

## Health and Safety Executive Board Paper

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### HEALTH AND SAFETY EXECUTIVE

#### The HSE Board

#### RENEW AND BROADEN INTERNAL DIVERSITY

#### A Paper by Gaynor Coldrick

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**Cleared by Vivienne Dews on 27 February 2007**

#### ISSUE

1. This paper updates the board on progress on internal diversity issues, and sets out proposals to help renew and broaden internal diversity.

#### TIMING

2. Routine.

#### RECOMMENDATIONS

3. That the Board:
  - i. notes progress toward achieving diversity targets on levels of staff representation, and approves proposals to revise targets for gender and set new targets on disability and approves the various recommendations (paras 9 to 16)
  - ii. notes the current diversity projects, which will report to the Diversity Steering Group (DSG) on 24 April (paras 17 to 21)
  - iii. approves the proposals to take forward gay, lesbian, bisexual and transgender (GLBT) equality (para 25)
  - iv. notes the proposed draft internal diversity action plan to be considered by the DSG in April (para 28).

#### BACKGROUND

4. Last July the Board considered a progress report on internal and external diversity (B/06/56). It reported progress on gender representation but a faltering position on black and minority ethnic (BME) and disability representation. There were positive messages about an increase in flexible working; the three staff networks moved forward; and some progress made in improving career development arrangements in D/Ds.
5. In December we published our Disability Equality Scheme (DES) and Gender Equality Scheme (GES), and new actions for the Race Equality Scheme for 2007 will shortly be formally agreed by the DSG. A number of staff submitted comments during the consultation process for the equality schemes, including

that they expected HSE to do more to promote GLBT equality, particularly since the introduction of the ***Employment Equality (Sexual Orientation) Regulations*** in December 2003.

6. The summer diversity exchange briefings identified further internal diversity issues: staff wanted more training to deal effectively with a more diverse workforce; to see more target action to increase under represented groups; and more support including a network for GLBT staff.
7. The black history events co-hosted by **MAGNET** and the External Diversity Team in October and November and the **Equal** event in December, raised concerns about progress on race equality, particularly levels of representation and career progression.
8. Finally, the recently released 2006 Staff Attitude and Stress Survey results indicate that HSE matches the Cabinet Office diversity benchmark. However the survey also raises concerns. There was a lower score on the commitment to equal opportunities in London, which might also have a race dimension because half of our BME staff (90) work there. The survey also raised concerns about a number of issues affecting staff with a disability. HR will analyse the results further.

## **ARGUMENT**

### **Diversity targets**

9. We have monitored progress against diversity since 2002, based on staff in post figures at 1<sup>st</sup> April each year. To inform this paper we have run the figures at 31 January 2007. Charts showing progress are at Annex 1.

#### Gender

10. We have passed the 2005 targets set for bands 1 to 3 (women are not under represented at bands 4 to 6), but have not reached the SCS target. However, women still only represent about a third of staff at bands 1 to 3, and the ultimate goal should be parity at all job bands. It is recommended that we set a 10% improvement target for SCS to band 3 over the next three years (targets are not needed for bands 4 to 6). This might be challenging because of the tight recruitment position, but it would send a disappointing message if we didn't look for improvement of at least 3% per annum.

#### Race

11. We have not yet achieved the targets, published in the 2005/08 Race Equality Scheme. As the chart shows, overall levels of representation changed relatively little between April 2002 (5.0%) and January 2007 (4.5%). However, there were reductions at all job bands (bar SCS/Band 1) over the last two years.
12. A significant problem in measuring progress is the low levels of declarations of ethnic group. This has been a problem since we published our first Race Equality Scheme in 2002. At January 2007, only about 2/3rds of staff had declared, compared with a 90% Commission of Racial Equality benchmark. However, even if we recalculated levels of representation based only on those staff who had declared, we would still be behind the RES targets.

13. We recommend that we should not change the targets but that we need to measure progress on internal promotion and any external recruitment much more closely against the targets and look at performance within directorates and specific locations, where there seems to be under representation.
14. We also recommend that we should try to increase the level of declarations (more staff responded to the 2006 Staff Survey than have declared). We are more likely to secure a higher level of declaration if staff are able to see that the information is being used for positive purposes. There are two important BME projects underway – a career progression study and a review of trainee inspector recruitment (see paras 18 and 19) – that could be used to support a drive to increase declarations.

