

## Greater Manchester Shared Services

### Annual Equality Report March 2019

#### Promoting Equality, Inclusion and Fairness for All

#### Meeting the Public Sector Equality Duty

Version	Date	Comments
V 1	29/11/2018	Andrea Anderson, Mark Carroll
V2	08/01/2019	SMT
V3	23/01/2019	People and OD committee
V4	01/02/2019	Mark Carroll
V5	06/02/2019	SMT
V6	21/03/19	Andrea Anderson – foreword sign off



## Contents

<b>Greater Manchester Shared Service</b>	
<b>1. Why we publish this report</b>	<b>4</b>
<b>2. Who we are and what we do</b>	<b>5</b>
<b>3. The Greater Manchester Communities</b>	<b>7</b>
<b>4. Equality objectives</b>	<b>9</b>
<b>5. Supporting our equality objectives</b>	<b>9</b>
<b>6. Workforce Race Equality Standard</b>	<b>14</b>
<b>7. Gender Pay Gap reporting</b>	<b>14</b>
<b>8. Our Workforce</b>	<b>15</b>
<b>9. Actions for next year</b>	<b>16</b>
<b>10. Conclusion</b>	<b>18</b>
<b>Tables and charts</b>	
<b>Figure 1 GMSS summary of legal responsibilities</b>	<b>5</b>
<b>Figure 2 Actions supporting our equality objectives</b>	<b>9</b>
<b>Figure 3 Gender Pay gap at 31.03.2018</b>	<b>15</b>
<b>Figure 4 Our combined Oldham CCG and GMSS workforce at a glance</b>	<b>15</b>
<b>Figure 5 Actions for next year</b>	<b>17</b>

## **Foreword**

Welcome to our 2019 annual public sector equality report for Greater Manchester Shared Services (GMSS).

This report outlines our achievements around equality, diversity and human rights. It highlights the key pieces of work we have undertaken and also states the future direction of the work around this agenda to provide fair and inclusive services for everyone working for us or those accessing the services we support our customers to commission.

We are committed to a culture where those working for us are valued and appreciated for the skills and talents they bring to the organisation and where the needs of those accessing our services are understood and respected. We are committed to treating everyone who visits or works for us with respect and as individuals, taking into account their individual differences, personal values and perspectives.

Each year we publish information about our activities that have taken place which support the Public Sector Equality Duty; this includes information about staff and people such as patients who are affected by our policies and practices. We use this information to inform our priorities.

As in previous years, we will not be complacent with our improvements or successes and we continue to ensure that EDHR is part of all changes, considerations and developments. During the next twelve months we have a number of challenges to face and we need to ensure that all these changes are fair and equitable to staff and service users. We have shown how we mean to approach these challenges in this report.

We hope you find this year's annual report informative and look forward to presenting our progress for next year.

**John Hampton (Interim Managing Director GMSS)**

# NHS Greater Manchester Shared Services

## 1. Why we publish this report

NHS Greater Manchester Shared Services (GMSS) is a professional service organisation (hosted by Oldham Clinical Commissioning Group) that, to a great extent, depends on public finances to conduct its business. It provides Commissioning Support services to CCGs across Greater Manchester through an agreed Operating Framework, Memorandum of Understanding and Service Level Agreements.

We understand the importance of tackling discrimination and promoting equality between different groups of people, whilst addressing the diverse needs of individuals. That is why we work hard to have an inclusive culture where everyone is treated with dignity and respect. Diversity is important to us because different perspectives, ideas, backgrounds, opinions and knowledge create a unique strength for our organisation; so we can better support and understand our customers and their stakeholders.

At GMSS we:

- **Are committed to recruiting, retaining and developing our workforce**, making us a diverse range of people with knowledge of, and a commitment to, equality and human rights
- **Positively embrace differences and diverse thinking**. Actively encouraging each other to use our individual talents in the delivery of our services
- **Believe in developing our existing partnerships** and fostering new ones to deliver service excellence and promote equality, human rights and inclusion throughout our business
- **Encourage and support each other to analyse and understand the implications of equality, diversity and human rights (EDHR)** within the scope of our work as it affects protected characteristics and other vulnerable groups.
- **Are committed to supporting our staff to develop behaviours that promote a positive and inclusive workplace culture**, so that everyone feels valued, proud to work at GMSS, and recognises the part they play in our continued success

Our key aims are to improve access to employment opportunities for GMSS and our customers; to support continuing improvements in the quality of health services; and to improve the experiences of everyone who comes into contact with the NHS, irrespective of who they are.

