

NHS South East London

Workforce Equality Report

January 2013



Introduction

NHS South East London (The Cluster) was established on 1 April 2011 and is a partnership of Primary Care Trusts in Bromley, Greenwich, Lambeth, Lewisham, Southwark Primary Care Trusts and Bexley Care Trust. This change has been made as part of delivering the Government's reforms to the NHS. NHS South East London covers a population of 1,568,000, which is projected to grow by 1.7 % by 2018. The population and demographic makeup of NHS South East London results in richness of cultures across the areas covered within its remit.

The Equality Act 2010

The new Equality Act 2010 became law on 6th April 2010. The Act brings together the previous Acts replacing anti discrimination laws that were in existence to create one Act. The Act places a requirement on public bodies to demonstrate compliance with three overarching principles. These are:

- Eliminating unlawful discrimination, harassment and victimisation and any other conduct which is unlawful under the Equality Act 2010
- Advancing equality of opportunity between people who share a relevant protected characteristic and people who do not share it and by removing or minimising disadvantages.
- Fostering good relations between people who share a protected characteristic, and those who don't have that characteristic

The Act also places specific duties on public bodies to:

- Identify all policies, services and functions that are relevant to the general duty
- Assess and consult on, and monitor the impact of these policies, services or functions on the general duty
- Publicise the results of the assessments/analysis, consultations and monitoring

The Equality Delivery System (EDS)

The Equality Delivery System (EDS) is designed to support the NHS in the delivery of better outcomes for patients and communities and a better working environment for staff which are personal, fair and diverse. The EDS was formally launched by Sir David Nicholson, Chief Executive of the NHS on 10th November 2011. The EDS enables organisations – in partnership with patients, the public, staff and staff-side organisations to review their equality performance and to identify future priorities and actions. The EDS was launched in NHS South East London on 14th November 2011. An EDS Working Group meets monthly to take forward the EDS agenda for NHS South East London. The membership of the group includes Equality Leads from each PCT and Care Trust, representatives from Human Resources and Trade Unions.

Transition

In accordance with the Health and Social Care Bill 2011, PCTs will be abolished on 31st March 2013. In preparation for this a number of new key bodies have been created including: Commissioning Support Units (CSUs), Clinical Commissioning Groups (CCGs), the NHS Commissioning Board, NHS Trust Development Authority and Public Health England. Since the bill was passed, NHS South East London amongst many other SHA's and PCT Clusters have been undergoing and is still going through a period of significant change. Staff will be formally transferring to new roles and new organisations by 1st April 2013. To date, the table below shows the number of NHS SEL employees who are destined to transfer to a receiving organisation and those who are displaced as at the time of this report.

RECEIVING ORGANISATION	NO OF NHS SEL EMPLOYEES
South London Commissioning Support Unit (SL CSU)	129
Clinical Commissioning Groups (CCGs)	277
NHS Commissioning Board (NHSCB) inc. FHS Staff	131
Provider Trusts	27
Public Health England (PHE)	4
NHS Property Services (NHS PS)	22
Local Authorities (x6)	188
NHS Trust Development Authority (NTDA)	1
No. of staff Displaced	52
Total	831

Equality Information

Public authorities with more than 150 staff are required to publish information to demonstrate their compliance with the general equality duty. This duty covers the following protected characteristics: Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Race, Religion and Belief, Sexual Orientation, Ethnicity and Pregnancy and Maternity.

In November 2011, NHS South East London carried out a process of data cleansing of personal information currently held on the HR Electronic Staff Record (ESR) system. This process enabled us to consider the information that we had, identify any relevant information gaps, and to improve on non-personalised data to provide an initial equality and diversity baseline across the 5 PCTs & Care Trust in January 2012. The initial plan was to re-run the data collection process but due to transition, this work will now take place in February 2013 and will form the foundation for new organisations to build upon as part of the transfer arrangements on 1st April 2013.

Managing Equality and Developing the Workforce

NHS South East London is committed to preventing unlawful discrimination, advancing equality of opportunity and fostering good relations in a number of ways as detailed below.

Policies and procedures

In 2012, NHS South East London jointly agreed a single Organisational Change Management policy for all staff working in the 5 PCTs and Care Trust within the South East London Cluster. Where local change policy applies, this policy sets out the key stages of the process, the arrangements for pay protection, the support available for staff and the responsibilities of staff, managers and trade unions during periods of change.

One of the key objectives for developing this policy was to ensure equality and consistency with respect to all aspects of organisational change including pay protection. The majority of staff were matched to posts in receiving organisations in line with the 'National Policy for filling of posts in receiving organisations', CCGs and Local Authorities are however out of the scope of this policy and therefore the local change policy has been effective in ensuring that all staff across the 5 PCTs and Care Trust are treated consistently and fairly during the transition process.

Joint Staff Committee/Staff Partnership Forum

The SEL Staff Partnership Forum was set up in August 2011 as a bi-monthly forum involving recognised trade union representatives, Directors, Managing Directors and HR. The function of the group includes providing an environment for positive engagement with staff and their representatives, and the appropriate negotiation of terms and conditions that Agenda for Change allows to be open to local determination. The function also includes developing and ratifying employment policies and procedures. In addition to the Staff Partnership Forum, informal staff side meetings led by the Cluster Director of HR have taken place with staff side representatives on a fortnightly basis throughout the transition process.

Training and Development

The NHS South East London Staff Development Programme was launched in September 2011 based on the training needs identified in personal development plans. The programme was offered to all staff across the South East London Cluster and to GP Practices. The programme offered a range of learning and development opportunities for staff with the aim of supporting knowledge, skills and personal development particularly during a period of organisational change whilst at the same time ensuring that everyone is safe, effective and up to date with their statutory and mandatory training including the following;

- Information Governance
- Equality and Diversity
- Safeguarding (Adult and Children)

- Health and Safety
- Fire Safety

Staff were also invited to apply for individual training requirements not covered by the programme, therefore ensuring that all staff have equal access to training and development. There has been a positive drive to promote training using the staff update bulletin to highlight up-coming courses.

Piecing Together Change Staff Development Programme

The NHS SE London 'Piecing Together Change' staff development programme was launched in March 2012 to help support staff through the transition process. This programme is part of the ongoing support available to staff, and was designed specifically to help staff prepare for the changes ahead during transition. The overall aim of the programme is to support staff in developing strategies to cope with organisational change.

The programme was co-produced with staff in order to ensure the programme contains courses and activities of maximum benefit and impact to staff. The programme consisted of a range of workshops, supporting tools, and clinics, in response to feedback gathered during seven staff focus groups.

A group of Cluster Directors, BSU Managing Directors and other staff also tested the programme at the end of March to learn more about the elements on offer, to enable them to share more details with their staff about what is available. The feedback received was very positive.

Between April and September, three workshops were run regularly across South East London, entitled 'Manager's Responsibility', 'Me...' and 'Personal Transition'. Every member of staff was encouraged to take the time to attend the programme. Posters advertising the programme were distributed to all BSUs and the Cluster in March, to drive awareness and encourage staff to sign up, and messages were regularly included in the monthly management brief and the fortnightly staff updates.

Six hundred and nineteen (619) delegates attended/booked onto the workshops, this consists of 341 individual members of staff who attended/booked onto at least one workshop. This is 40% of all staff employed in NHS SE London, which is a strong uptake rate. Specifically:

- 28% of delegates who booked chose to attend 1 workshop, the majority of whom were managers attending the Manager's Responsibility workshop (95 people in total)
- 63% of delegates booked onto 2 workshops (214 staff members), the majority of whom chose to attend the two half-day workshops
- A small proportion of staff chose to attend all 3 workshops (9% or 32 staff)

The breakdown of BSU staff members who signed up to the workshops is outlined in the table below:

BSU	No. of Staff Booked onto 1 Workshop	No. of Staff Booked onto 2 Workshops	No. of Staff Booked onto 3 Workshops	Grand Total
Cluster	22	43	7	72
Bromley	23	44	3	70
Lewisham	13	28	4	45
Lambeth	9	31	3	43
Greenwich	5	34	4	43
Bexley	14	14	7	35
Southwark	8	18	4	30
CS Network		2		2
BMA	1			1
Total	95	214	32	341

Clinics

During the focus groups staff said it was important to offer one to one support and guidance for individuals who felt they needed some additional help. The second phase of the 'Piecing Together Change' Staff Support Programme involved offering a series of one-to-one 'clinic' appointments for staff, designed to provide additional support to individuals affected by change. The clinics provides staff with an hour and a quarter of dedicated one-to-one time with a professional trainer, where they receive some specific assistance on any of the following topics:

- Supporting Statements
- Help with interview preparation
- Mock Interviews
- Skills Audits or mapping
- Help with High Concern Conversations
- A 'one off' coaching session/support

The clinic sessions commenced from September 2012 and priority has been given to staff directly affected by change i.e. displaced. Since September, one hundred and twenty-six (126) members of staff have attended the one to one clinics and although all staff have been encouraged to attend, we are continuing to offer this to staff on a need basis.

Policies and Procedures

Policies and procedures were updated in line with legislative changes. Through existing communication channels i.e. staff updates bulletin, staff were reminded of the existence of the employee relations policies including Harassment and Bullying Policy and how and where to access them.

Core challenges:

Due to volume of transition during 2012/13, it has not been possible to take any further steps to close any information gaps in our data collected. Therefore the data presented is similar to the 2012 information.