#### Disability.

15. The 2005 targets have been met at bands 2 to 5 and overall, but levels of representation have started to fall over the last two years. We are concerned that the targets have not kept up with the wider definition of disability introduced under the Disability and Discrimination Act (DDA). In 1999 HR asked staff to review whether they should declare under DDA, but the levels of declarations didn't significantly change. It is clear that staff are reluctant to disclose that they have a disability if they do not need a reasonable adjustment because of others perceptions about the work that they can do. We recommend that we review the basis of the disability targets with **Equal** and the trade unions (we worked closely with them in developing the DES).
16. The 2006 Staff Survey has revealed a number of issues that have affected staff with disabilities including performance management, learning and development, and unacceptable behaviour that require further investigation. The issues raised in the staff survey are already priority areas in the DES. We will analyse them further and review our plans for addressing them.

#### **What we are currently doing**

17. In some respects we are not making the progress we would like and there are no quick solutions – many of these problems are also being experienced across government to a greater or lesser extent. However, a number of diversity projects are being taken forward that will report to the next meeting of the Diversity Steering Group on 24 April.
18. BME Staff Career Progression Study. We have completed a series of focus groups with BME staff exploring their views and experiences relating to career progression. The other main element of the study is an equality audit of the vacancy panels held between April 2005 and July 2006.
19. Trainee Inspector Recruitment. We are reviewing the 2005 and 2006 external and internal inspector recruitment campaigns to discover why they failed to recruit any BME people (we know that the issue isn't non-declaration of ethnic group).
20. Harassment Advisers. The harassment adviser network is in need of repair or replacement. The 2006 staff survey and anecdotal evidence indicate that staff want some kind of support, but we need to determine what that should be now that we provide professional support through our employee assistance programme provider (**Right CoreCare**). It is acknowledged that this action

has been outstanding for some time and has been a victim of reduced resource.

21. Declarations of ethnic group and disability. As mentioned previously, we want to improve the level of declarations to help us measure performance and make improvements to policies where needed. We are seeking to work with the trade unions and staff networks to develop proposals to use the opportunity presented by e-HR to encourage staff to enter the information direct to their personal records.

### **Gay, Lesbian, Bisexual and Transgender (GLBT) issues**

22. We are aware from a number of sources (including, diversity exchange briefings and responses to the consultation exercise for the gender and disability equality schemes) of some concern that we are not doing enough to promote GLBT equality. The 2006 Staff Survey might reveal further issues.
23. The main source of external advice on GLB issues is **Stonewall**. We have secured permission from DWP to use their membership to access Stonewall's full range of consultancy services.
24. We will need to invest a considerable amount of effort to raise our game on GLBT equality, where there may be new barriers to overcome in creating a truly inclusive workplace. We don't understand all the issues that may affect our GLBT staff.
25. We recommend the following initial steps:
  - i. To issue a note of commitment and intent to staff that GLBT equality is an important issue to HSE – to raise the visibility of GLBT issues
  - ii. To support this note it would be very helpful if a senior manager would act as GLBT champion
  - iii. To consult GLBT staff to identify issues that affect them - GLBT staff may be reluctant to come forward and we will need to use a variety of methods to gain information
  - iv. HR to take the lead in setting up a GLBT network, but with the aim that GLBT staff will take it over
  - v. Replicate the process used to develop the race, gender and disability equality schemes to identify our policies and procedures relevant to GLBT equality, and to publish a scheme
  - vi. (Stonewall recommend staff monitoring arrangements should not be introduced until commitment to GLBT equality is established).
26. The above actions will take time. It is not possible to give specific timescales but we would intend to complete all the actions by Autumn 2007.

### **Bringing all the schemes together**

27. The three equality schemes are the primary focus for action. The disability and gender equality schemes were developed within a joint framework, to which the race equality scheme will shortly be added. The equality schemes focus on a number of high level priorities (for internal and external diversity).

28. I attach at Annex 2 an internal diversity plan that pulls together the priorities from the three equality schemes, and includes other requirements under Sexual orientation and Age legislation. Other actions may be added following research into GLBT issues. Subject to approval by the Board, the DSG will review in more detail the content of the action plan and then publish it on the Diversity website.