We hope to build on these aims by continuing to promote equality, inclusion and fairness for all, thus ensuring that the above principles are clearly reflected in our business planning *and* in our operational practice. We believe that, by doing this, we can truly deliver on the assurance in discharging our Public Sector Equality Duty and adhering to the NHS Constitution.

Under the Equality Act 2010, all organisations that rely on public finances are subject to the Public Sector Equality Duty (PSED), and are required to show that they are complying with the legislation. This means that, in carrying out our activities, GMSS is subject to the same legal framework and can be held to account by stakeholders.

## 1.1 Summary of our legal responsibilities

Figure 1 GMSS summary of legal responsibilities

Equality Act 2010 (Public Sector Equality Duty)	Human Rights Act 1998	Health and Social Care Act 2012	Other Duties
<p>General Duty</p> <ul style="list-style-type: none"> <li>eliminate unlawful discrimination, harassment and victimisation</li> <li>advance equality of opportunity</li> <li>foster good relations</li> </ul> <p>Specific Duty</p> <ul style="list-style-type: none"> <li>Publish Annual Equality information</li> <li>Publish equality objectives</li> </ul> <p>Gender Pay Gap reporting</p>	<p>Section 6 of the HRA makes it unlawful for a public authority (GMSS) to act in a way that is incompatible with a person's rights.</p> <p>The <b>FREDA</b> principles:</p> <ul style="list-style-type: none"> <li><b>F</b>airness</li> <li><b>R</b>espect</li> <li><b>E</b>quality,</li> <li><b>D</b>ignity,</li> <li><b>A</b>utonomy</li> </ul>	<p>GMSS must help CCGs to have regards to</p> <ul style="list-style-type: none"> <li>Reduce inequalities between patients with respect to their ability to access health services</li> <li>Reduce inequalities between patients with respect to the outcomes achieved for them by the provision of health services</li> </ul>	<p>Equality Delivery System (EDS2)</p> <p>Workforce Race Equality Standard (WRES)</p> <p>Projected future workforce standards</p> <p>NHS Constitution</p>

GMSS is publishing this report to both comply with the PSED and to take the opportunity to demonstrate how we are integrating EDHR into our daily business, while supporting our customers to do the same.

## 2. Who we are and what we do

Greater Manchester Shared Services (GMSS) provides expert support and advice to clinical commissioners to help deliver improved health services to their local populations. We offer an extensive range of services and employ approximately 350 staff.

The organisation was originally established in 2013 as Greater Manchester Commissioning Support Unit and later as part of the North West CSU. It became Greater Manchester Shared Services in April 2016 and is managed under a hosting arrangement by NHS Oldham Clinical Commissioning Group on behalf of the ten CCGs across Greater Manchester.

While Greater Manchester CCGs make up the majority of our clients, we also host a range of services for NHS England, and other customers including provider trusts, general practices, numerous social care, community care and voluntary sector organisations, as well as local authorities and the private sector.

Health and care in Greater Manchester has entered a new era with the region becoming the first in the country to take control of its combined health and social care budgets – a sum of more than £6 billion. It means that for the first time, leaders and clinicians will be able to tailor budgets and priorities to meet the needs of local communities and improve the health and wellbeing of the 2.8million residents.

GMSS has a major role to play in this devolution of decision-making, providing commissioning support, specialist advice and information, underpinned by local knowledge and relationships, which offers flexible and cost-effective solutions in a rapidly changing environment.

## 2.1 What We Do

We work with our customers to analyse, plan and improve the quality and value of health and care services. We lead by example and provide them with the skills and resources they need, when they need them, through our in-house teams which respond flexibly to each customer's specific requirements.