Future Priority

A key and immediate priority for us is to conduct an equality impact assessment of the impact of transition by February 2013

Areas of further development

NHS South East London does not currently collect data on all of the protected characteristics related to its workforce, specifically gender reassignment. The following therefore outlines how any gaps in data will be addressed for future report:

Encourage receiving organisations to ensure that staffing information is collected around these nine protective characteristics at the point when staff formally join their payroll. This will ensure that they have a good baseline of information to begin with.

Use the Equalities data to monitor which staff have gained promotion or transferred by protected characteristics during the transition and identifying equality priorities for the future workforce.

The analysis of the workforce equalities data still shows high percentages of respondees who do not wish to disclose information on the following 3 characteristics: Religious Belief, Sexual Orientation and Disability. Therefore we will encourage further action to be taken by new organisations to improve responses. This will include work on staff engagement.

- To ensure that staff understand the purpose of collecting and using equalities information and how it relates to the requirements of the equality duty
- To improve the perception of staff about why such information is required
- To improve the level of trust between the organisation and its employees

The equalities workforce data for 2013 is presented as appendices to this document as follows.

Appendix A – Workforce Equalities Data (excluding data on transition)

Appendix B – Recruitment Equalities Data

For further information please contact a member of the HR Team.

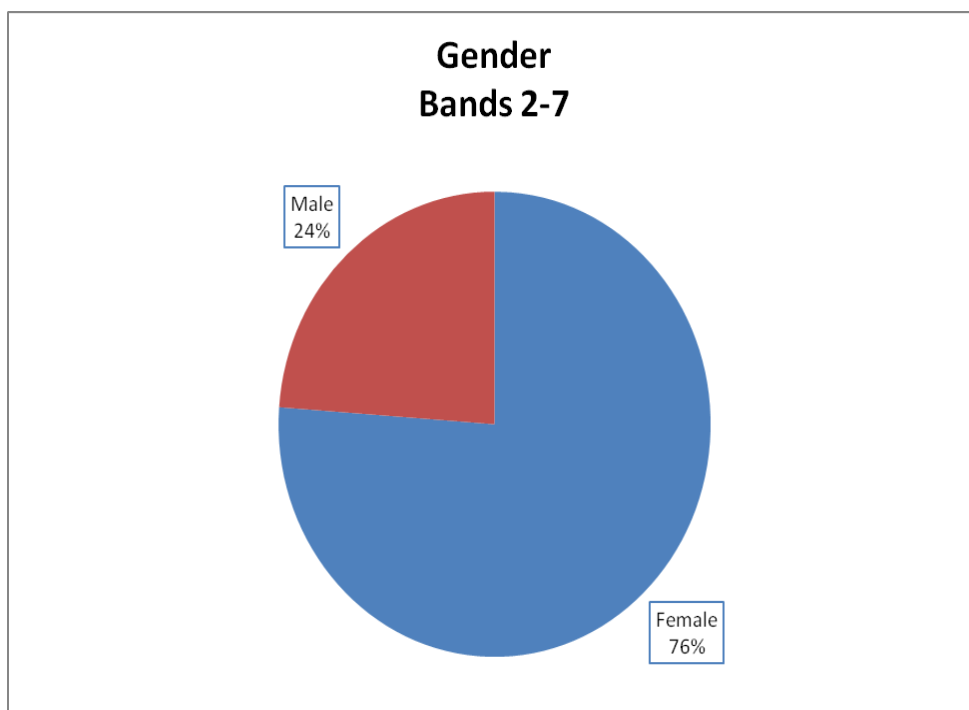
Una Dalton
Cluster Director of HR
January 2013