### **CONSULTATION**

29. We consulted the trade unions and staff networks extensively in developing the equality schemes, and agreeing the terms of reference for specific projects. We are also committed to jointly monitoring and reviewing progress and would want to consult them about the proposals in this paper.

### **PRESENTATION**

30. Subject to discussion at the DSG, we will prepare a communications plan to launch the internal diversity action plan and outcome of the review of the diversity targets, as part of an already planned revision of the diversity website, and to announce the action on GLBT issues.

### **COSTS AND BENEFITS**

31. It is hard to quantify the business case for a fully inclusive diversity policy, but it should help HSE to regulate a more diverse UK workforce and help establish us as an employer of choice that helps us to recruit and retain staff.

### **FINANCIAL/RESOURCE IMPLICATIONS FOR HSE**

32. HR has already allocated staffing resource to take forward the equality schemes, and will find the additional resource needed to take forward GLBT equality. We propose to provide financial support to set up a GLBT network; and will continue to provide funding to the other staff networks of about £25,000 (the same level as in 2006/07).

### **ENVIRONMENTAL IMPLICATIONS**

33. N/A

### **OTHER IMPLICATIONS**

34. N/A

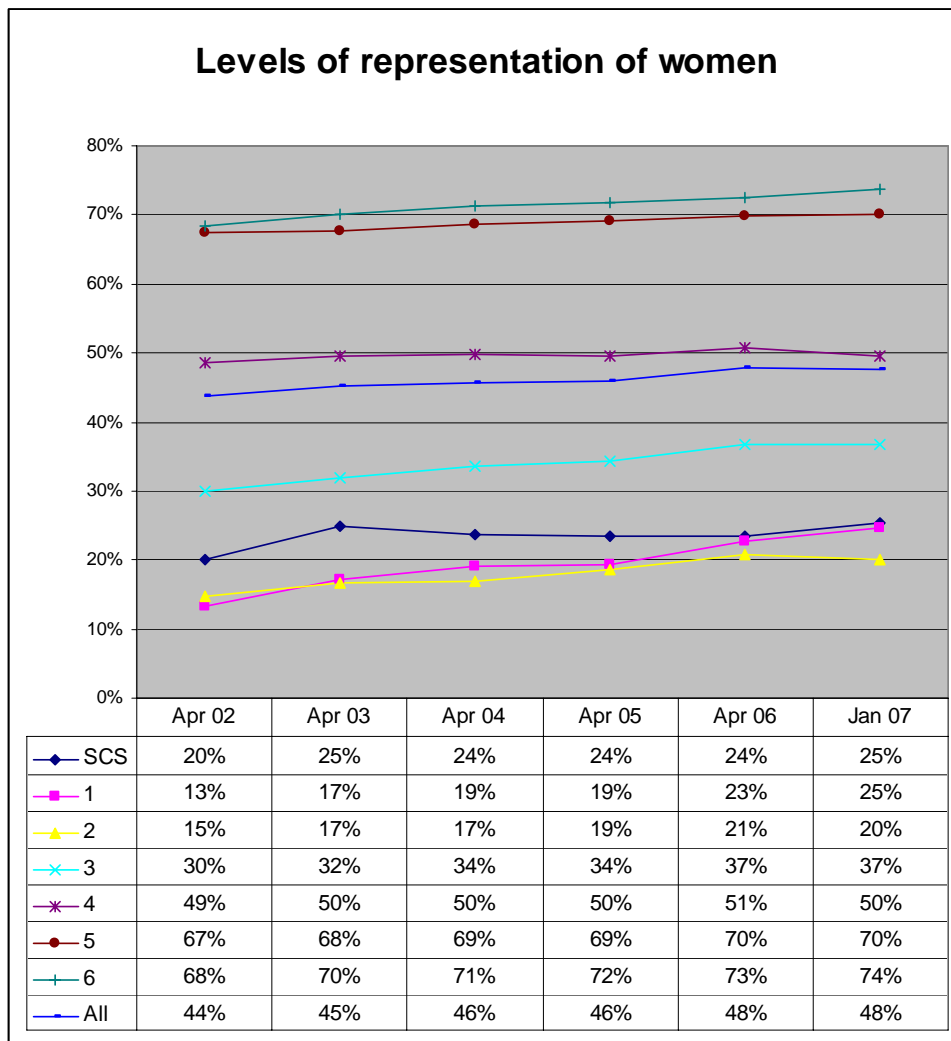
### **ACTION**

35. Subject to approval from the Board, HR will firm up the proposals to take to the DSG that:
- i. Revise the gender and disability diversity targets
  - ii. Further analyse the 2006 staff survey for diversity implications, particularly about disability
  - iii. Take forward the GLBT proposals
  - iv. Launch the internal diversity action plan.