We want to be the sought-after shared service provider of choice in GM because of our:

- focus on delivering transformational change, through insight, skills and intelligence
- ability to integrate local health and care systems, making change happen
- track record in delivering great support services
- ability to work with a range of partners to create the best solutions for individual customers

Our organisational values:

- Collaboration
- Reliable and Professional
- Integrity
- Innovative
- Everyone Counts

## 2.3 Promoting equality, inclusion and fairness for all

A key challenge for the NHS is to translate of legislation such as the Equality Act 2010 and PSED, the Human Rights Act 1998 and the Health and Social Care Act 2012 [HSCA] into health policy and practice to tackle health inequalities and improve health outcomes for all.

We believe that actions to deliver on equality and to address health inequalities are closely linked. We know that health inequalities are very often associated with people's unequal position in society, based on factors such as: socio-economic status, education and housing conditions. In order to address health inequalities effectively, we believe that additional consideration needs to be given to the challenges arising from people's equality-related characteristics, like their sex, ethnicity and disability; and the often complex intersections between these.

At GMSS we have integrated EDHR, inclusion and fairness into strategic planning and collect, analyse and use relevant equality information to support our decision-making processes. Equality and Diversity is strategically led through our People and OD Committee.

With respect to our staff, we aim to ensure that all our human resources policies and practices comply with equality and other employment legislation. In 2018 we have refreshed our Bullying and Harassment policy and have Equality Impact assessed a significant number of revised and updated HR policies. Equality issues are an integral part of our organisational and learning and development processes. We ensure that our learning and development opportunities are accessible to all GMSS employees, irrespective of their background.

We expect our people to show respect to and value each other and all those we encounter in the course of our business. We have a policy of zero tolerance with regard to bullying, harassment, the use of inappropriate language or other inappropriate behaviours.

All employees are required to complete mandatory equality and diversity training and, where necessary, further equality training as required for their role (e.g. equality analysis training). We also offer additional learning sessions on a variety of inclusion themes.

We aim to influence our customers to comply with the Public Sector Equality Duty, and also to meet the health inequality duty arising from the Health and Social Care Act (HSCA), improving health outcomes for diverse groups within their local populations

Our customers' clinical focus is on improving quality and patient outcomes/experience. We therefore work with our customers to enable them to place health outcomes and patient experience at the centre of their commissioning processes and to ensure that they pay due regard to the nine protected characteristics in their decision-making. "Protected characteristics" is the term used to describe characteristics which protect people from unlawful discrimination.

The nine protected characteristics are:

- age
- disability
- gender
- gender reassignment
- marriage/civil partnership
- pregnancy/maternity
- race
- religion or belief
- sexual orientation

### 3 The Greater Manchester 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.

Between 2016 and 2021 the number of people aged over 70 living in Greater Manchester is predicted to increase by 15.2%, while the overall population will increase by 3%

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 532,200<sup>1</sup>. The city experienced the greatest percentage population growth outside London, with an increase of 19%<sup>2</sup>.

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.

One in five adults in Greater Manchester smokes. Smoking prevalence in 2015 ranged from 15.1% in Stockport to 22.7% in Manchester. In 50% of Greater Manchester local authorities, smoking prevalence is significantly higher than the England average of 16.9%.

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

For more information see the [Greater Manchester Population Health Plan 2017-21](#)

### 3.1 Key Points from the Census 2011 about Greater Manchester

- 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%
- There is no hard data on the number of LGB people in the UK as no national census has ever asked people to define their sexuality. However, Stonewall, a charity which promotes equality and justice for lesbians, gay men and bisexuals, states on their

In 2015, 4.6% of the over-65s in Greater Manchester were recorded as having dementia. The England value is 4.3%.

Over 150 languages are spoken in Greater Manchester

Over 560,000 people (30%) of adults in Greater Manchester have one or more long-term condition, and this number is increasing

<sup>1</sup>

[http://www.manchester.gov.uk/downloads/download/4220/public\\_intelligence\\_population\\_publications](http://www.manchester.gov.uk/downloads/download/4220/public_intelligence_population_publications)

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

website FAQs the figure of 5 to 7% of the population; the Government is using this figure, which would give an approximate LGB population of between 134,000 and 187,600 – this top estimate is similar to the population of Bury.

