

Health and Safety Executive Board		Paper No: HSE/08/30	
Meeting Date:	18 June 2008	FOI Status:	Fully Open
Type of paper:	Above the line	Exemptions:	None
Trim reference:	2008/195672		
DIVERSITY PROGRESS REPORT 2007-08 AND DIVERSITY PRIORITIES FOR 2008-09			

Purpose of the paper

1. This paper outlines progress on diversity priorities for 2007-8 and diversity priorities for 2008-09. The Board are being asked to:
 - a. note the diversity progress made (paragraphs 4 - 6, 8-9 and Annex 1) and
 - b. note and endorse the priorities in the Diversity Action Plan (DAP) for 2008-9 (paragraphs 7, 10 -11 and Annex 2)

Background

2. This is the third annual progress report on diversity. The former Commission received a mid-year progress report in October 2007 as part of the HSC Diversity Seminar paper (MISC/07/16).

3. At the seminar the Commission underlined the need for consideration of equality and diversity in future discussions and planning; and asked for future diversity action plans to cover all diversity strands. The ageing workforce and migrant workers were highlighted as key. Our proposed priorities take account of this steer. They also include action committed to as part of the Gender and Disability Equality Schemes, endorsed in November 2006, (where not already delivered); and our proposed priorities on the race scheme that are currently subject to public consultation: (Hugh Robertson and Sayeed Khan have been involved in the latter).

4. On external diversity the main highlights for 2007-8 were:

- a. **a sustained targeted communications and training push to embed new processes and practices** –the diversity impact assessment tool is now in place and we are seeing the integration of equality considerations into our day-to-day business, in particular in our policy development, key programmes and in proactive field operations work.
- b. **developing our intranet to share research findings and good practice** – the diversity intranet site was launched in October 2007 and includes research summaries, key messages and links to other useful information including case studies from the field. Work has also started on developing an overarching Diversity web site to facilitate sharing with wider stakeholders.
- c. **developing joint HSE/DRC guidance** – HSE and DRC worked in partnership to develop guidance on risk assessment and disability. The web based guidance shows businesses and disabled people ways of working together to make work adjustments that will enable disabled workers to stay in work and help health and safety risk management. An ‘easy read’ version has been produced for people with learning disabilities and those who have literacy difficulties. This is a good example of a strategic contribution in practice.
- d. **holding an HSC seminar on diversity** – as reported above.
- e. **review of HSE’s race equality scheme** – We have fulfilled our statutory requirement to review our race equality scheme 2005 – 2008 and have identified

areas where we could improve e.g. clearer outcomes and performance measures. New draft actions, outcomes and performance measures are included in our action plan for 2008-09 (Annex 2).

- f. **externally, much good work has been done in the field.** Examples include:
- **reaching out to minority groups**, e.g. in London, HSE involvement in a conference organised by Salon Strategies, exhibiting at two of London's biggest ethnic minority festivals, RISE and MELA, Landlords Day in London; and FOD Scotland participating in "New Roots Scotland" to support training asylum seekers;
 - **building stronger links** with both regulatory partners (e.g. the Gangmasters Licensing Authority, Local Authorities) and with external stakeholders. This included raising awareness of health and safety issues with ethnic minority business groups; working with Tourist mine operators to secure proper access and evacuation for disabled visitors; and working with the Cumbrian Women's Business Network and the West Midlands Equality and Diversity Network;
 - promoting the use of our **interpretation services, leaflets in other languages** and diversity publications: notably in relation to migrant workers, but other examples include the use of a RNID interpreter by Explosives Inspectors as part of a complaint investigation.
5. On internal diversity the main highlights were:
- a. **completing the BME staff career progression study** - based on an analysis of vacancy panels held over a 7 year period and focus groups held with BME staff, the study found no systemic problems but a concern that HSE was not doing enough to promote race equality.
 - b. **HSE mentoring scheme** - the scheme is designed to support staff in taking forward personal development plans. It will be open to all staff at all job bands, but we launched it by seeking applications from BME staff. Thirteen BME staff are on the scheme, and it has been well received. We are currently inviting applications from all staff for a second group.
 - c. **HWWW equality impact assessment** – a wide ranging equality impact assessment was carried out on the potential impact of HWWW on different groups of staff. As a result, a number of measures were put in place to help staff to relocate or find alternative jobs in London.
 - d. **Supporting staff networks** – we encouraged and supported staff to come forward and set up a network for LGBT staff; and supported the other networks by providing financial support and attending various events
 - e. **Adaptive Equipment Users Group** – we set up a user group of staff to help to monitor and resolve issues that may arise relating to the access and use of computers and IT equipment.