DIVERSITY TARGETS

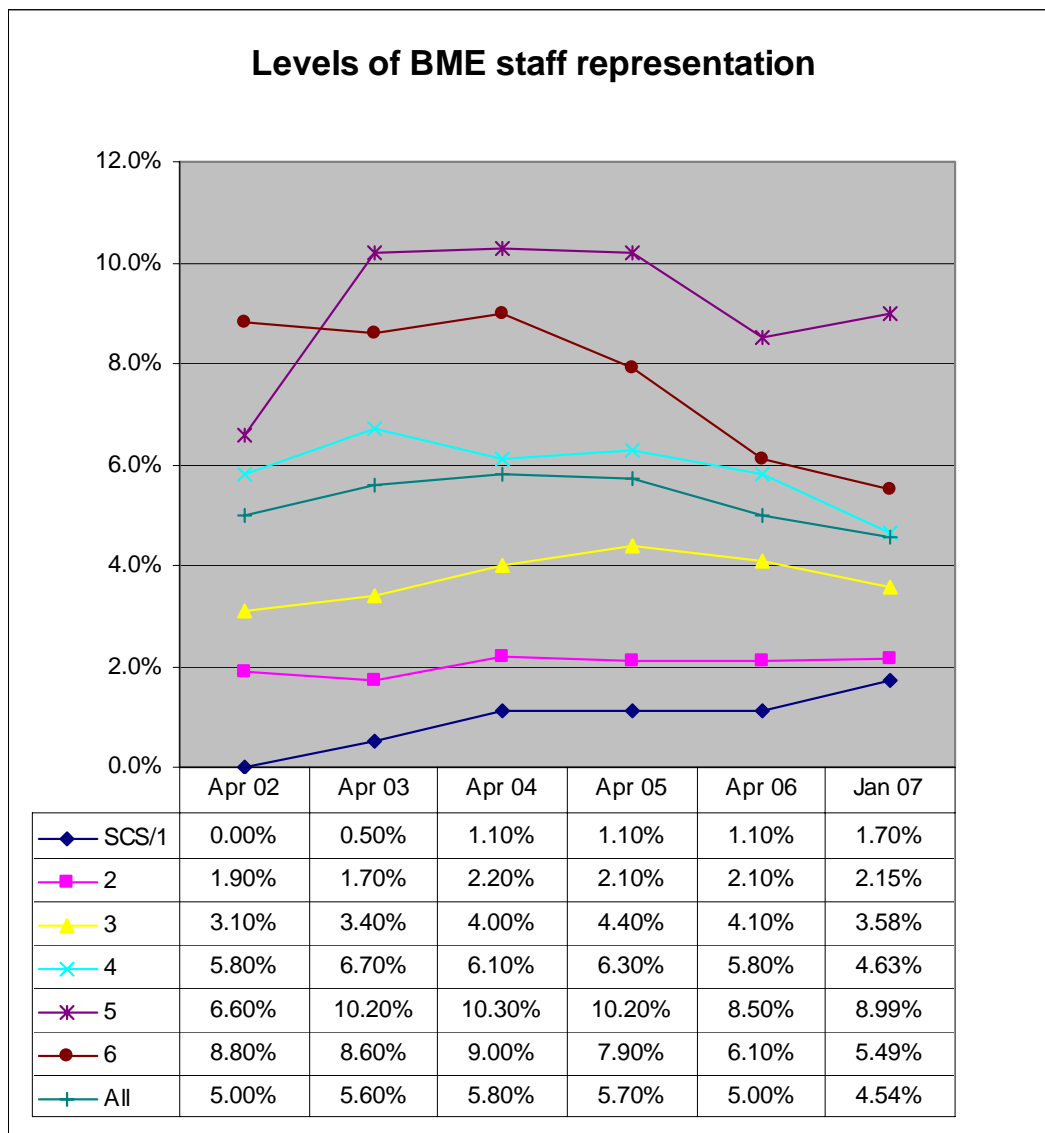
Gender

| 2005 Targets |               |
|--------------|---------------|
| Band         | Women         |
| SCS          | 29.00%        |
| 1            | 10.00%        |
| 2            | 13.70%        |
| 3            | 27.80%        |
| 4            | 50.00%        |
| 5            | 64.00%        |
| 6            | 70.00%        |
| <b>Total</b> | <b>44.20%</b> |



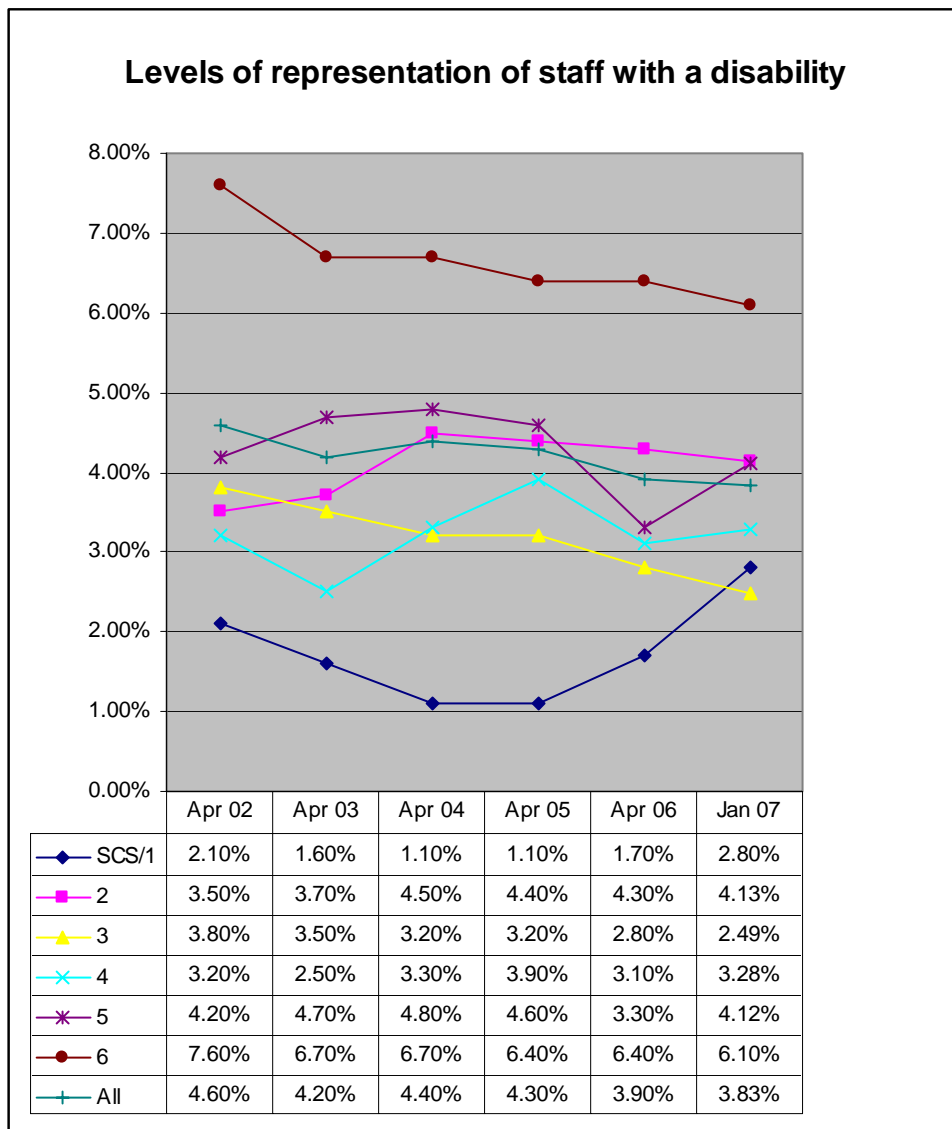
# RACE

| 2005 - 2008<br>Targets |               |
|------------------------|---------------|
| Band                   | BME Staff     |
| SCS                    | 4.00%         |
| 1                      | 4.10%         |
| 2                      | 3.70%         |
| 3                      | 6.80%         |
| 4                      | 7.80%         |
| 5                      | 16.50%        |
| 6                      | 17.60%        |
| <b>All</b>             | <b>10.50%</b> |