- Accurate population data about gender reassignment is unavailable. However, the Equalities Review (2007) estimated that 1 in 11,500 of the adult population is defined as having transitioned or being in the process of transitioning. This would give a population of about 250 people. There are an unknown number of people who identify as a different gender from that which they were assigned at birth, but who have not yet undergone transition.

#### 4. GMSS Equality Objectives 2017-2021

We have developed Equality Strategy and Equality Objectives for 2017-2021 which link to our strategic aims and key priorities, the Equality Delivery System goals, the Joint Strategic Needs Assessment (JSNA) priorities and the NHS Outcomes Framework.

They comply with the Public Sector Equality Duty and will enable us to assist CCGs to commission inclusive services as changes to Health and Social Care evolve.

Our Equality Objectives:

1. Increase awareness across GMSS about equality and human rights legislation, and about why fair and equitable treatment matters in every aspect of our business.
2. To effectively embed EDHR into everything we do
3. To influence our customers to embed EDHR into their businesses
4. Work collaboratively to help ensure integrated services are commissioned and delivered equitably

#### 5. Actions supporting our Equality Objectives

Over the last year, we have developed initiatives and resources to support our own staff and our customers' staff to take account of EDHR, health inequality and inclusion issues in their day to day work. Some of the actions taken to support our Objectives and achieve last year's aims are shown in figure 2 below.

Figure 2 Actions supporting our equality objectives

2018 Aim	Actions
Objective 1. Increase awareness across GMSS about equality and human rights legislation, and about why fair and equitable treatment matters in every aspect of our business.	<p>Delivered training sessions to GMSS and CCG staff.</p> <p>Placed articles in GMSS and CCG staff news bulletins.</p> <p>During the year we have deployed a variety of methods to raise awareness of the Equality Act, the PSED and HSCA within our organisation and in our customers' organisations. All our staff – and our customers' staff – are required to complete on-line mandatory equality and diversity training Where required, this is supported by face-to-face sessions at induction,</p>

	<p>and statutory/mandatory update days; as well as more bespoke sessions on EDS2 and on equality analysis.</p> <p>Revised our Bullying and Harassment policy.</p> <p>In addition, we have made significant progress in promoting to our customers the idea of linking promotion of equality with the reduction of health inequalities and working towards improved patient outcomes and experience for all. We have delivered customised executive briefs, equality analysis workshops, one-to-one practical sessions and written guidance in line with our own and our customers' requirements.</p>
<p>Objective 2. To effectively embed EDHR into everything we do.</p>	<p>EDHR is an agenda item in P&amp;OD committee. We undertake Equality Analysis (EA) on policies and Quality Assure the EA undertaken on CCG projects.</p> <p>We are undertaking an EA on our transformation work.</p>
<p>Objective 3. To influence our customers to embed EDHR into their businesses.</p>	<p>Delivered training sessions to GMSS and CCG staff.</p> <p>Placed articles in GMSS and CCG staff news bulletins.</p> <p>Supported CCGs to meet their legal and regulatory duties.</p> <p>Provided EA training and Quality Assurance.</p> <p>Provided advice on equality and inclusion.</p> <p>Training CCG and GMSS staff to carry out equality analysis on policies and major programmes and providing one-to-one support to colleagues carrying out others e.g. Oldham CCG Urgent Care Review and Bolton Locality Plan.</p> <p>Quality Assurance of Equality Analysis when carried out.</p> <p>Analysing and reporting on workforce equality profiles and on annual progress in meeting the Public Sector Equality Duty.</p> <p>Analysing and evaluating provider organisations' equality information and suggesting remedial action.</p> <p>Developing EDHR strategies, equality objectives, action plans with CCG and for</p>