NHS SOUTH EAST LONDON WORKFORCE DATA JANUARY 2012 – JANUARY 2013

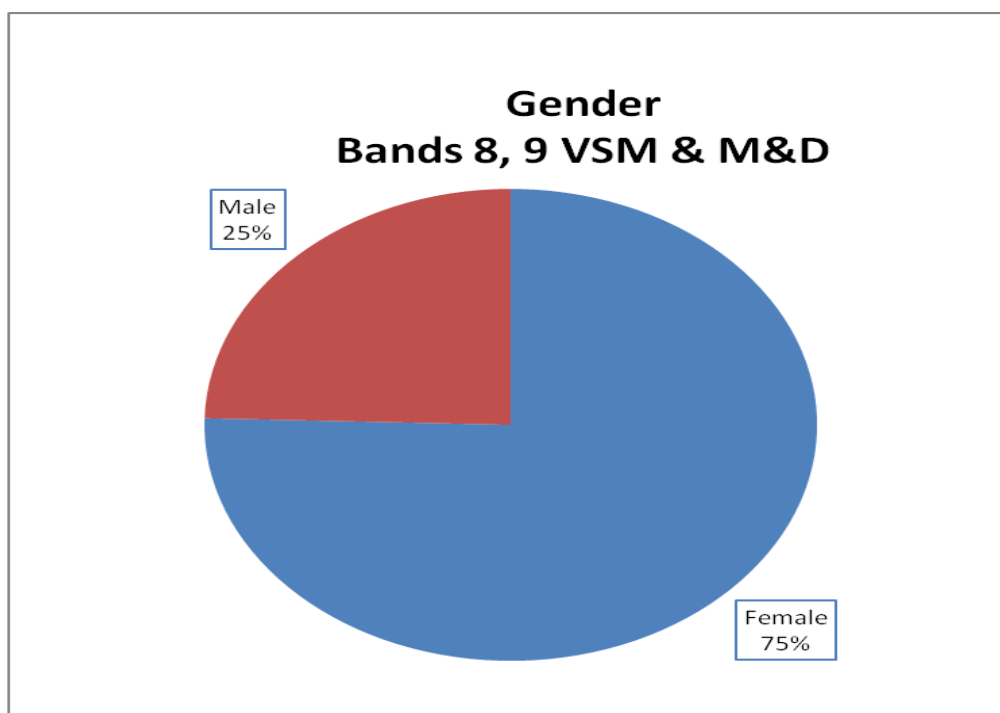
APPENDIX A

GENDER

	Gender - Bands 2 – 7
Male	24%
Female	76%

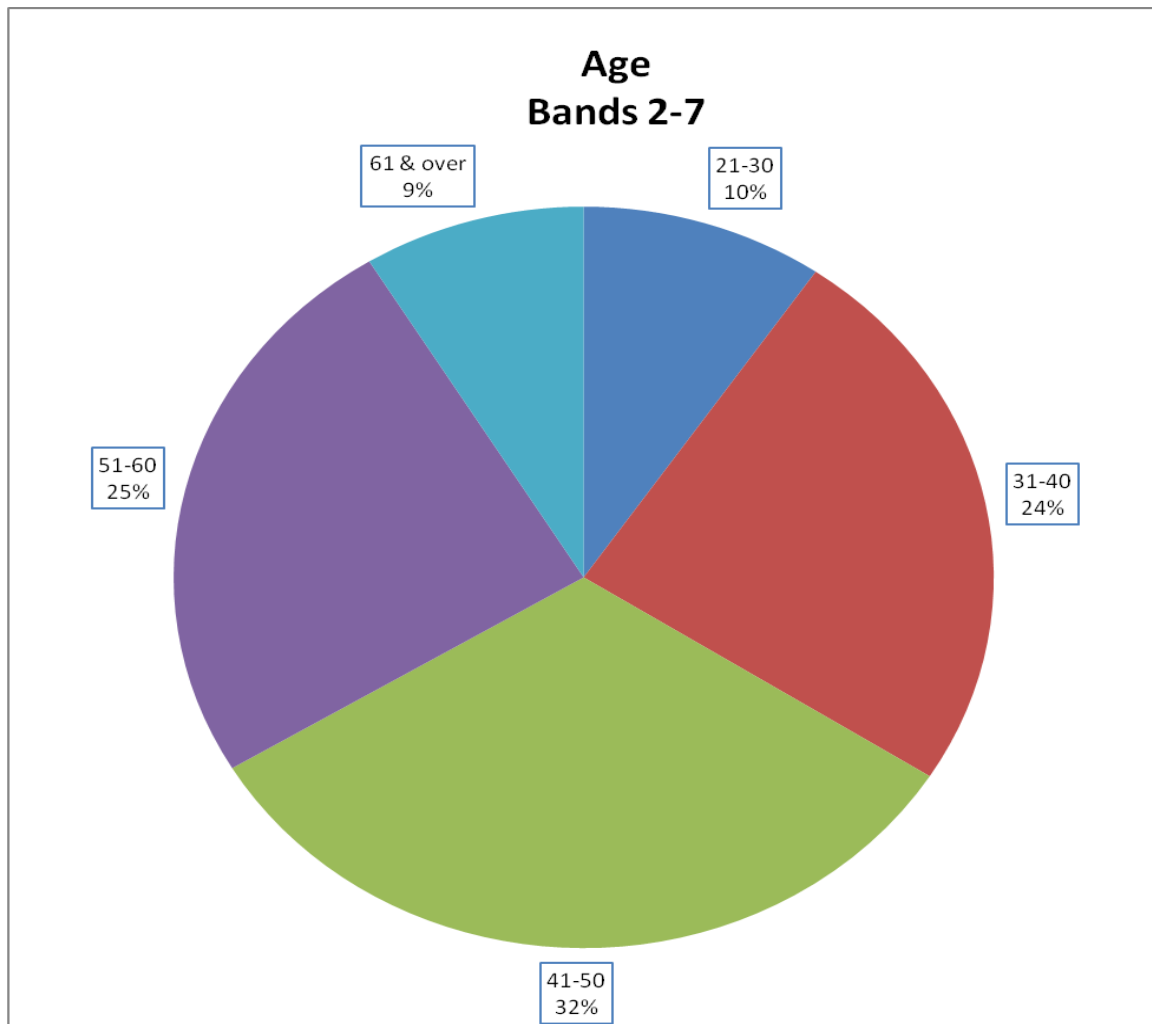


	Gender - Bands 8, 9, M&D, VSM
Male	25%
Female	75%

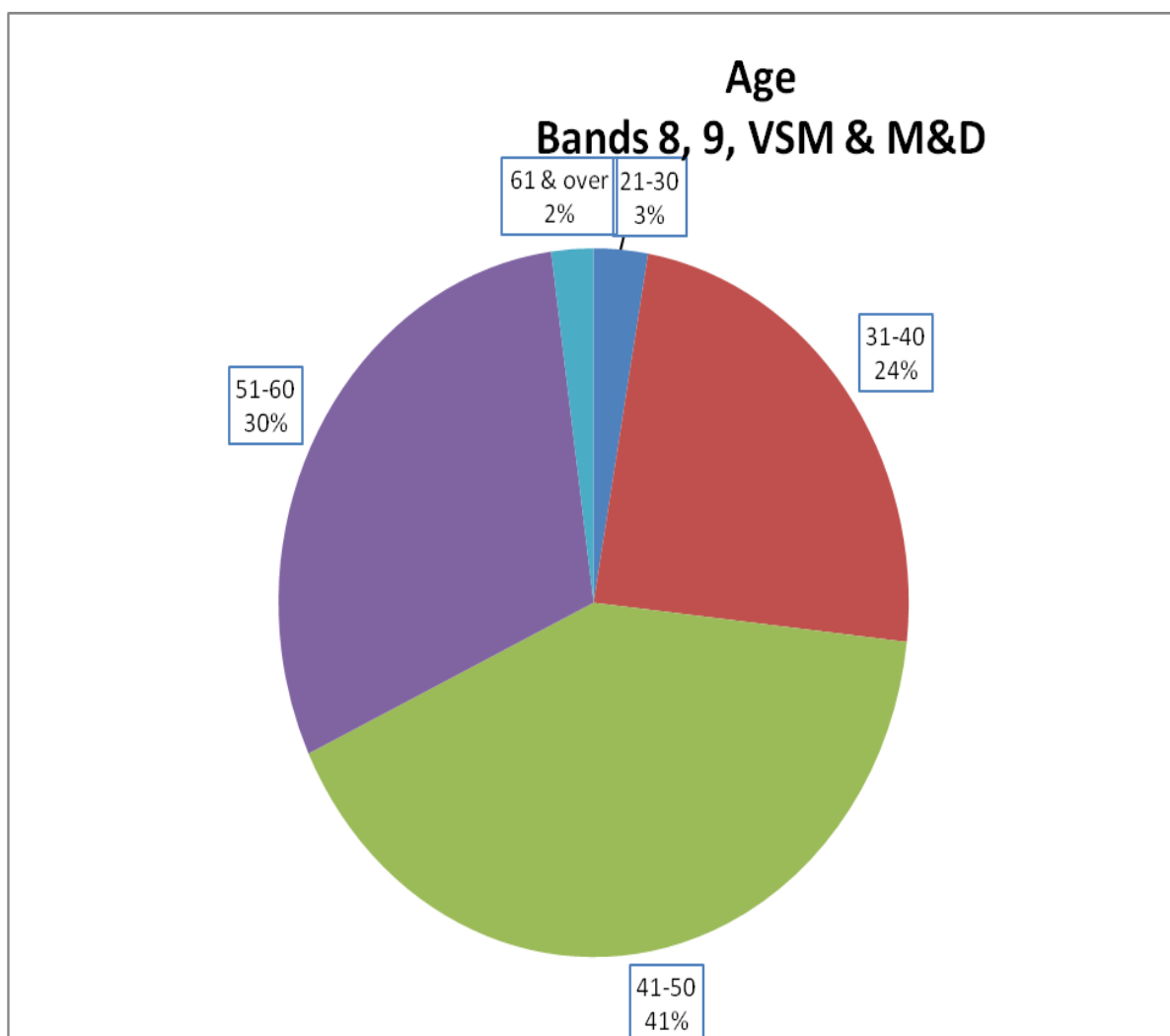


AGE

	Age - Bands 2 – 7
Under 20	0%
21 - 30	10%
31 - 40	24%
41 - 50	32%
51 - 60	25%
61 and over	9%

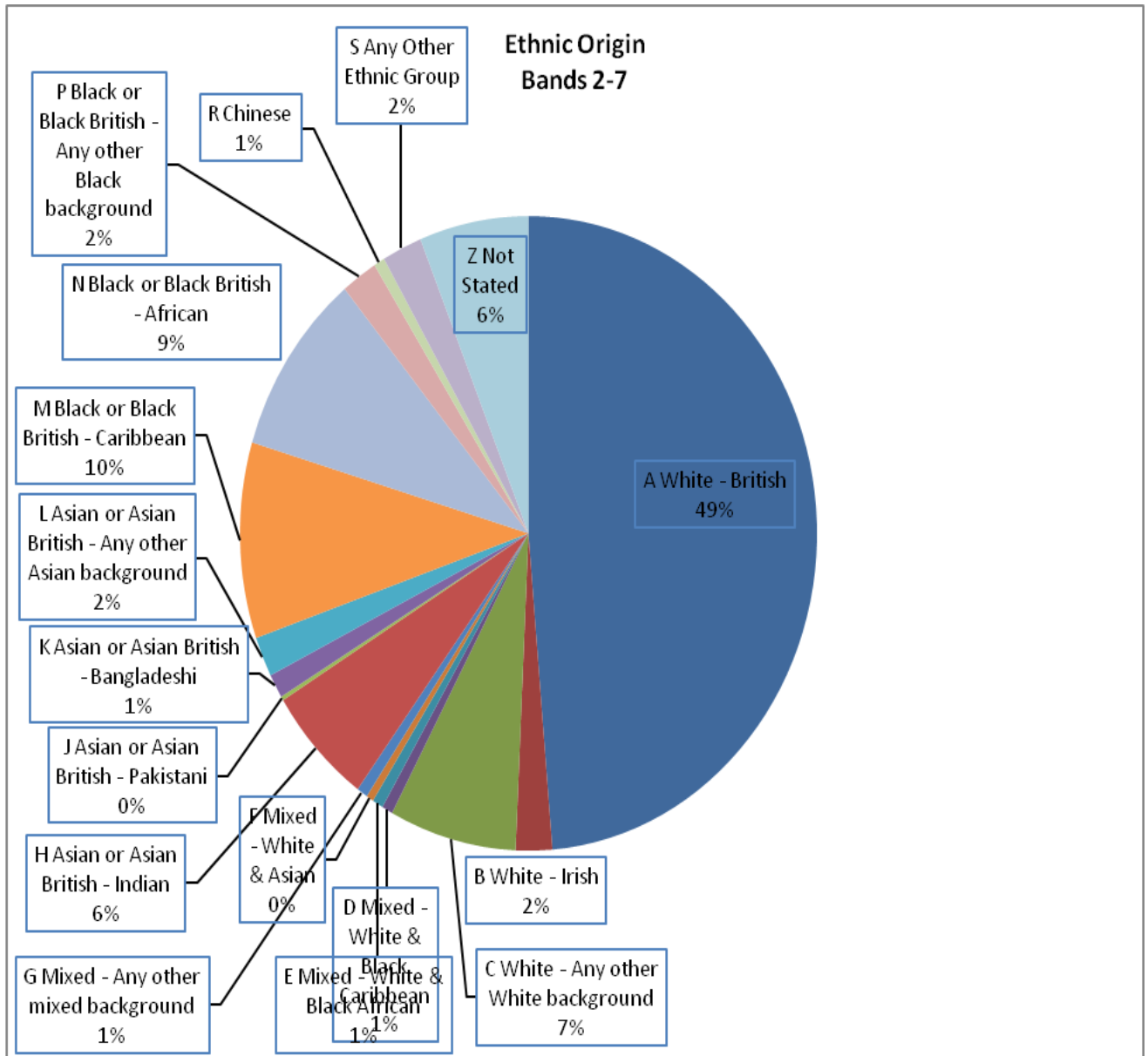


	Age - Bands 8, 9, M&D, VSM
Under 20	0%
21 - 30	3%
31 - 40	24%
41 - 50	41%
51 - 60	30%
61 and over	2%

