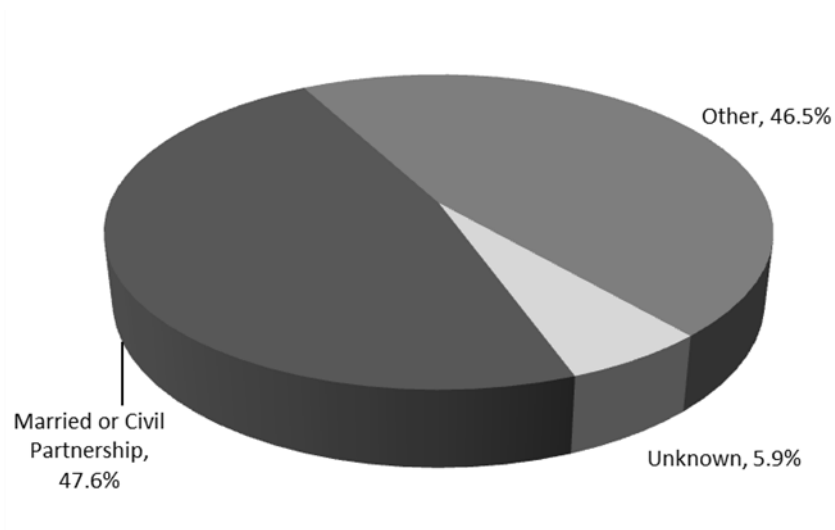




2.7 Marriage and Civil Partnership

At the end of August 2015, 47.6% of GMSS employees were in a marriage or civil partnership.