# DISABILITY

| 2005 Targets |                       |
|--------------|-----------------------|
| Band         | Staff with Disability |
| SCS          | 3.70%                 |
| 1            | 3.10%                 |
| 2            | 1.80%                 |
| 3            | 1.60%                 |
| 4            | 2.90%                 |
| 5            | 3.90%                 |
| 6            | 6.40%                 |
| <b>All</b>   | <b>3.50%</b>          |



**DRAFT INTERNAL DIVERSITY ACTION PLAN**

| 2006/07 OBJECTIVES   | Statutory Scheme                            | Actions  | Timelines   | Outcomes  |
|--|---|--|---|---|
| 1. To collect and analyse employment data relating to: <ul style="list-style-type: none"> <li>- Staff in post</li> <li>- Recruitment</li> <li>- Training</li> <li>- Performance appraisal</li> <li>- Promotion</li> <li>- Grievances</li> <li>- Discipline</li> <li>- Leavers</li> </ul> Analysed by age, ethnicity, disability and gender | Disability<br>Gender<br>Race<br>Age<br>GLBT | <ul style="list-style-type: none"> <li>• Set up reporting series</li> <li>• Consult networks and trade unions about type of data to capture</li> </ul>                                       | <ul style="list-style-type: none"> <li>• Collected monthly</li> <li>• In-depth analysis every 6 months</li> </ul> | <ul style="list-style-type: none"> <li>• Accurate and consistent management information to help track progress</li> <li>• Trends and patterns identified</li> <li>• Remedial action taken where necessary.</li> </ul>   |
| 2. To improve consultation with the three networks about the impact and development of HR policies.  | Disability<br>Gender<br>Race                |  | every 6 months  | <ul style="list-style-type: none"> <li>• Feedback from networks.</li> <li>• Meet with the networks twice a year</li> <li>• Notes of discussions with the networks.</li> <li>• Progress made on policies (measures to be developed from impact assessments).</li> </ul>      |
| 3. To re-launch the harassment advisers and diversity liaison officers networks by December 2006: <ul style="list-style-type: none"> <li>-</li> </ul>  | Disability<br>Gender<br>Race<br>GLBT        | <ul style="list-style-type: none"> <li>• Review reasons for collapse</li> <li>• Agree new TORs</li> <li>• Consult TUs and networks</li> <li>• Briefing and support provided by HR</li> </ul> | December 2006   | <ul style="list-style-type: none"> <li>• Harassment advisers and diversity liaison officers established in each directorate and region.</li> <li>• Advisers and officers feel confident and supported to do their job.</li> <li>• Review progress every quarter.</li> </ul> |