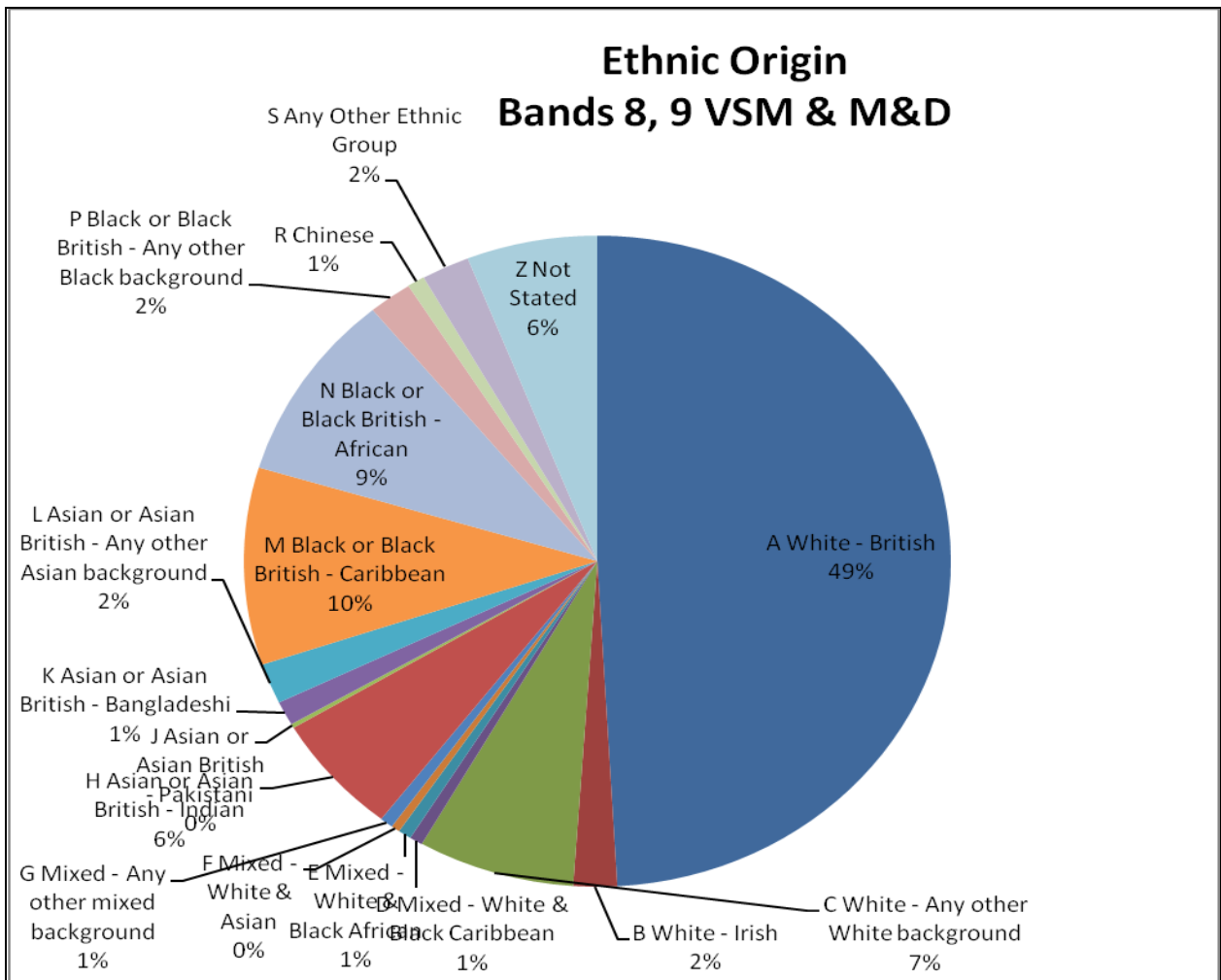


ETHNICITY

	Ethnicity - Bands 2 – 7
A White - British	49%
B White - Irish	2%
C White - Any other White background	7%
D Mixed - White & Black Caribbean	1%
E Mixed - White & Black African	1%
F Mixed - White & Asian	0%
G Mixed - Any other mixed background	1%
H Asian or Asian British - Indian	6%
J Asian or Asian British - Pakistani	0%
K Asian or Asian British - Bangladeshi	1%
L Asian or Asian British - Any other Asian background	2%
M Black or Black British - Caribbean	10%
N Black or Black British - African	9%
P Black or Black British - Any other Black background	2%
R Chinese	1%
S Any Other Ethnic Group	2%
Z Not Stated	6%

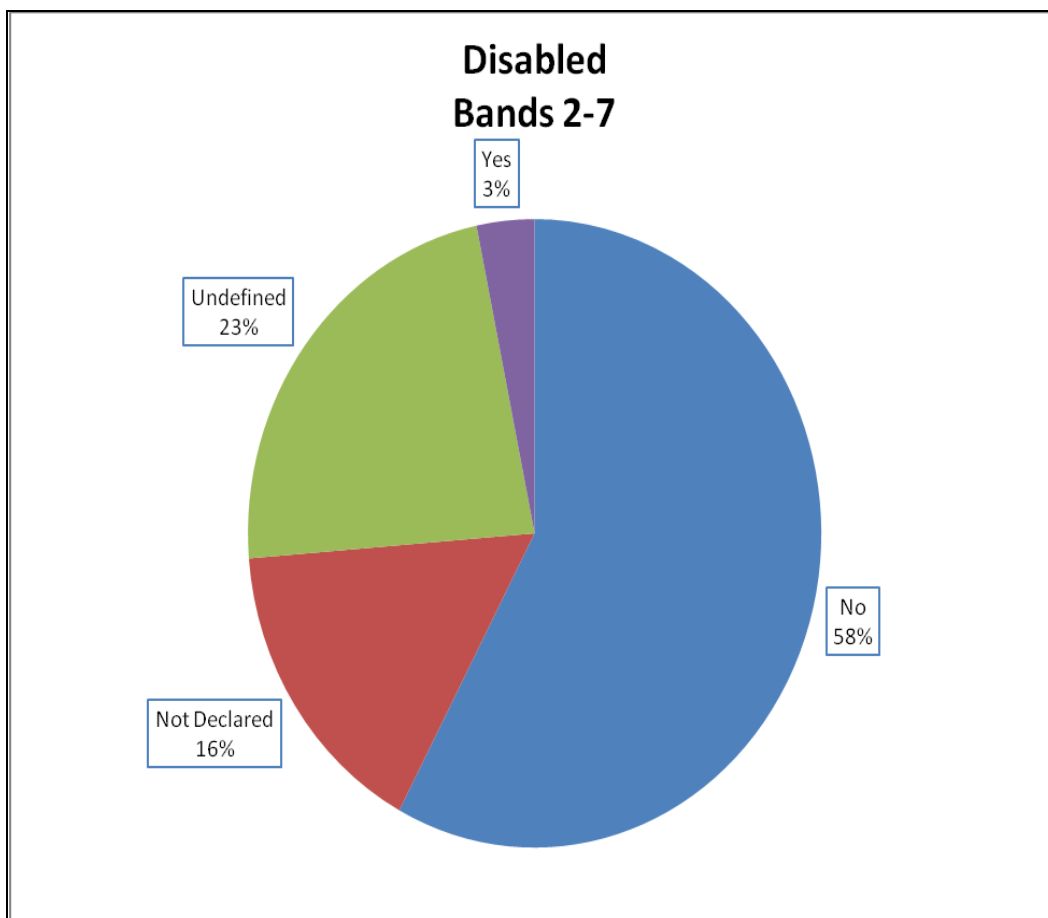


	Ethnicity - Bands 8, 9, M&D, VSM
A White - British	49%
B White - Irish	2%
C White - Any other White background	7%
D Mixed - White & Black Caribbean	1%
E Mixed - White & Black African	1%
F Mixed - White & Asian	0%
G Mixed - Any other mixed background	1%
H Asian or Asian British - Indian	6%
J Asian or Asian British - Pakistani	0%
K Asian or Asian British - Bangladeshi	1%
L Asian or Asian British - Any other Asian background	2%
M Black or Black British - Caribbean	10%
N Black or Black British - African	9%
P Black or Black British - Any other Black background	2%
R Chinese	1%
S Any Other Ethnic Group	2%
Z Not Stated	6%