Argument

6. On **external diversity** good progress has been made towards achieving the objectives for 2007-8 (para 4 and Annex 1). Increasingly, we have seen the integration of equality considerations into our day-to-day business, for example, Fit3 programme documentation now makes reference to the diversity guidance and links to the toolkits. We have also met our legislative requirements by regularly reviewing progress with our Equality Scheme actions. However, there are areas e.g. gender actions, where progress has been limited and these will need to be given some priority in 2008-9.

7. **Priorities 2008-09.** We want to build on our progress to date and externally this means setting three broad areas for our action plan, as follows:

- a. **Embedding equality considerations in our core work.** Significant action here will include: ensuring systems are in place to check competence and appropriate health and safety induction for all workers on the Olympic site; development and issuing of advice for managers on how to help people at work suffering from mental health issues connected with work related stress; the review and consolidation of existing research to identify emerging new priorities. Of course the development of the HSE strategy may identify new areas where we need to focus activities later in the year.
- b. **Sustain our focus on communication** to ensure the sharing of good practice and a good understanding of the practical implications of the evidence base. Examples of work here include development of a short 'key messages' brief for Inspectors/ other visiting staff on addressing the causes of fatalities to workers new to the job, focussing particularly on migrant workers; this will implement lessons learned from HSE's analysis of migrant worker fatalities in construction.
- c. **Review and prioritise actions** outstanding from last year's action plan. For example, gaps in staffing prevented significant progress on the action on diversity of advisory committees and stakeholder groups, the pregnancy related FIT3 campaign and encouraging more women safety representatives. On the latter, we have explored whether stakeholders might take this forward with HSE funding, but so far without success..

8. On **internal diversity**, the main focus in 2007/08 has been on undertaking and completing research to provide a solid foundation for future action. Major projects completed were the BME staff career progression study; external recruitment review; and the HWWW equality impact assessment. We have also reviewed the internal diversity action plan and simplified it to give a clearer focus on internal priorities for 2008/09 and beyond.

9. Over the year the diversity of the workforce - in terms of the representation of different groups - has not changed. This is not surprising because we have restricted promotions and recruitment activity as we reduced staff numbers to affordable staffing levels. Levels of representation of women (47.5%), BME staff (4.8%) and staff with disability (3.9%) are virtually unchanged from March 2007.

10. In May, the DSG agreed that the top three priorities in 2008/09 should be to:

- a. take forward recommendations from the BME staff career progression study to:
 - introduce a more regional approach to recruitment
 - design a development scheme to promote career development for BME staff (and other groups under represented at senior levels)
 - improve the representation of BME staff on vacancy panels.
- b. carry out a career progression study for staff with disabilities
 - vacancy panel analysis
 - consulting staff with a disability
 - researching external developments
- c. take forward the HWWW recruitment strategy
 - promoting HSE as an employer of choice

- widening recruitment approaches
- working with North West based agencies and universities.

11. We will also support the staff networks and continue to monitor progress across a range of HR activities. Further details are in the 2008/09 action plan at Annex 2.

12. **Delivering the action plan.** The Diversity Steering Group (DSG) has a key role in helping to sustain and progress action. The progress report and the new action plan will be promoted on the HSE website and intranet, in the news centre and *e-express*. They will be made available in alternative formats upon request.

13. The DSG, with TU and staff network membership, approved the progress report and new action plan. Additionally PFPD and Communications Directorate have also been consulted.

14. The **costs of the action plan** are borne by HSE (paras 15 to 16). The principal **benefits** include better stakeholder engagement leading to a more effective, better targeted delivery of our business; improved workforce diversity; progress towards achieving our vision; and compliance with legal requirements.

15. It cost approximately £165K in 2007-8 to support delivery of the external diversity agenda and will cost approximately £145K in 2008-9. This will come out of the Policy Group budget. This includes the salaries of the equivalent to 2.9 units of staff (across Bands 2-4) devoted to driving external diversity progress throughout HSE, providing advice to operational and policy colleagues, central coordination and monitoring of our Equality Schemes, and providing secretariat support to the DSG.