Figure 2i Marriage and Civil Partnership Profile

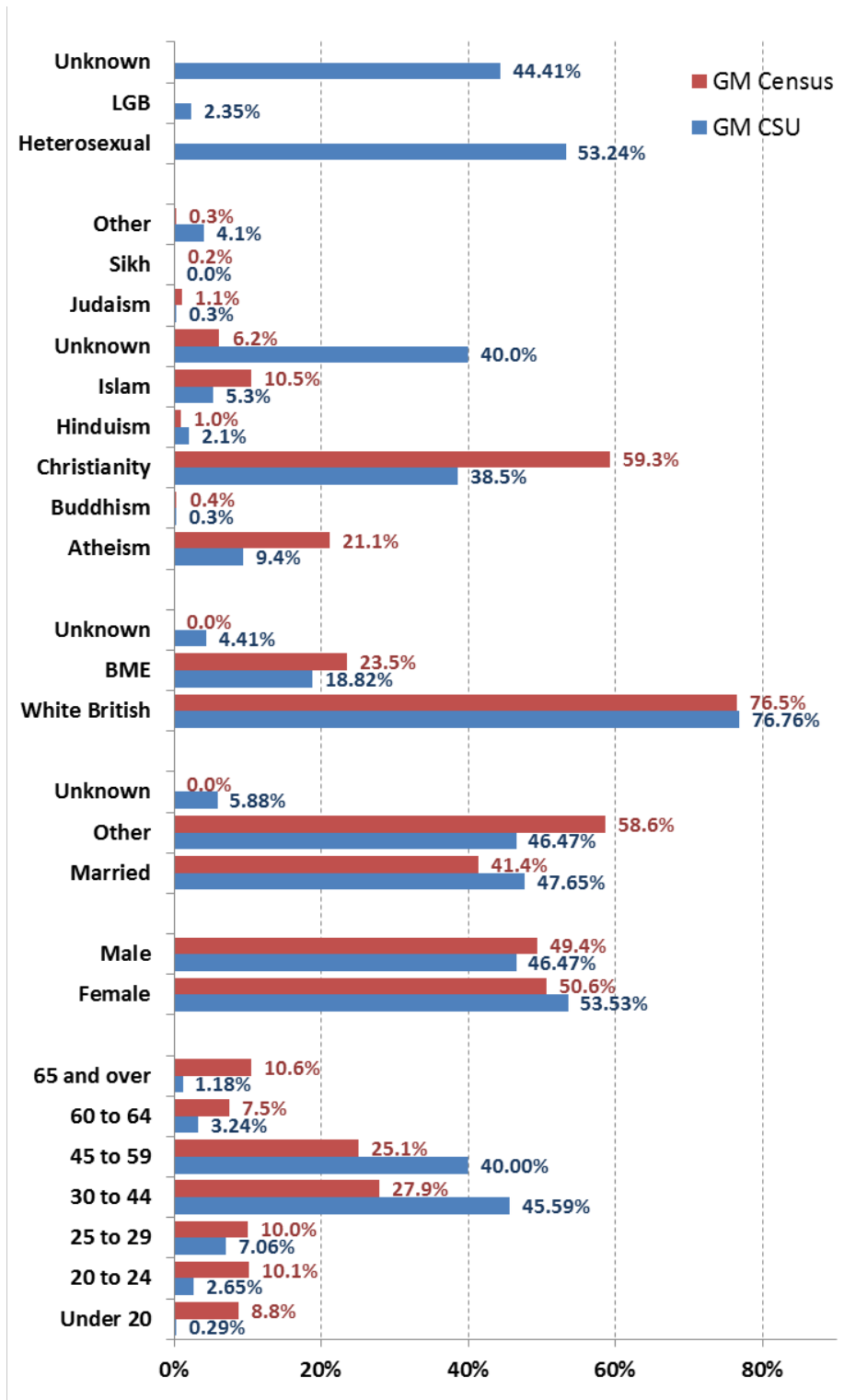




3 Greater Manchester Comparisons: Table 3

The graph below provides a useful comparison between the make-up of Greater Manchester (mostly based on data from the 2011 Census) and the make-up of GMSS workforce (data from ESR end of August 2015)

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Equality Monitoring Data

The following data has been taken from the GMSS ESR and recruitments systems to show data as at the end of August 2015.

It is split into the following tables:

Table 4	GMSS Workforce Data
Table 5	Recruitment (1 st September 2014 - 31 st August 2015)
Table 6	Take up of Training (1 st September 2014 - 31 st August 2015)



Table 4: GM Shared Service Workforce

Race				
White			Mixed Race	
British	76.8%	White and Black Caribbean	0.6%	
Irish	2.0%	White and Asian	0.0%	
Gypsy or Irish Traveller	0%	White and Black African	0.0%	
White other	2.9%	Any other Mixed Race Background	0.6%	
Asian or British Asian			Black of Black British	
Indian	2.3%	Black Caribbean	0.9%	
Pakistani	4.4%	Black African	0.9%	
Bangladeshi	0.6%	Any other Black background	0.3%	
Other Asian	1.8%	Unknown	4.4%	
Other Ethnic Backgrounds		WME (White Minority Ethnic) 4.9% (17) BAME (Black Asian Minority Ethnic) 13.9% (61) Total BME (WME + BAME) = 18.8% (78)		
Chinese	0.9%			
Arab	0%			
Any other Ethnic Group	0.6%			

Disability			
Disabled	1.76	Unknown 35.3%	
Not Disabled	62.9%		

Gender			
Male	46.5%	Female	53.5%

Age			
Under 20 years	0.3%	45-59 years	40%
20-24 years	2.6%	60-64 years	3.2%
25-29 years	7.1%	65 years +	1.2%
30-44 years	45.6%		

Sexual Orientation			
Heterosexual	53.24%	Gay	1.5%
Lesbian	0.9%	Unknown	44.4%

Religion and Belief			
Christianity	38.5%	Atheism	9.4%
Islam	5.3%	Other	4.1%
Hinduism	2.1%	Unknown 40% (136)	
Judaism	0.3%		
Buddhism	0.3%		



Marriage and Civil Partnership			
Marriage	48.1%	Legally separated	1.8%
Civil Partnership	0.9%	Widowed	0.2%
Single	38.1%	Unknown 5.5%	
Divorced	5.3%		

Pregnancy and Maternity			
Pregnant		Maternity Leave	

Caring Responsibilities		
Yes		Unknown
No		

Total number of Employees as at end of August 2015 = 340 Staff

Table 5: Recruitment

The data below reflects data related to recruitment to GMSS between: 1st September 2014 - 31st August 2015.