	<p>GMSS.</p> <p>Providing training on a range of aspects of equality and inclusion.</p> <p>Developing Equality and Diversity contract schedules for CCGs to use with provider organisations.</p> <p>Providing expert advice on Equality and Diversity issues to CCG and GMSS colleagues as requested.</p>
Objective 4. Work collaboratively to help ensure integrated services are commissioned and delivered equitably.	Working with other Greater Manchester public sector employers to be the first in the country to work together to tackle race inequality in the workplace. A draft action plan will be developed in partnership with staff, trade unions and BME staff groups before being launched in the autumn.
Use the report of the staff equality survey as a springboard for further work on initiatives that target the workforce including: health and well-being, corporate values and staff communication/engagement plans.	<p>The Health and Wellbeing section of The Bulletin 'Everyone Counts' provides staff with information about health and wellbeing activities that are taking place across the organisation, national campaigns, local events and general health and wellbeing hints and tips.</p> <p>We offer our staff occasional health and wellbeing activities, such as Reflexology and Reiki Sessions, Hand and arm massage Facial and scalp massage/ lower leg and foot massage, activity taster sessions. These sessions are open to all, time to attend is allowed and they help to reduce stress in the workplace.</p> <p>We have arranged Stress and Wellbeing in the Workplace short informal sessions and set up a cohort of Mental Health First Aiders.</p> <p>We have introduced Mental Health First Aid training for line managers.</p> <p>We offer our staff a free flu jab to help protect staff and patients.</p> <p>We have offered Mindfulness and Stress Management workshops.</p> <p>Signpost staff to national wellbeing events eg Men's Health Week 2018 – and held a series of guided walks as part of National Walking Month 2018.</p>
Make joint Oldham/GMSS application to	Accepted as partner with Bolton CCG

<p>the NHS Employers Equality and Inclusion Partners programme 2018/19.</p>	<p>Benefitted from information sharing and events (eg inclusive recruitment).</p> <p>We hope that our participation in the Partners Programme will help GMSS to be at the forefront of activity and thinking in the field of diversity, equality and inclusion in the public sector.</p>
<p>Raise awareness of why disclosure of protected characteristics is beneficial to both the individual and the organisation.</p>	<p>An article will be published in the bulletin to encourage staff to disclose protected characteristics, as this information will be needed in the transition process. Advice from HR and EDHR business partners offered.</p>
<p>Agree approaches based on good practice to build confidence amongst staff to disclose their disability status; this will ensure any necessary reasonable adjustments can be made and the potential for discrimination is minimised.</p>	<p>See above</p>
<p>Promote the NHS as an employer to men, different religious groups, BAME and white ME groups.</p>	<p>At a Greater Manchester level there is work on an Employers charter for all trusts to sign up to that includes good practice commitments that all employers will adhere to. This will be part of a GM identity employer promotion project to attract people to work in GM NHS trusts.</p>
<p>Encourage staff from groups where non-mandatory training uptake is low to take up development opportunities in order to progress to higher levels.</p>	<p>Promoted the Building Leadership for Inclusion, the NHS Leadership Academy's group of senior NHS colleagues at band 8a or above, with a disability/disabilities to support them in planning how best senior disabilities influencers might operate.</p>
<p>Encourage diversity and eliminate unfair treatment and discrimination (policies, procedures and training).</p>	<p>Completed its Annual Equality Publication, Gender Pay Gap information and workforce report in accordance with statutory requirements.</p> <p>Ensured Equality is a standing item on People and Organisational Development Committee.</p> <p>Developed Equality Objectives.</p> <p>Developed an Equality Analysis (EA) framework for policies and changes.</p> <p>Provided essential Equality and Inclusion Training for staff.</p> <p>Established Equality as a "golden thread" in the mandatory Key Skills for Managers training, which includes sickness absence, grievance, leadership and conflict resolution.</p> <p>Established an EDHR champion on the Senior</p>

	Management Team.
Ensure that employees have a supportive, safe and harassment-free environment, with family-friendly and flexible working policies and will value and respect each other's contributions.	<p>Organised Dementia awareness sessions and Dementia Friends training to help make GMSS and NHS Oldham CCG dementia friendly organisations.</p> <p>Bullying and Harassment policy has been revised.</p> <p>The National staff survey and local temperature check surveys have been undertaken which consults on these areas.</p> <p>A number of GMSS employees have recently completed an ILM Level 5 Coaching and Mentoring qualification, to support and develop individuals and the organisation through coaching.</p>
Ensure that all employees will be considered solely on their merits for career development and promotion with equal opportunities for all.	We have been working with the Greater Manchester Combined Authority (GMCA) and other GM employers from all sectors to develop a Good Employment Charter. The aim of the Charter is to help employers reach excellent employment standards and become more successful as a result. All staff were notified of the consultation on the draft Charter and encouraged to participate.
Ensure that all GMSS staff will treat colleagues with dignity and respect.	Regularly review our HR policies to ensure they continue to comply with employment and equality law.
Build organisational capacity by supporting and encouraging our employees to apply equality awareness and understanding to their daily business.	<p>Delivered event for all staff to look at the ways in which our perceptions of others can affect our day to day work.</p> <p>Articles on Black History Month, IDAHO, World Mental Health Day, Mental Health Awareness Week, Men's Health and other inclusion/health events.</p> <p>Produced Ramadan information and guidance for staff.</p>