16. It costs about £100K to support delivery of the internal diversity agenda in 2007/08 and it is estimated that it will cost a similar amount in 2008/09. Staffing costs will come out of the Payroll budget and staff network costs will come out of the Learning and Development budget.

Action

17. Board members to note the diversity progress made for 2007-8 and note and endorse the Diversity Action Plan for 2008-9

Paper clearance

18. This paper was produced by Cath Cottam and John Rowson and was cleared by the Senior Management Team on (4 June 2008)

Diversity Progress Report 2007 – 2008

Overarching

External Diversity Progress Report 2007 – 2008		Annex 1
Action 1: Mechanisms in place to publicise and drive the vision	<p>Progress</p> <p>Good progress made on publicising the vision. We have a Communications plan in place, with a number of published articles in Express and e-Express. We have delivered awareness training, at Bootle and London HQs, for impact assessment tool to embed use in the organisation.</p> <p>DSG have met regularly and monitored the plans.</p>	

External Diversity

Action 2: Workshops, intranet and web to publicise emerging information from research and stakeholder engagement	<p>Progress</p> <p>Intranet diversity site launched in October 2007: this includes research summaries; key messages; and links to other useful information. Examples of good practice from the field relating to 'race' are with the intranet team to be included in the race key brief on the intranet site.</p> <p>EDT (External Diversity Team) is currently developing Diversity web pages; initially this will cover a front page and information on race, disability and gender. This work will continue in 2008/9 and work on other strands will follow.</p> <p>Joint work with MAGNET and HR on Black History Month workshops in October 2007.</p>	
Action 3: Building the evidence base	<p>Gender: EDT attended a constructive and useful meeting with TUC gender and occupational health group 'GOSH' with agreement to share intelligence and evidence in the future.</p> <p>Key findings and research reports are available via diversity intranet site.</p> <p>Race: HSL are taking forward the identifying of key priorities for action on race in the 08/09 operating year.</p> <p>Sexual Orientation and Religion and Belief: Stock-take of existing research on sexual orientation, religion, culture and belief carried forward to 2008/09.</p> <p>Age: HSE is sponsoring involvement in the New Dynamics of Ageing project. This is a 3-year project involving researchers from a number of universities. We have linked into the cross-Government Committee on Ageing, attended the Third Age Employment Network (TEAN) conference, and reported to DSG.</p> <p>Proactive work: EDT met with Nottingham City Council to discuss reaching out to groups and other strategic and practical issues. We hope that further information sharing will flow from this, with the setting up of a local diversity</p>	

	practitioners group.
Action 4: Diversity Impact Assessment	Tool and guidance now live on the intranet. Communications approach agreed with Communications Directorate: A5 promotional flyer sent to targeted internal audience; EDT organised targeted staff training with positive feedback from attendees; and we have publicised the tool in e-express and Express. EDT held successful meetings with FOD ESE and Services, Transportation and Safety Unit, leading to outcome that they will identify and carry out impact assessments on key areas where required. Staff have applied full diversity impact assessments to a number of campaigns including the workplace transport campaign and the SME project.
Action 5: To promote a more disability-positive health and safety culture	We published joint guidance with the Disability Rights Commission on disability and risk assessment, following endorsement of the joint HSC/DRC statement on overarching principles of health and safety risk management and disability. We designed the guidance to overcome the false use of health and safety to justify discrimination against disabled workers. We also launched updated guidance on HSE's intranet and website for HSE staff and employers regarding the retention of disabled staff. Further work is ongoing to produce guidance in alternative formats (e.g. Braille). We have promoted the 'reasonable adjustment' principles contained in the DSE regulations, in the revised MSD topic inspection pack. We have delivered a number of workshops on managing work related stress.
Action 6: To include pregnancy-related risk assessment in a Fit3 campaign	This work has not been completed because initial work showed a lack of clear evidence to justify focussing substantive Inspector resource on this as part of a campaign, given competing priorities. The action has been re-focussed to an awareness raising activity.
Action 7: Follow up on COI research on communicating with diverse groups	Communications toolkit is now live on the intranet. Unfortunately, anecdotal evidence shows that uptake and awareness of the toolkit is poor. We are gathering further information on usage, and have discussed with Communications Directorate the possibility of them taking forward a small promotion campaign in 2008/9.
Action 8: Work towards improving the diversity of our advisory bodies and stakeholder groups. (Scientific Advisory Committees, where membership is first and foremost on the basis of expertise, are not within the scope of this action).	We put this work on hold due to loss of resource on the team. Informal talks have taken place with the TU IAC members of CONIAC. Action on this objective depends on establishing evidence about the representative diversity of existing groups. This will be the focus for 2008/09.