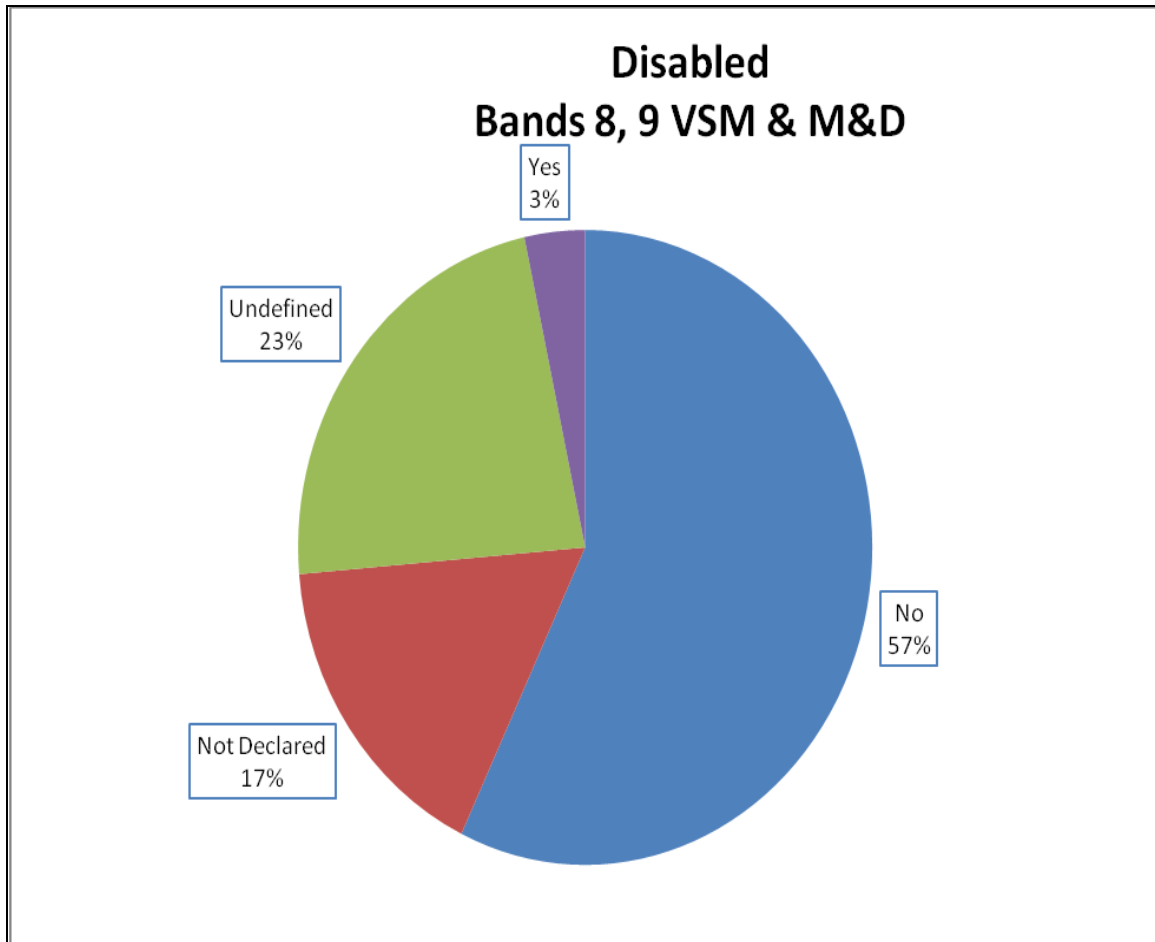
DISABILITY

	Disability - Bands 2 – 7
No	58%
Not Declared	16%
Undefined	23%
Yes	3%



***Undefined – Information not available

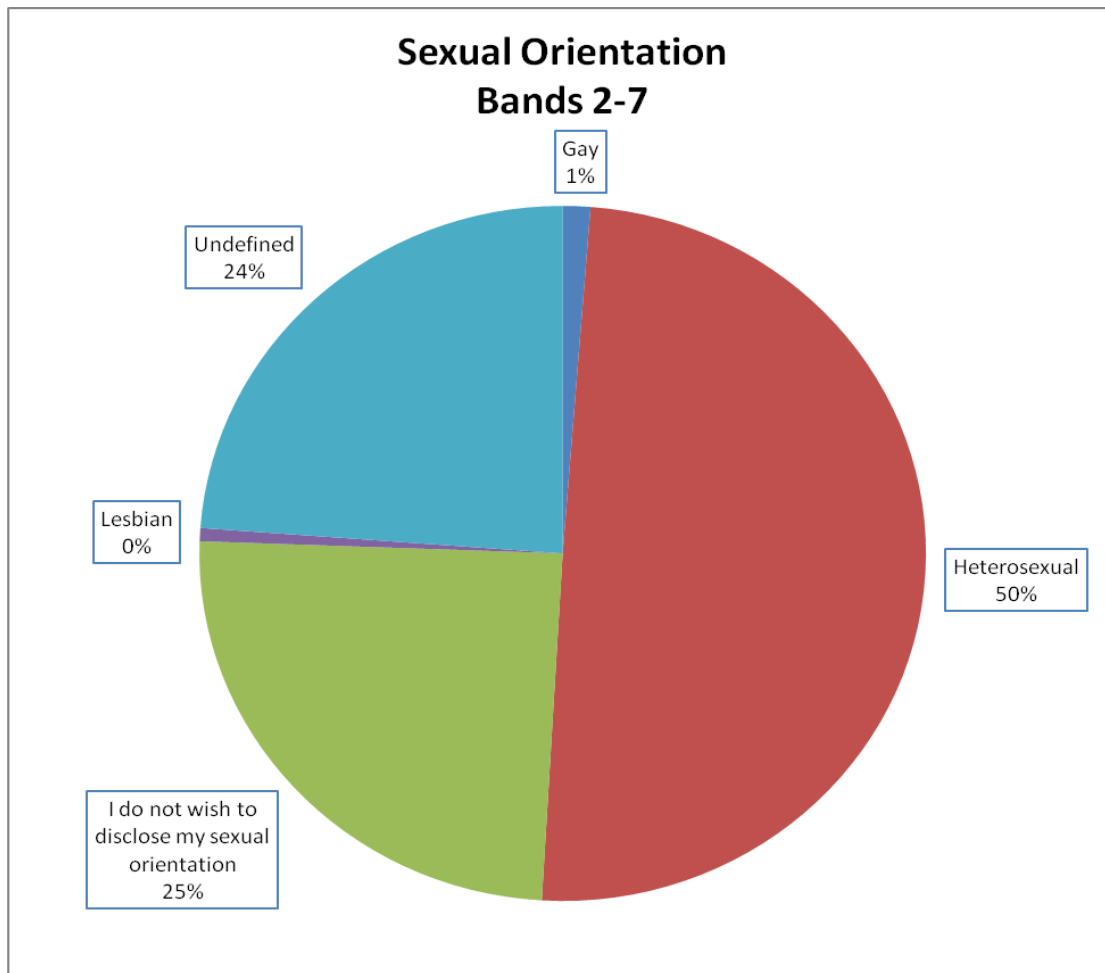
	Disability - Bands 8, 9, M&D, VSM
No	57%
Not Declared	17%
Undefined	23%
Yes	3%



***Undefined – Information not available

SEXUAL ORIENTATION

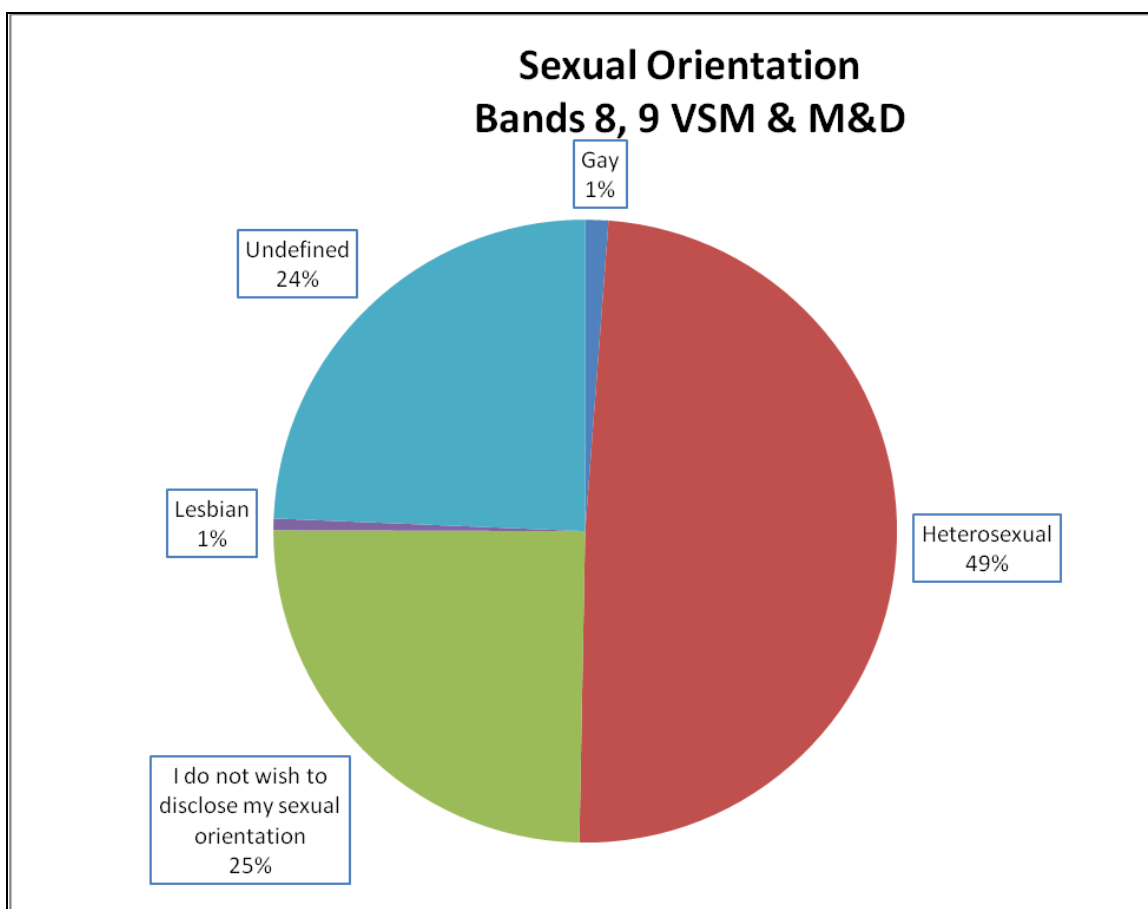
	Sexual Orientation - Bands 2 – 7
Bisexual	0%
I do not wish to disclose my sexual orientation / Undefined	25%
Gay	1%
Lesbian	0%
Heterosexual	50%