## 5.1 Working on Equality and Inclusion in Partnership

We are members of the **NHS North West Leadership Academy; Equality, Diversity and Inclusion Reference Group** and we will develop an internal action plan to support our leadership development of Equality, Diversity and Human Rights. We are also members of the **North West Equality and Diversity Network**, a forum which enables equality leads to share good practice and ask for support when they need it.

We are one of the NHS Employers Equality and Diversity Partners for 2018/19.

These initiatives support our desire to: improve access to services, remove barriers, improve the quality of services and the experience of patients.

Being members of such partnerships affords GMSS the following benefits:

- support client CCGs on EDHR by sharing good practice, learning and expertise
- access to EDHR training and development
- access to key national and regional forums on equality and diversity and national learning events
- networking opportunities with other organisations
- the opportunity to help shape and influence regional and national policies on equality and diversity
- opportunities to discuss, network and test out new concepts
- external recognition as an organisation that demonstrates good practice on equality and diversity
- increased profile of the organisation at network events, conferences and through communications

## **6. Workforce Race Equality Standard**

Black and Minority Ethnic (BME) staff are significantly under-represented in senior management positions and at board level in the NHS. The WRES is designed to change this. A similar standard for disability has been introduced and will be mandatory for 2019/20

Organisations have to collect and analyse reliable data and listen to their staff, especially BME staff, in order to understand how differences between the experience and treatment of White staff and BME staff arise so that we can make changes.

We need to work with our customers to ensure that their providers collect patient and staff data by protected characteristic, and also that they analyse and publish this to give a clear picture of service usage and employment practices. We also need to demonstrate that we are using the WRES to help improve workplace experiences and representation at all levels for BME staff and publish this as a separate report.

During the year, we have supported our customers to implement the actions generated by EDS2 and ensure their providers were doing the same.

## **7. Gender Pay Gap reporting**

Since the Equality Act 2010 (Specific Duties) Regulations 2011 (SDR) came into force on 10 September 2011, there has been a duty for public bodies with 150 or more employees to publish information on the diversity of their workforce (see Appendix 1, with a summary at figure 4 below).

A summary of the joint Gender Pay Gap for Oldham CCG/GMSS is shown on the [Equality page of our website](#) and will be published on the Government's GPG recording site in line with legislation by 30<sup>th</sup> March 2019.

However, as GMSS will shortly be undergoing transition into a new Corporate Service Delivery Vehicle, a separate Gender Pay Gap was calculated for the GMSS function alone. A summary is shown at figure 3 below, and the figures show that the median pay rate for

men and women is exactly the same, and that women earn on average 10p per hour more than men. This reflects our commitment to equal pay and opportunities for men and women.

