



Department
of Health &
Social Care

Department of Health and Social Care Equality Information and Equality Analysis 2018

The Department as an Employer

July 2018

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1. Background

Our role and purpose

The Department of Health and Social Care helps people to live better for longer. We lead, shape and fund health and social care in England, making sure people have the support, care and treatment they need, with the compassion, respect and dignity they deserve.

Our responsibilities are:

- we lead across health and care by creating national policies and legislation, providing the long-term vision and ambition to meet current and future challenges, putting health and care at the heart of government and being a global leader in health and care policy
- we support the integrity of the system by providing funding, assuring the delivery and continuity of services and accounting to Parliament in a way that represents the best interests of the patient, public and taxpayer.
- we champion innovation and improvement by supporting research and technology, promoting honesty, openness and transparency, and instilling a culture that values compassion, dignity and the highest quality of care above everything
- above all, DHSC encourages staff in every health and care organisation, including our own, to understand and learn from people's experience of health and care and to apply this to everything we do

Our Workforce

World-class policy making depends on having people in the Department with different backgrounds and life experience, who see the world in different ways. Teams who are able to look at problems from a range of perspectives are more likely to identify policy solutions and think about implementation in ways that are innovative and practical, and contribute to decisions that reflect the views of people who use health and care services. The Department has a strong record of an inclusive culture but more needs to be done to enable people with a wide range of backgrounds and characteristics to reach the senior roles.

2. Equality Act - Publishing Equality Information

The Equality Act places a 'general Equality duty' on public sector organisations to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- advance equality of opportunity between persons who shared a relevant protected characteristic and persons who do not;
- foster good relations between persons who share a relevant protected characteristic and persons who do not.

The relevant protected characteristics (or groups) for the purpose of the Public Sector Equality Duty are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender, sexual orientation, marriage and civil partnership. DHSC extends its equal opportunities policies and practices to other characteristics, namely, working pattern and caring responsibilities.

The 'specific duties' within the Act place a requirement on Public Sector bodies to 'publish information to demonstrate their compliance with the general Equality duty by 31 January 2012, and at least annually thereafter'.

This report provides diversity data for all DHSC employees. It has been produced using data held in the Business Management System, which for diversity declaration is self-service.

Collecting and monitoring data on the diversity of our workforce allows us to examine how our employment policies and processes are working, so areas where these appear to be impacting disproportionately on certain groups of staff can be identified. Importantly, the data collection, along with analysis, informs and shapes appropriate action.

3. Scope of this report

This report sets out the Department's approach to using Equality data and Information to inform policy development, implementation and practice. The scope of this report:

- relates to the Department of Health and Social Care as an employer;
- covers the period 1 October 2016 to 30 September 2017. Any exceptions to this date period are highlighted accordingly; for example, performance management replicates the Civil Service Performance Management reporting cycle of 1 April 2016 to 31 March 2017;
- covers a snap shot of data as at 30 September 2017 with staff at 1,401;
- provides an overview, with illustrative examples, of how Equality information is used to inform policy development; for example, not the details for each and every policy;
- includes quantitative and qualitative data.

The report does not include recommendations or actions to be taken forward. The data and analysis provide sources of information.

Percentages have been rounded to the nearest 1 percentage point; this means that percentages may not always sum to rounded 100% totals. Headcount include Permanent and Fixed Term Appointees employed by the Department (including staff out on secondment or loan and all types of absence).

4. Diversity – our goals

World-class policy making depends on having people in the Department with different backgrounds and life experience, who see the world in different ways. Teams who are able to look at problems from a range of perspectives are more likely to identify policy solutions and think about implementation in ways that are innovative and practical, and contribute to decisions that reflect the views of people who use health and care services.

The Department has a strong record of an inclusive culture but more needs to be done to enable people with a wide range of backgrounds and characteristics to reach the senior roles.

We recognise that our people are at the heart of what we do and proactively creating a culture of inclusion is a key strand of our Departmental People strategy. To support this element of our People strategy we have launched our DHSC Diversity and Inclusion strategy setting out how we will achieve our vision to be a diverse and inclusive place to work where everyone can achieve their potential.

The five themes of our strategy are:

- Culture - creating an inclusive culture where difference is valued , the power of diversity is harnessed and everyone has equal opportunity to achieve their potential;
- Capability - to build diversity capability and confidence across our workforce to ensure DH is a trusted, diverse organisation where people are proud to work and leaders are inclusive by instinct;
- Data and insight - we encourage everyone to provide diversity information to support more evidence based solutions to our diversity;
- Talent - we identify and act on barriers to progress to ensure everyone has equal opportunity to fulfil their potential;
- Social Mobility – we take action to support improved diversity and social mobility in our workforce.