***Undefined – Information not available

SEXUAL ORIENTATION

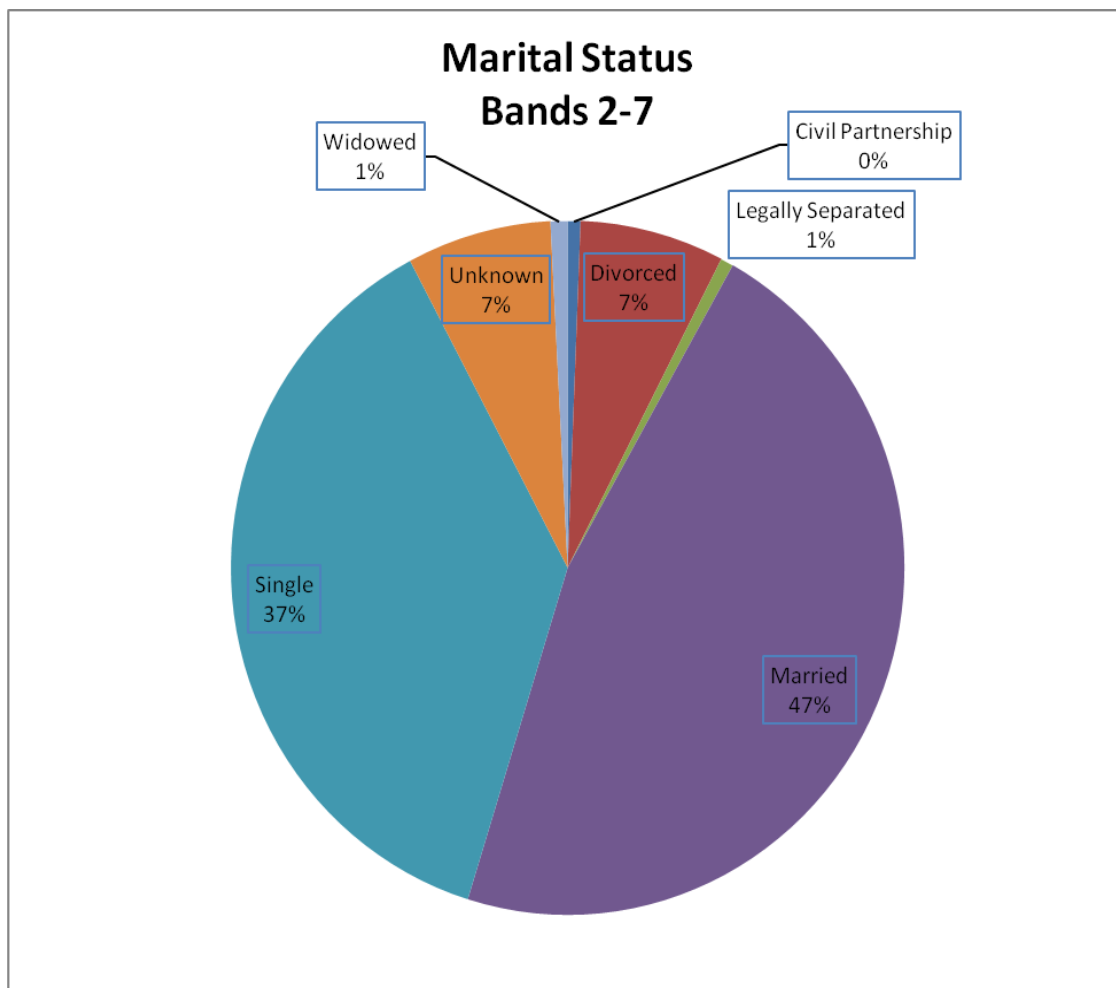
	Sexual Orientation - Bands 8, 9, M&D, VSM
Bisexual	0%
I do not wish to disclose my sexual orientation / Undefined	25%
Gay	1%
Lesbian	1%
Heterosexual	49%



***Undefined – Information not available

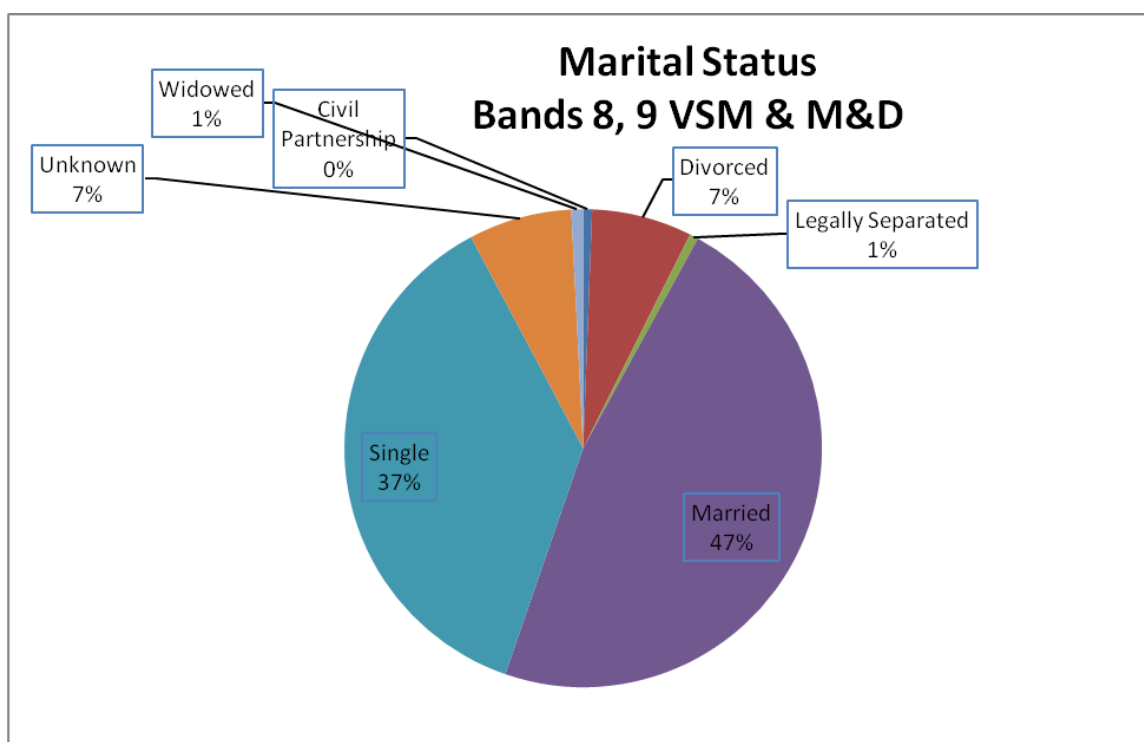
MARITAL STATUS

	Marital Status - Bands 2 – 7
Civil Partnership	0%
Divorced	7%
Legally Separated	1%
Married	47%
Single	37%
Unknown	7%
Widowed	1%



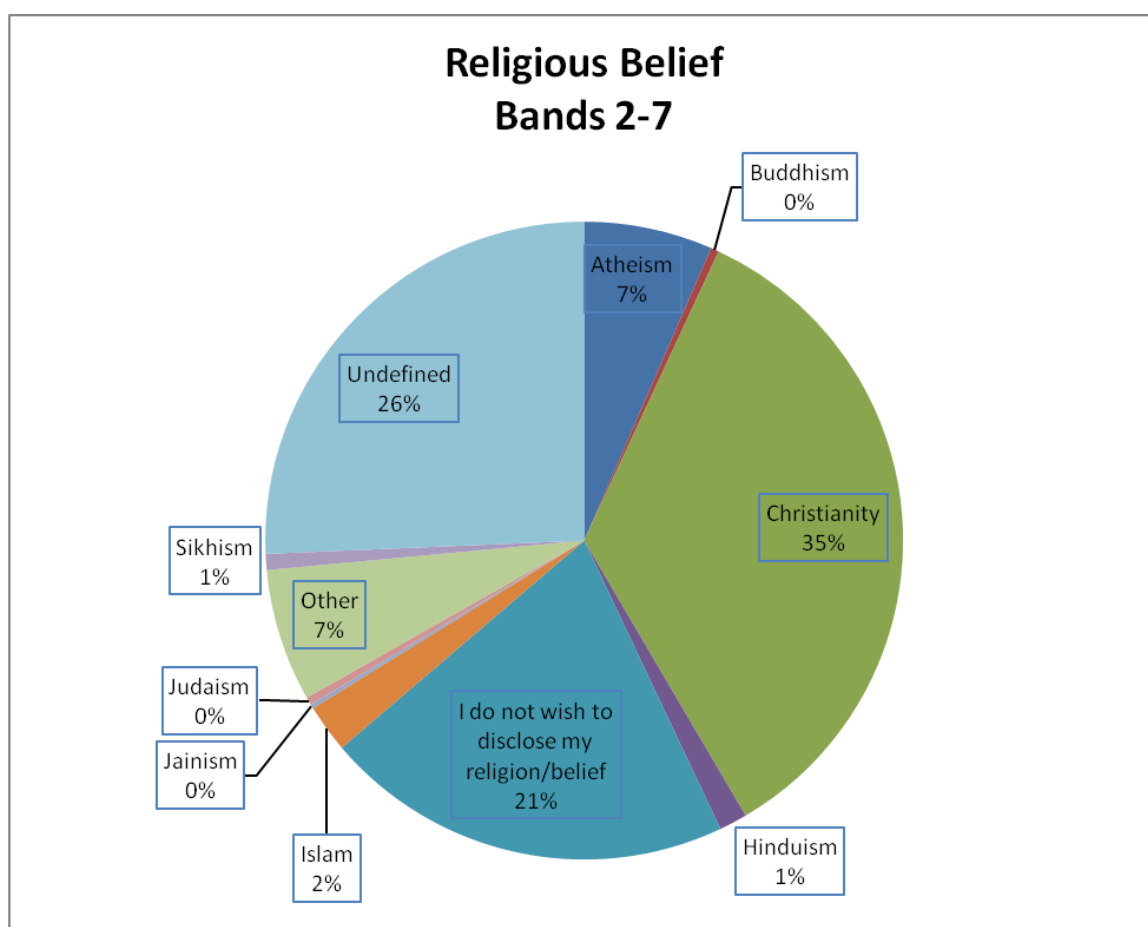
MARITAL STATUS

	Marital - Bands 8, 9, M&D, VSM
Civil Partnership	0%
Divorced	7%
Legally Separated	1%
Married	47%
Single	37%
Unknown	7%
Widowed	1%