Figure 3 Gender Pay gap at 31.03.2018

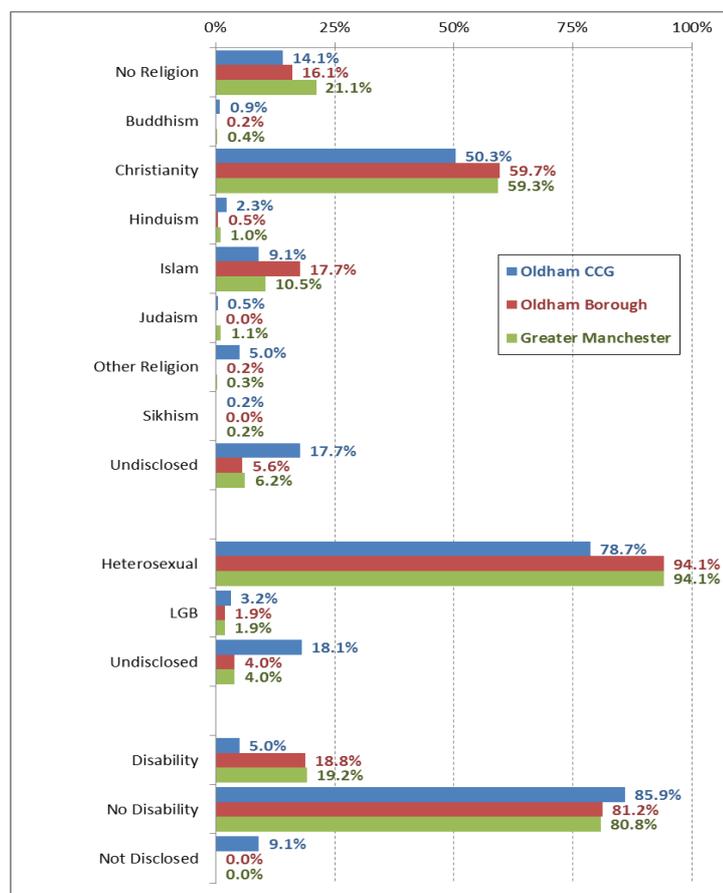
Gender	Avg. Hourly Rate	Median Hourly Rate
Male	£16.69	£15.68
Female	£16.79	£15.68
Difference	-£0.10	£0.00
Pay Gap %	-0.60	0.00

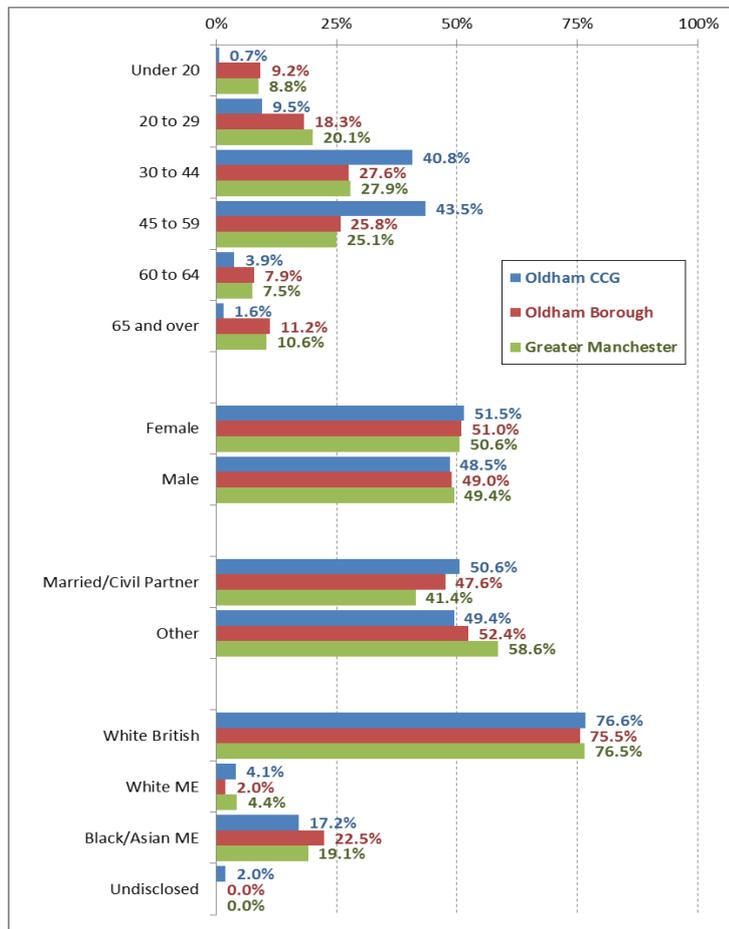
## 8. Our Workforce

We became Greater Manchester Shared Services (GMSS) in July 2015 and have been hosted by Oldham CCG since 1 April 2016. Oldham CCG workforce report reflects workforce statistics for Oldham CCG and GMSS combined where available.