<p>Action 9: Encourage more involvement of women in health and safety decision making by working with others such as the TUC to persuade more women to volunteer to become safety representatives or representatives of employee safety.</p>	<p>Project plan has been produced. We have been unable to progress this work because of higher priority demands on the team. Initial discussions with TUC to offer programme money for a secondee to take work forward, but TUC also unable to find a suitable person. One final avenue may be exploring with another body e.g. IOSH/ROSPA to see if they could take this forward.</p>
---	--

Internal Diversity

<p>Action 10: To develop HSE's future recruitment strategy to improve the diversity of our organisation, particularly in relation to the HWWW project</p>	<ul style="list-style-type: none"> • We are refining a recruitment strategy to staff-up functions that will relocate from Rose Court. • We have established good working relationships with various North West development agencies and Liverpool University to promote HSE as an employer of choice, as part of the recruitment strategy.
<p>Action 11: To take forward recommendations from the BME staff career progression study completed in 2007 to support career progression of BME staff. (Race Equality Scheme)</p>	<ul style="list-style-type: none"> • In 2007/08 we introduced a mentoring scheme to help BME staff to take forward their personal career development. Thirteen BME staff applied and have been accepted onto the scheme. We have just launched a second intake to the scheme. • We put proposals to the May DSG to introduce a career development scheme to help BME staff (and staff in other represented groups) to compete for senior posts more effectively. • We also took proposals to the May DSG to launch a more regionally based approach to recruitment, based upon working towards levels of representation of BME staff that, wherever possible, reflect the make up of local communities. • In 2007/08 we increased the number of BME assessors involved in major recruitment exercises.
<p>Action 12: To review and revise where necessary the arrangements for providing staff with support to deal with harassment issues.</p>	<ul style="list-style-type: none"> • The review of the Harassment Adviser Network showed that its members are now rarely contacted by staff for advice or support, and that a number of the advisers had left. • The review concluded that rather than rebuild the network, it would be more effective to channel support through our employee support provider, Right Corecare, who provide an extensive range of counselling support • Staff have been advised of the change and HR guidance has been updated to ensure that staff are aware of the services that Right Corecare provides.
<p>Action 13: To reward positive contributions to race equality. (Race Equality Scheme)</p>	<ul style="list-style-type: none"> • Other diversity priorities meant that it was not possible to take forward this action.

<p>Action 14: To deal with unacceptable behaviour whenever it occurs.</p>	<ul style="list-style-type: none"> • This links to action 11 above • We encourage line managers to tackle unacceptable behaviour and to deal effectively with any complaints that are raised. • New line managers are trained on diversity issues including how to deal with unacceptable behaviour • We monitor cases of unacceptable behaviour to see if there are any issues arising that would require a corporate response. There were no centrally investigated cases in 2007/08.
<p>Action 15: To provide ongoing training and support to HR staff and line managers about equality and diversity issues. (all equality schemes)</p>	<ul style="list-style-type: none"> • We provided training for HR staff and other managers in RPD with corporate roles (eg, communications, accommodation and IT) about their responsibilities under the race, disability and gender equality schemes and for carrying out equality impact assessments. • We provided training for experienced interviewers about changes being piloted to our internal vacancy filling arrangements, so that they understand the changes and know how to operate the revised arrangements fairly and consistently. • We provided support and advice on an individual basis to staff and line managers on range of diversity issues e.g. assistance with travel to work costs.
<p>Action 16: To review and revise, where necessary, provisions and support for information and communications technologies, within a new accessibility policy. (Disability Equality Scheme).</p>	<ul style="list-style-type: none"> • We dealt with individual cases where reasonable adjustments were needed. • We set up an adaptive equipment users groups to take forward issues relating to IT accessibility • Continued to make various documents available in different formats, such as Braille payslips.