Equality Characteristic		Applications	Interviews	Appointments
Race	White British	67%	65.5%	80%
	WME	5.4%	4%	0%
	BME	24.8%	24.2%	20%
	Unknown	1.8%	3.3%	0.0%
Disability	Disabled	3.6%	3.6%	0%
	Not Disabled	93.1%	94.6%	100%
	Unknown	3.2%	1.8%	0%
Gender	Male	22.6%	33.5%	80%
	Female	77%	65.2%	20%
	Unknown	0.4%	1.3%	0%
Age	Under 20	2.5%	2.2%	0%
	20-24	19.3%	16.6%	0%
	25-29	20.8%	17.7%	0%
	30-34	15%	12.9%	20%
	35-39	9.5%	10.9%	80
	40-44	9%	10.2%	0%
	45-49	9.4%	10.9%	0%
	50-54	8.4%	12%	0%
	55-59	4.5%	5.1%	0%
	60-64	1.4%	1.6%	0%
	65-69	0.1%	0%	0%
	Unknown	0.1%	0%	0%
Sexual Orientation	Heterosexual	89.3%%	87.6%	
	Lesbian/Gay/Bisexual	3.8%	3.8%	0%
	Unknown	7%	8.6%	20%
Religion and Belief	Christianity	51.9%	48.6%	60%
	Islam	10.8%	11.5%	0%
	Hinduism	1.5%	1.8%	20%
	Judaism	0.3%	0.4%	0%
	Sikhism	0.3%	0%	0%
	Buddhism	0.6%	0%	0%
	Atheism	13.1%	15.5%	20%
	Other	11.2%	10.2%	0%
	Unknown	10.3%	12%	0%
Marriage and Civil Partnership	Married	31.3%	33%	40%
	Civil Partnership	2.1%	0.9%	0%
	Single	55.7%	52.3%	40%
	Divorced	5.7%	5.1%	0%
	Legally Separated	1.2%	0.7%	0%
	Widowed	0.7%	1.1%	0%
	Unknown	3.2%	6.9%	20%

Applicants 1 st September 2014- 31 st August 2015			
Number of Applicants	2260	Number Appointed	5
Number shortlisted	355		



Table 6: Take up of Mandatory training

Completion Rates of Mandatory Training			
Race		Sexual Orientation	
White British	79.1%	Heterosexual	79.4%
BME (WME + BAME)	75.3%	LGB	83.3%
Unknown	85%	Unknown	77.6%
Disability		Religion and Belief	
Disabled	79.6%	Buddhism	100%
Not Disabled	79.8%	Islam	79.6%
Unknown	76.6%	Christianity	79%
Gender		Hinduism	69.4%
Male	82.1%	Judaism	66.7%
Female	75.6%	Atheism	83.9%
Age		Other Religion	79.4%
Under 20	100%	Unknown	77.3%
20 – 24	83.6%	Marital Status	
25 - 29	83.4%		
30 - 34	81.7%	Civil Partnership	83.3%
35 - 39	87.2%	Legally Separated	87.3
40 – 44	78.4%	Married	80.5%
45 – 49	70.2%	Divorced	71.9%
50 - 54	77.8%	Single	77.2%
55 – 59	74.3%	Widowed	11.1%
60 - 64	67.8%	Unknown	80%
64 +	66.7%		

GMSS Mandatory Training Courses	
Information Governance	Safeguarding Adults
Equality and Diversity	Safeguarding Children
Fire Awareness	Fraud Awareness
Health, Safety & Security	Information Governance
Moving and Handling	