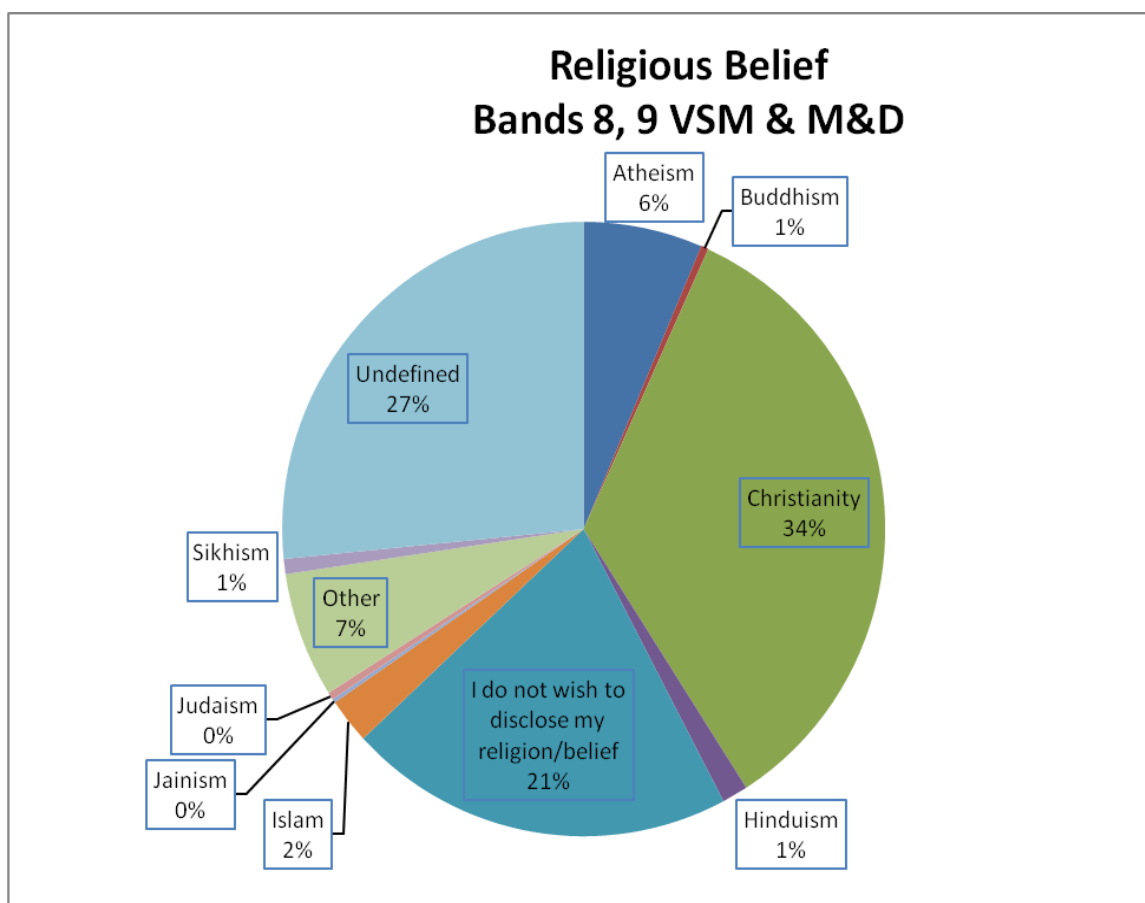
RELIGIOUS BELIEF

	Religious Belief - Bands 2 – 7
Atheism	7%
Buddhism	0%
Christianity	35%
Hinduism	1%
I do not wish to disclose my religion/belief / Undefined	21%
Islam	3%
Jainism	0%
Judaism	0%
Other	7%
Sikhism	1%



RELIGIOUS BELIEF

	Religious Belief - Bands 8, 9, M&D, VSM
Atheism	6%
Buddhism	1%
Christianity	34%
Hinduism	1%
I do not wish to disclose my religion/belief / Undefined	21%
Islam	2%
Jainism	0%
Judaism	0%
Other	7%
Sikhism	1%



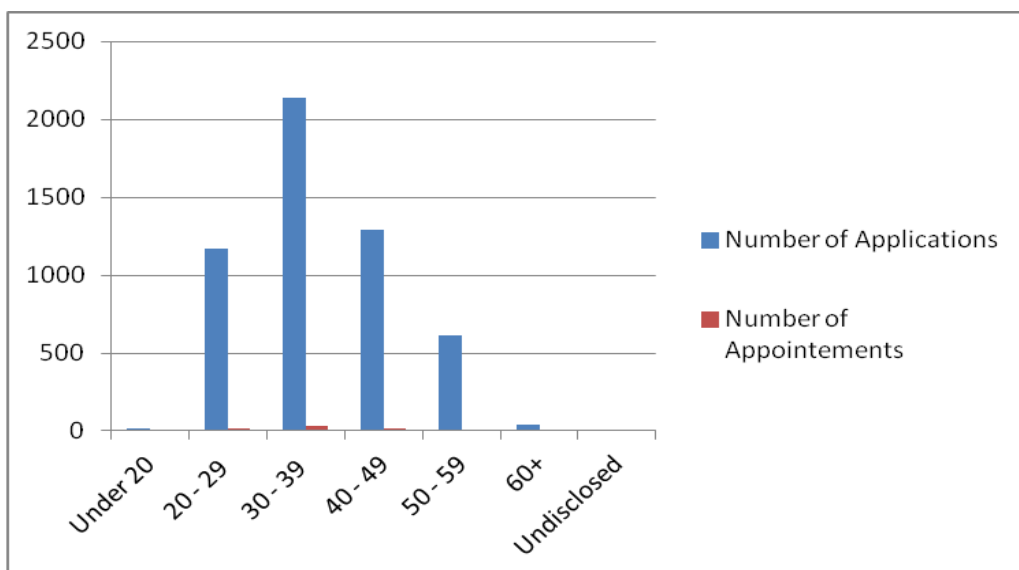
APPENDIX B

RECRUITMENT DATA

These figures are based on a total number of **two hundred and thirty (230)** posts advertised between January and December 2012.

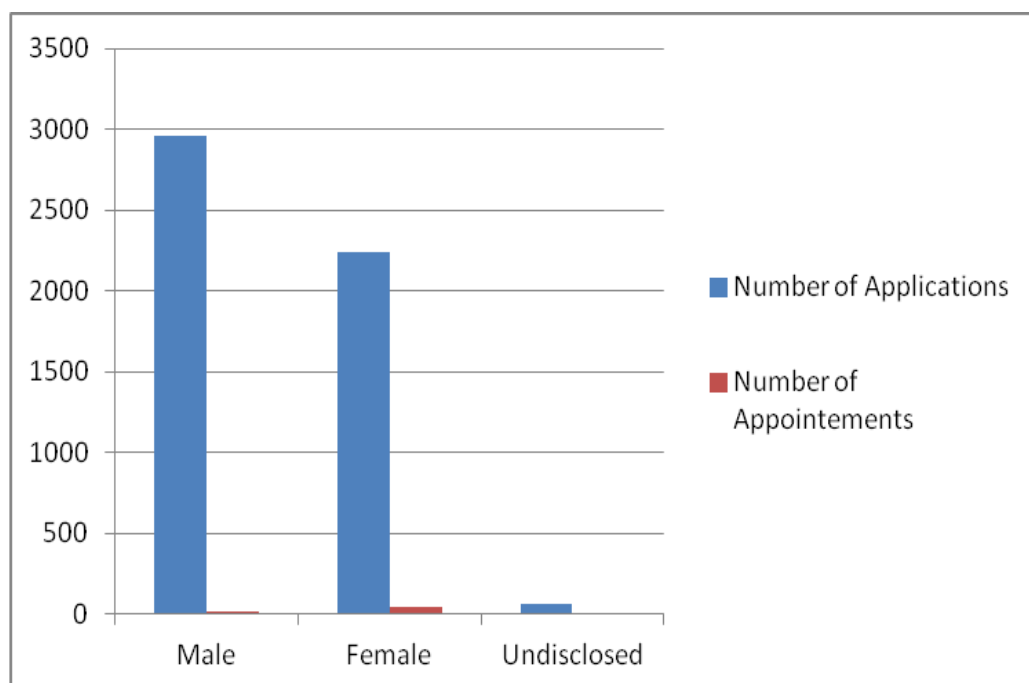
RECRUITMENT DATA – AGE

	Number of Applications	Number of Appointments
Under 20	17	0
20 - 29	1167	13
30 - 39	2134	28
40 - 49	1289	18
50 - 59	616	11
60+	41	0
Undisclosed	0	0