Ongoing Internal Commitments

<p>Recruitment:</p> <p>To establish HSE's brand as an employer that promotes and supports diversity and develop external recruitment arrangements to encourage more people from BME backgrounds to join HSE (Race Equality Scheme)</p>	<ul style="list-style-type: none"> • We carried out initial research, but in light of the general recruitment restrictions during 2007/08 other diversity work was given precedence. • Following a review of the 2005 and 2006 trainee inspector recruitment campaigns, we built in more diversity checks to the selection process. • We discussed promotion and advertising to reach out to a more diverse range of potential job applicants with a number of specialist agencies. One of the outcomes is that we be mentioned in the Urban Publishing UK Directory, published in November, which encourages BME people to apply for work in areas they would not normally consider. The entry will profile a BME member of staff who is
---	--

<p>To keep under review the vacancy filling arrangements to ensure that different groups of staff are not disadvantaged. An in depth review will be carried out by Summer 2008 (Disability and Race Equality Schemes)</p>	<p>an inspector in FOD.</p> <ul style="list-style-type: none"> • This objective is linked to the BME career progression study. • We have consulted staff who have applied for jobs under the vacancy filling pilot to get their views about the proposed changes. They support the change to a CV based approach. We are currently analysing statistics relating to the pilot to check that no groups of staff have been disadvantaged
<p>Career Development: To continue to improve performance management and career development systems to increase representation of all groups at higher job bands (All Equality Schemes.</p>	<ul style="list-style-type: none"> • Work on performance has been taken forward as part of the developing HR “People Strategy” • A range of performance management training and support has been reviewed as part of preparing the retender of centrally contracted training. • Potential contractors are required to demonstrate their commitment to race equality as part of their tenders and during the selection process.
<p>Encourage and support HSE staff networks: To maintain consultation with the networks about the impact and development of HR policies and procedures and provide financial and HR support to the networks.</p>	<ul style="list-style-type: none"> • All the networks have been funded to run events for their members and other staff. • The networks have been consulted about a range of HR issues over the year. In particular they were consulted about the potential impact of HWWW on their members . • We encouraged and helped staff to set up the LGBT network – SAGE. We continue to offer support to the Network in its early days and have recently joined the Stonewall Diversity • We supported an event run by the Women’s network about the issues faced by staff (men and women) in combining work and caring responsibilities. • We supported the staff with a disability network “EQUAL” who arranged events in Rose Court and Bootle in relation to HWWW and to find out more about Disability and the Changing Workplace, respectively. • We supported an event run by the BME staff network “MAGNET” about helping staff to realise their potential.

<p>Pay: To consolidate improvements made to performance management to improve the opportunities for all staff to achieve high performance awards.</p> <p>To steer through the programme of pay reform in the current three-year deal [2005 to 2007] to help close equal pay gaps (Gender Equality Scheme)</p>	<ul style="list-style-type: none"> Following the guidance issued the previous year and general improvement in the distribution of high performance awards, the focus in 2007/08 has been on D/Ds to ensure that they set clear performance standards and put in place effective arrangements to manage the nomination and selection of staff for high performance awards The pay gaps have narrowed over the three year deal as shown in the following table. Action will continue under the next pay deal. <table border="1" data-bbox="730 622 1246 882"> <thead> <tr> <th>Job Band</th> <th>2000 Award</th> <th>2004 Award</th> <th>2007 Award</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>93%</td> <td>95%</td> <td>98%</td> </tr> <tr> <td>2</td> <td>93%</td> <td>95%</td> <td>94%</td> </tr> <tr> <td>3</td> <td>93%</td> <td>96%</td> <td>98%</td> </tr> <tr> <td>4</td> <td>97%</td> <td>99%</td> <td>99%</td> </tr> <tr> <td>5</td> <td>101%</td> <td>104%</td> <td>103%</td> </tr> <tr> <td>6</td> <td>104%</td> <td>106%</td> <td>102%</td> </tr> </tbody> </table> <p style="text-align: center;">Average women's salary as a percentage of men's average salary</p>	Job Band	2000 Award	2004 Award	2007 Award	1	93%	95%	98%	2	93%	95%	94%	3	93%	96%	98%	4	97%	99%	99%	5	101%	104%	103%	6	104%	106%	102%
Job Band	2000 Award	2004 Award	2007 Award																										
1	93%	95%	98%																										
2	93%	95%	94%																										
3	93%	96%	98%																										
4	97%	99%	99%																										
5	101%	104%	103%																										
6	104%	106%	102%																										
<p>Monitoring: To carry out equality impact assessments on all new policies and procedures as they are developed and review existing policies and procedures in a rolling programme, based upon their level of relevance to diversity, agreed with the staff networks and trade unions.</p> <p>To collect and analyse diversity related data about HR policies and procedures: recruitment, training, performance appraisal, promotion, grievances, discipline and leavers</p>	<ul style="list-style-type: none"> The priority has been to complete an equality impact assessment of the HWWW programme. The assessment identified a number of issues that might have a disparate impact on different groups of staff. These issues were factored into the design of the package of HR support being provided to help staff relocate to the North West or find alternative employment in London. An equality impact assessment is being carried out on the current vacancy filling pilot. The pilot was extended to March 08, and we are continuing to collect data and feedback to complete the assessment. HSE's workforce data is analysed by race, gender disability and age. Diversity data is included in monthly staffing and finance reports to the SMT, and more detailed analysis in the quarterly balanced scorecard returns We have a continuing problem in getting staff to disclose their ethnic group and whether they have a disability, to help us monitor policies and procedures more effectively. At the end of March only two-thirds of staff had declared their ethnic group. We have previously issued general notes to encourage staff to declare and contact new recruits to encourage them to do so. We are reviewing what more we can do. 																												