On the 31 March 2018 Oldham CCG (and GMSS) had 441 employees. The table at figure 4 below provides an overview of our workforce at a glance. The Oldham (and GMSS) workforce report is available in **Appendix 1** and gives more information about our workforce from 1 April 2017 to 31 March 2018. It does not include the characteristics of gender reassignment or pregnancy/maternity, as figures for gender reassignment are not collected, and it is not possible to collect data on pregnancy. The numbers of staff on maternity leave, however, are notified internally in monthly reports

Figure 4 Our combined Oldham CCG and GMSS workforce at a glance





## 9. Actions for next year

Devolution in Greater Manchester is giving us the power to take charge of the health, wealth and wellbeing in our communities.

The NHS and local councils have come together to develop a proposal for health and care in the region. GMSS can play a major role in this devolution of decision-making, as we can provide commissioning support, specialist advice and information and extensive local knowledge.

The Greater Manchester health and social care strategic plan (Taking Charge of Our Health and Social Care in Greater Manchester) identified 5 key areas for change. One of these key areas for change is Theme 4: Standardising clinical support and back office services. This theme looks working more efficiently to deliver corporate functions (such as finance and HR for example) with a consistent approach across the region.

Greater Manchester Shared Services is part of the Corporate Services Review Programme and is working to become a new Corporate Services Delivery Vehicle (CSDV), which will be hosted by another NHS organisation and will offer an extended range of services.

The table below shows how we will ensure that Equality supports GMSS during transition, and is an integral part of the day to day business of the new CSDV, in addition to our ongoing statutory reporting requirements.

Figure 5 Actions for next year

<b>Area</b>	<b>Actions</b>
<b>Taking Charge Theme 4</b>	Analyse the impact of commissioning intentions and restructuring on GMSS staff.
	Analyse the impact on equality of the actions that result from the plan.
<b>Transition</b>	Ensure that Equality is a work strand in the transition process.
	Analyse the impact on equality of transition to the new Corporate Services Delivery Vehicle.
	Implement actions identified by the equality impact analysis to ensure transition does not adversely affect one particular group of staff.
<b>HR issues</b>	Analyse the impact on equality of HR issues and cases
	Ensure specialist equality advice and guidance is available to HR business partners.
	Analyse the impact on equality of new, reviewed or amended GMSS HR policies,
<b>Bulletin</b>	Provide key equality and inclusion information and updates for staff.
<b>Understanding our workforce</b>	Encourage the wider disclosure of protected characteristics, especially disability.
	Evaluate the updated information.
	Act on findings to support staff and make future reporting more useful / accurate.
<b>Training</b>	Ensure EDHR mandatory training reflects best practice and new developments.
	Undertake an EDHR training needs assessment and develop bespoke training for particular groups of staff (eg managing for inclusion).
<b>WRES</b>	Continue to implement the Workforce Race Equality Standard to improve representation by BME staff at higher levels.
<b>WDES</b>	Continue to implement the Workforce Disability Equality Standard to improve representation by staff with a disability at all levels
<b>Staff survey</b>	Participate in the NHS National staff survey again to gain insight into the different experiences of staff from different groups.
	Undertake further staff surveys/engagement to look at the reason for any differences.
<b>Employment Matters</b>	Build on our Two Ticks status to become Disability Confident Committed Disability Conscious (Two Ticks), to ensure fair transition of staff.
	Work towards higher levels after transition.
<b>Business as Usual</b>	Continue to provide high-quality resource of advice and information for staff.

## 10. Conclusion

Our achievements and governance as shown in this report demonstrate that we have met all our statutory requirements under the Public Sector Equality Duty. They also show that we have undertaken significant work in relation to equality and diversity to go beyond these in our ambition to become an exemplary inclusive employer.

Our Equality governance shows the commitment to equality at all levels of the organisation and demonstrates our fitness to continue to provide services to our customers and a fair environment for our staff.

Our partnerships show that we work in collaboration with other organisations to ensure fairer employment in Greater Manchester and nationally.

We know there is more work to be done and look forward to becoming ever more diverse, fair and inclusive as we meet the challenges of transition and providing high-quality services to our customers.