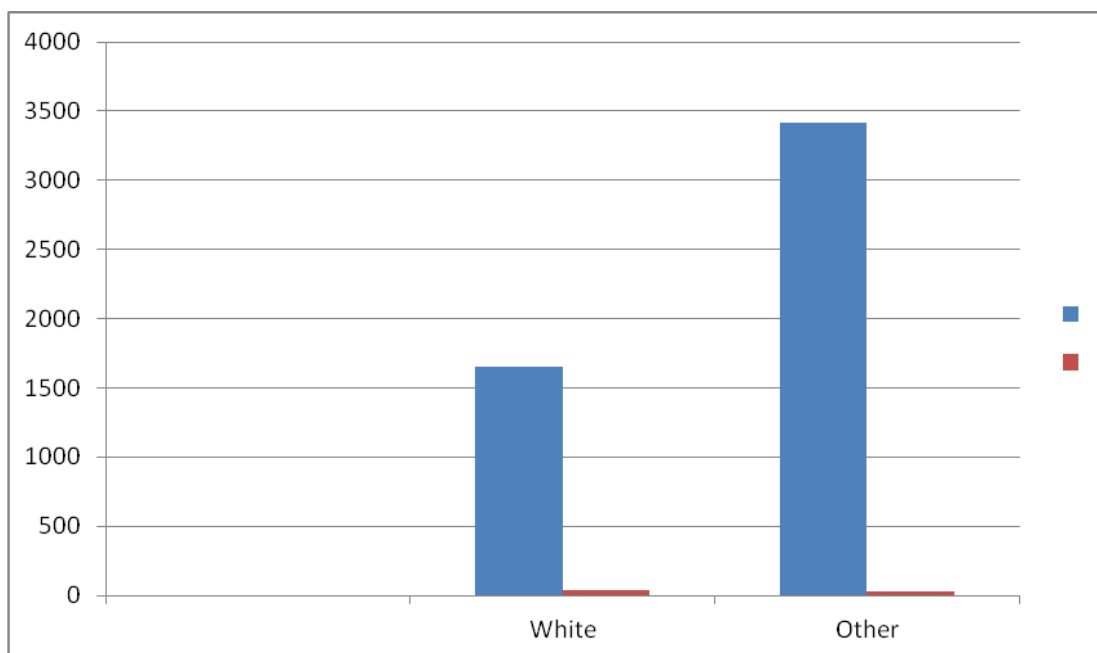
RECRUITMENT DATA – GENDER

	Number of Applications	Number of Appointments
Male	2963	21
Female	2240	49
Undisclosed	61	0



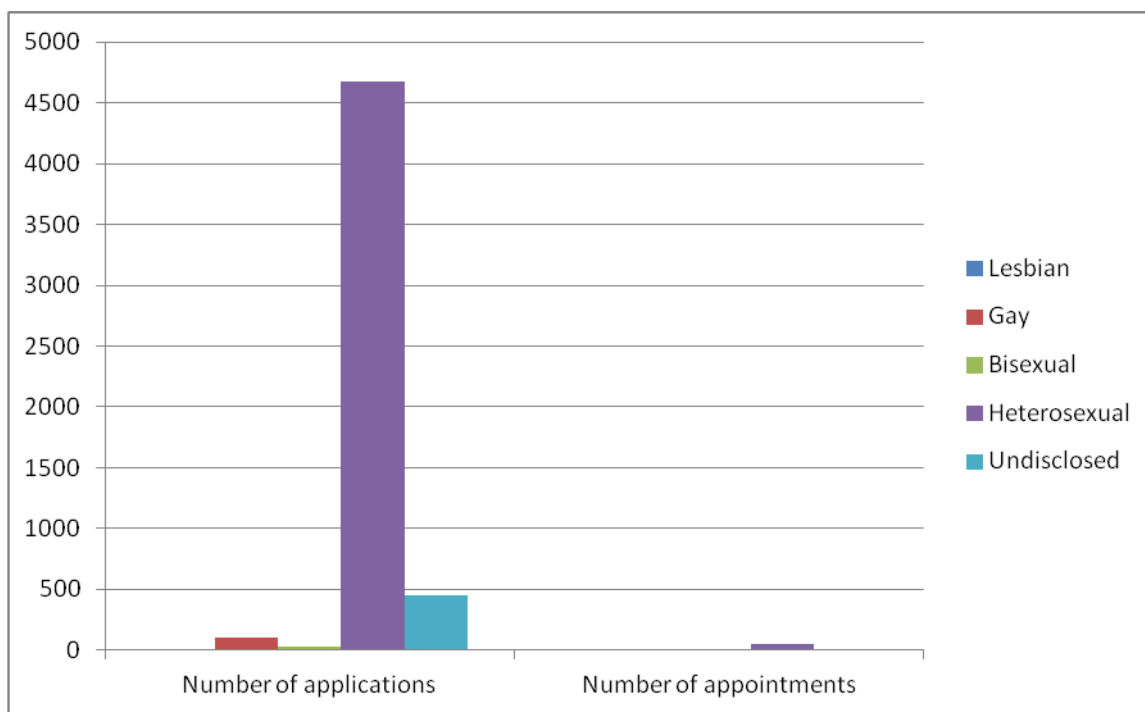
RECRUITMENT DATA – ETHNICITY

	Number of Applications	Number of Appointments
White	1654	42
Other	3419	27
Undisclosed	191	1



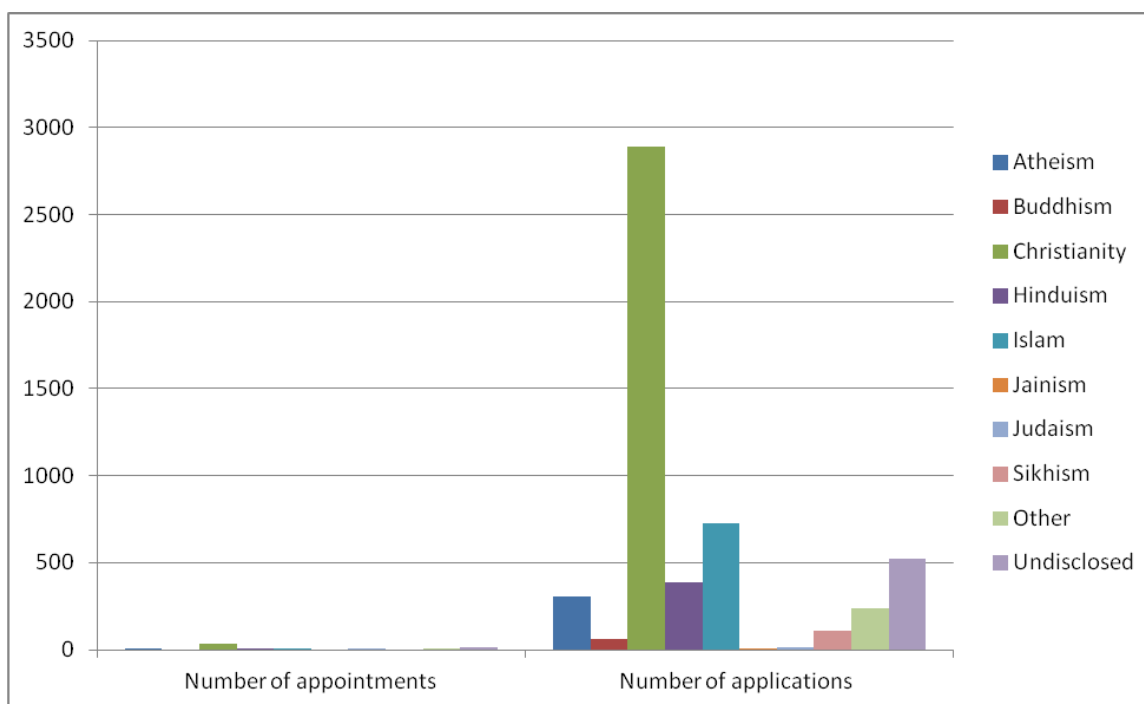
RECRUITMENT DATA – SEXUAL ORIENTATION

	Lesbian	Gay	Bisexual	Heterosexual	Undisclosed
Number of applications	8	99	33	4676	448
Number of appointments	0	4	1	55	10



RECRUITMENT DATA – RELIGIOUS BELIEF

	Atheism	Buddhism	Christianity	Hinduism	Islam	Jainism	Judaism	Sikhism	Other	Undisclosed
Number of appointments	10	0	34	6	3	0	1	0	3	13
Number of applications	306	64	2891	389	723	9	15	106	239	522



RECRUITMENT DATA – DISABILITY

	Number of Applications	Number of Appointments
With Disability	259	1
Not Disable	4935	68
Undisclosed	70	1