DRAFT DIVERSITY ACTION PLAN 2008-9

Key area 1					
To raise awareness amongst staff of the benefits of diversity; HSE's vision for diversity and the need for further progress in HSE					
Actions / Objectives	Strands	Timelines	Performance Measures	Outcomes	Progress
<p>Mechanisms in place to publicise and drive the vision.</p> <p>Responsibility DSG, EDT</p>	<p>Age Disability Gender Race Sexual Orientation Religion & Belief</p>	<p>2008 - 2009</p>	<p>Diversity Steering Group to meet 3 times a year.</p> <p>Extensive communications plan</p>	<p>Steer given to HSE's diversity agenda.</p> <p>Approval of progress reports and new diversity action plan.</p> <p>Clearance of SMT and HSE Board papers on diversity.</p> <p>Raised awareness and benefits of diversity, equality impact assessment tool, equality legislation requirements.</p> <p>Raised awareness of DRC/HSE guidance of health and safety management and disability.</p>	
Key area 2					
Build – and make better use of – the evidence base in our policies and operations.					
Actions / Objectives	Strands	Timelines	Performance Measures	Outcomes	Progress
<p>To develop an HSE website on diversity</p> <p>Responsibility External Diversity Team, Communications Directorate.</p>	<p>Age Disability Gender Race Sexual Orientation Religion & Belief</p>	<p>2008 - 2009</p>	<p>Front page and links to key websites produced by June 2008.</p> <p>Website completed by March 2009</p>	<p>Raised public awareness of our commitment to race equality, information on what we are doing.</p> <p>Sharing research findings; priorities</p>	

				and further actions; and good practice. Improved links to other useful websites.	
Review and consolidate existing research Responsibility HSL, EDT	Disability Gender Race Sexual Orientation Religion & Belief	2008 - 2009	Stock-take of existing HSL research on race completed by June 2008 Review and consolidate the international research on gender sensitivity in workplace health and safety by July 2008 Stock take of existing HSL research on sexual orientation, religion and belief by Autumn 2008 To carry out research on the degree of health and safety risk faced by migrant workers by mid 2008 Literature review of research on disability by March 2009.	Identification of key issues, priorities. Stronger statistical evidence base, leading if appropriate to action plan for further targeted work	
HSE seeking participation in the I~ Work Consortium for the New Dynamics of Ageing (NDA) research initiative. Responsibility HSL	Age	2008-11	Working with HSL to establish the Working Group and facilitation of meetings as required.	Participation will enable HSE to address some of the key areas of HSE's strategy, such as how to make appropriate risk management relevant to the modern and changing world of work; how to work with and through	