| 2006/07 OBJECTIVES  | Statutory Scheme                                 | Actions  | Timelines     | Outcomes  |
|---|--|--|---------------|---|
| 4. To review the 2005 trainee inspector recruitment campaigns to identify reasons for lack of success in recruiting BME staff.  | Race   | <ul style="list-style-type: none"> <li>• Equality proof process from expression of interest to job offer</li> <li>• Review testing, selection and interview procedures</li> <li>• Review impact of greater use of online recruitment</li> </ul>  | December 2006 | <ul style="list-style-type: none"> <li>• Reasons for outcome identified.</li> <li>• Changes to procedures made where needed.</li> </ul>   |
| 5. To improve the level of declarations made by staff about of ethnic group and disability  | Disability<br>Race                               | <ul style="list-style-type: none"> <li>• Initiate survey to all staff</li> <li>• Include ethnic group and disability questionnaire with internal vacancy applications</li> <li>• Work with the disability and race networks to encourage declarations</li> <li>• Link messages with launch of self service e-HR</li> </ul> | March 2007    | <ul style="list-style-type: none"> <li>• More representative data</li> <li>• More detailed analysis of employment data</li> <li>• Better informed policy making</li> </ul>  |
| 6. To ensure that new HR policies and procedures support diversity by carrying out and acting on impact assessments.  | Disability<br>Gender<br>Race<br>Age<br>GLBT      | Current projects include: <ul style="list-style-type: none"> <li>– talent management</li> <li>– succession planning</li> <li>– behavioural skills framework</li> <li>– technical skills framework</li> <li>– internal vacancy filling pilot</li> </ul>   | March 2007    | <ul style="list-style-type: none"> <li>• Impact assessments completed at initiation stage of projects</li> <li>• Staff networks and trade unions consulted</li> <li>• Changes made to project plans where needed.</li> </ul>                        |
| 7. To improve HPA moderation process in time for 2006/07 report round:  | Disability<br>Gender<br>Race<br>Age              | <ul style="list-style-type: none"> <li>• Lessons learned from 2005/06 HPA round</li> <li>• Directorate review moderation arrangements</li> <li>• Forms and guidance amended were required</li> </ul>   | March 2007    | <ul style="list-style-type: none"> <li>• More even distribution of bonus by disability and ethnic origin</li> <li>• Supports improvements in performance management</li> <li>• Improve staff survey results</li> </ul>                              |
| 8. To review whether HSE's internal vacancy filling arrangements or other wider issues disadvantage the career progression of ethnic minority staff , and to recommend changes as required. | Race<br>(afterwards Repeat model for Disability) | <ul style="list-style-type: none"> <li>• Review outcomes of previous panels</li> <li>• Consult ethnic minority staff</li> <li>• Review interview process</li> </ul>  | March 2007    | <ul style="list-style-type: none"> <li>• Recommendations accepted and implemented</li> <li>• Improved representation of BME staff at bands 1 to 5</li> <li>• Improved responses to diversity questions in the HSE Staff Attitude Survey.</li> </ul> |

| <b>2006/07 OBJECTIVES</b>  | <b>Statutory Scheme</b>              | <b>Actions</b>   | <b>Timelines</b> | <b>Outcomes</b>   |
|--|--------------------------------------|--|------------------|---|
| 9. To improve the internal arrangements for managing career development and internal job moves                     | Disability<br>Gender<br>Race<br>GLBT | <ul style="list-style-type: none"> <li>Refresh and restructure current career review groups</li> </ul>   | March 2007       | <ul style="list-style-type: none"> <li>Improved levels of representation</li> <li>Opening up of broader career moves</li> <li>Improved staff survey results</li> </ul>  |
| 10. To improve performance management  | Disability<br>Gender<br>Race<br>GLBT | A number of projects on management development are being developed as part of the learning and development strategy  | March 2008       | <ul style="list-style-type: none"> <li>Improved performance</li> <li>Improved promotion results</li> <li>Improve staff survey results</li> </ul>  |
| 11. To improve the provision and support of communications and IT services   | Disability                           | Identify priority areas for change   | March 2008       | <ul style="list-style-type: none"> <li>Improved access for staff</li> <li>Better informed</li> <li>Improved staff survey results</li> </ul>   |
| 12. To review existing HR policies and procedures in a rolling programme agreed with the networks and trade unions | Disability<br>Gender<br>Race         | <ul style="list-style-type: none"> <li>Degree of relevance and priority to determine final schedule</li> </ul>   | March 2008       | <ul style="list-style-type: none"> <li>Impact assessments completed</li> <li>Policies and procedure changed where needed</li> </ul>   |
| 13. To establish HSE's brand as an employer that promotes and supports diversity                                   | Disability<br>Gender<br>Race<br>GLBT | <ul style="list-style-type: none"> <li>Publicise better pay, flexible working arrangements, benefits in recruitment and other information</li> <li>career development opportunities</li> <li>brief and encourage operational staff to support brand messages</li> <li>Participate in public diversity events.</li> </ul> | March 2008       | <ul style="list-style-type: none"> <li>Wider range of recruits</li> <li>Review and revise employment deal offered to staff, where needed.</li> <li>Improved staff attitude survey results.</li> <li></li> </ul> |