				others. Recommendations to enable policy development to drive the age agenda.	
Initial scoping work to identify agenda for religion and belief and sexual orientation. Responsibility EDT, SAGE contact.	Sexual Orientation Religion & Belief	2008	Issues and next steps agreed with stakeholders. Key brief produced and placed on Diversity intranet and web pages. Key brief contains relevant information and issues that are in line with HSE's strategy.	Stakeholder involvement in identifying issues. Identification of future actions that ties in with HSE's strategy. Sharing of information and good practice internally and externally.	
To produce a communications brief to summarise the key findings about what causes accidents to migrant workers, and what to do to prevent them. (based on Construction Division study).	Race	July 2008	The brief reflects the key findings from the study. Consistent good practice among Inspectors and visiting staff.	Brief delivered to visiting staff by Ops Managers/ Regional Directors Still to be decided, but will involve a feedback loop from the field, possibly via RDs.	
Key area 3					
Designing interventions to take account of different needs and impact on particular groups and so help improve health and safety outcomes					
Actions / Objectives	Strands	Timelines	Performance Measures	Outcomes	Progress
To continue to ensure equality considerations are embedded in our normal working practices. Responsibility all HSE, EDT	Age Disability Gender Race Sexual Orientation Religion & Belief	2008-2009	Appropriate and proportionate application of Equality Impact Assessment (EIA) tool and Communications Toolkit to programme and operational initiatives. In particular to those areas identified as priority by DSG.	Mainstreaming diversity into the way we work. Quarterly reports to DSG on EIA activities. EIA of Enforcement Policy Statement and Management Model	

			<p>Timely provision of communications, support and guidance on EIA tool</p> <p>Monitoring of progress reports which will also include monitoring data from Fit3 surveys and data from the new HSE strategy.</p> <p>Annual calling notice to field operations on initiatives.</p>	<p>Collation and sharing of good practice from field initiatives.</p>	
<p>To require through early interventions that the Olympic Delivery Authority and the Principal Contractors have systems in place to check competence and provide appropriate health and safety induction for all workers Responsibility Olympics co-ordinator</p>	Race	2008 - 2012	<p>There is evidence that the ODA and delivery partner have systems in place to ensure that health and safety competence checks and suitable induction is provided for workers on site</p>	<p>Systems in place to check competence and provide appropriate health and safety induction for all workers</p>	
<p>To develop and issue advice for managers on how to help people at work suffering from mental health issues connected with work-related stress and how to help those absent from work with such conditions. Responsibility Policy Group</p>	Disability	2008	<p>Joint Stress Programme/COI project to evaluate the adequacy of existing information/guidance for, in particular managers</p> <p>Development of more informative webpages (with case studies etc.) by Autumn 2008 .</p>	<p>Guidance will focus on general mental health problems.</p> <p>Informative webpages, sharing experience and good practice.</p>	

To promote our advice on pregnant workers. Responsibility Fit3 and EDT	Gender	2008 - 2009	Collaborative working with teams to identify <ul style="list-style-type: none"> • audience, • key messages. Appropriate and effective communication tools are used.	Promotion and raised awareness through targeted communications.	

**Key area 4
Reach out to people / organisations with particular understanding of diversity, to improve our policies and delivery and to ensure our advice and information is widely accessible, including for migrant workers**

Actions / Objectives	Strands	Timelines	Performance Measures	Outcomes	Progress
To work towards improving the diversity of our advisory and stakeholder groups that require representation. (Scientific Advisory Committees, where membership is first and foremost on the basis of expertise, are not within the scope of this action). Responsibility EDT Policy Group	Age Disability Gender Race Sexual Orientation Religion & Belief	Completion by March 2009	Statistical profile of the industries covered by the advisory and stakeholder groups form baselines to a review of their membership profile. Exploration of targeted advisory and stakeholder groups to improve understanding of how they make sure that known minority groups views are represented.	Baseline established for identification and measurement of further actions. Understanding of whether or not our advisory and stakeholder groups are representative "A Guide to Managing HSC Advisory Committees" (GAP 2) reviewed against current equality legislation and updated.	
Encourage more involvement of women in health and safety decision making by working with	Gender	Start 2007	Project plan completed. [We may be exploring with another body e.g.	Increase in number of women volunteering to become safety reps or reps of employee safety.	

others such as the TUC to persuade more women to volunteer to become safety representatives or representatives of employee safety. Responsibility Worker Involvement lead			IOSH/ROSPA to see if they could take this forward.]	Issues relevant to women in the workplace may be raised with HSE leading to further work/action	
To develop networks with disability groups and secure involvement of disabled stakeholders in policy development and monitoring. Responsibility EDT	Disability	2008-9	Agreement gained from interest groups to place their details on HSE's intranet site. Involvement in influencing policy/service proposals. Widening network base through liaison with DWP network.	Involvement in monitoring progress against disability equality priorities. Policy/ service proposals consider disability issues. Engagement in equality impact assessments	

Internal diversity

Key area 5					
Recruitment: to ensure that HSE reaches out more widely to recruit people from diverse backgrounds					
Actions / Objectives	Strands	Timelines	Performance Measures	Outcomes	Progress
To develop HSE's future recruitment strategy to improve the diversity of our organisation, particularly in relation to the HWWW project <ul style="list-style-type: none"> Develop a more regional based approach to 	All Race	April 08 and ongoing June 08	Recruitment statistics Candidate feedback Feedback from recruitment agencies about campaigns Coverage in careers bulletins and literature	Wider range of recruits Greater external awareness about careers in HSE Established employer brand as a diversity orientated employer	

recruitment					
<ul style="list-style-type: none"> Carry out external research into current best practice 	All	June 08 – and ongoing	Directorate feedback		
<ul style="list-style-type: none"> Build a network of recruitment contacts 	All	April 08 and ongoing			
<ul style="list-style-type: none"> Develop a recruitment strategy to fill posts in Redgrave Court 	All	June 08		Good quality and diverse range of staff recruited to Redgrave Court.	

Key area 6

Career development: continue to take action to enable under represented groups to develop the skills they need to progress more quickly.

Actions / Objectives	Strands	Timelines	Performance Measures	Outcomes	Progress
To research and develop options for a career development scheme for staff in groups under represented to help them compete for senior positions	Race, gender and disability	Sept 08	<ul style="list-style-type: none"> Number of staff on the programme Participant feedback D/D and line manager feedback Future panel results Staff attitude survey results 	<ul style="list-style-type: none"> Increased rates of promotion to senior positions Improvement in staff attitude survey results Internal vacancies filled with good quality staff 	
To carry out a career progression study for staff with disabilities <ul style="list-style-type: none"> Vacancy analysis Focus groups External good practice 	Disability	Mar 09	<ul style="list-style-type: none"> Study objectives achieved Feedback from study participants Feedback on study report from staff networks and the trade unions 	<ul style="list-style-type: none"> Issues relating to career progression identified Options for providing further support (linked with personal development scheme above) 	

To widen and establish the mentoring scheme	All	ongoing	Scheme review questionnaire <ul style="list-style-type: none"> • Mentees • Mentors • Line managers Vacancy filling statistics Staff survey results	Staff more positive about support for career development Culture of development fostered	
---	-----	---------	--	---	--

Key area 7
Supporting diversity: taking actions to promote diversity, protect gains made and deal with potential threats

Actions / Objectives	Strands	Timelines	Performance Measures	Outcomes	Progress
To provide ongoing training and learning support to HR staff and line managers about equality and diversity issues	All strands	Ongoing	Staff survey feedback Evaluation forms and feedback questionnaires	Staff have access to the support they need Diversity related issues are resolved effectively Equality and diversity is promoted	
To equality impact the proposed changes to the internal vacancy arrangements	All strands	June 08	Internal vacancy statistics Staff evaluation forms Vacancy manager feedback	Positive staff and vacancy feedback No adverse changes to the outcomes of vacancy panels	
To monitor progress in taking forward diversity, and taking action where needed	All strands		Workforce statistics, eg <ul style="list-style-type: none"> • Recruitment • Promotion • Pay and performance awards Staff attitude survey Equality impact assessments	Improved levels of representation Improved career progression Equality in rewards and recognition Improved staff survey returns	

Key area 8: ensuring accessibility of information and communication technologies					
Actions / Objectives	Strands	Timelines	Performance Measures	Outcomes	Progress
To support the recently formed Adaptive Equipment users group	Disability	ongoing	Feedback from user group members Staff attitude survey results	Improved accessibility Needs of users factored in at design stage Problems resolved quickly	
Key area 9 Encourage and support the existing staff diversity networks.					
Actions / Objectives	Strands	Timelines	Performance Measures	Outcomes	Progress
To help SAGE to establish itself	LGBT	ongoing	SAGE feedback Staff survey results	Better information about issues relevant to LGBT equality Improved staff attitude survey returns about equality	
To consult and support the staff networks and consult Trade Unions.	Race, disability gender, and LGBT	ongoing	Feedback from networks Levels of contact Finance and other organisational support Staff survey results	Better focused diversity action Active networks playing a positive role More diversity positive culture	