Commitments for the future include:

- A regular dialogue at the DHSC Executive Committee, scrutinising progress made under the five themes of the Diversity and Inclusion strategy alongside wider debate and analysis on inter-related topics for example creating a safe culture to speak out;
- Providing unconscious bias training for all members of staff to support inclusive and fair decision making;
- An aim to show an increase in the proportion of black and minority ethnic (BAME) staff and staff with a disability in the Senior Civil Service, moving towards at least the Civil Service average. In the wider Departmental workforce, maintain and improve current BAME representation at levels above the Civil Service average and make

progress toward closing the gap between DHSC and the Civil Service average for staff who have a disability and for those with LGBT characteristics;

- Maintaining a strong commitment to the Department's diversity and other staff networks to ensure we harness the power of diversity and lived experience so we build a culture of inclusion;
- Increasing participation in the Positive Action Pathway, a one year learning programme for women, minority ethnic, disabled and LGBT employees in all grades AO-G6 with the potential to progress at least one grade higher. This reflects our ambition to ensure people from these historically underrepresented groups have equal opportunity to fulfil their potential.

We are fully committed to the statutory responsibilities in the Equality Act 2010. We have systems in place within the organisation to ensure that our culture and ways of working reflect best practice, for example, by having a director general level senior champion for diversity and inclusion across the department. We offer all staff learning and development opportunities through Civil Service Learning to help ensure that our approach is consistent throughout the organisation.

5. Pay Equality

The Office for National Statistics provides annual reports on the gender pay gap for Civil Service departments, and across sectors. These are headline statistics that are augmented by comprehensive equal pay reviews, using Equality and Human Rights Commission (EHRC) guidance. These reviews extend to other protected characteristics, such as ethnicity and disability.

Civil Service – Gender Pay Gap

The gender pay gap for all employees, calculated as the difference between the median pay for males and females, increased from 12.0% in March 2015 to 13.6% in March 2016. This measure depends on the pay of part-time employees being converted to full-time equivalent salaries. The gender pay gap for full-time employees increased from 9.0% to 12.0%. There was a fall from 15.4% to 11.5% for part-time employees. For the “all employees” category the largest gender pay gap is for Senior and Higher Executive Officers, increasing from 3.8% to 4.6%. The Senior Civil Service level gender pay gap fell from 4.9% to 3.7% from March 2015 to March 2016.

Department of Health and Social Care (Core Department) – Gender Pay Gap

The Department’s reward strategy over recent years include shortening pay ranges; reviewing the policy for starting pay for new employees; strengthening the governance and benchmarking processes for performance related pay (PRP). These measures sit alongside long established processes such as job evaluation and also, initiatives to increase the representation of under-represented groups in more senior grades.

The Department is subject to the continued Government pay control.

The Department’s pay approach is based on the principles of consistency, fairness and transparency, supporting the fair treatment and reward of all staff irrespective of gender.

Earlier this year the Government introduced legislation requiring organisations with 250 or more employees to report annually on their gender pay gap. Government Departments are covered by the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, which came into force on 31 March 2017. These regulations underpin the Public Sector Equality Duty and require relevant organisations to publish their gender pay gap by 31 March 2018 and thereafter annually. This includes the mean and median gender pay gaps in hourly pay; the mean and median gaps in bonus pay; the proportion of men and women who received bonuses and the proportions of male and female employees in each pay quartile. The gender pay gap shows the difference in the average pay between all men and women in the workforce.

The Department published its data on 18 December 2017.

Summary of Department's Gender Pay Gap data

Gender profile of the Department

Male	41%
Female	59%

Gender pay gap in hourly pay

Mean	8%
Median	13%

The Department uses Civil Service grades ranging from Administrative Assistant to the Senior Civil Service (SCS). Each grade has a specific pay range. Grades vary by levels of responsibility and each grade has a set pay range. Colleagues move through the pay range as they develop their careers in the Department; generally those who have spent longer in the same grade would be expect to earn more, regardless of gender.

60.7% of colleagues in the lower quartile of pay are women. The difference in hourly pay is driven by a number of factors, including the greater proportion of men in the SCS (55.2%) compared to the overall population (44.8%) and higher pay and bonus opportunity in the SCS.

Bonus gender pay gap

Mean	12%
Median	8%

Proportion of males and females receiving a bonus payment

Male	44%
Female	47%

The Department's performance awards were paid as a set value depending on grade and performance, regardless of gender. Men form 55.2% of the SCS, compared with 44.8% across the Department. The performance awards are higher for the SCS than at other grades and this has therefore resulted in an increased bonus gap for the Department.

The difference in bonus pay is driven by the availability of higher bonuses in the SCS where there is a greater proportion of men compared to the overall population compounded by the fact that 60.7% of colleagues in the lower quartile of pay are women where the levels of bonus are smaller..

Proportions of males and females in each pay quartile

		Male	Female
Q1	Lower	39.3%	60.7%
Q2	Lower-Middle	37.1%	62.9%
Q3	Middle-Upper	41.3%	58.7%
Q4	Upper	45.8%	54.2%

Actions to remove the Gender Pay Gap

The Department are committed to addressing the gender pay gap and is undertaking a range of actions to reduce this, including:

- Continuing to review our recruitment policies and processes, focusing on attracting women into the SCS – including identifying and removing barriers for entry, anonymising the application process to reduce unconscious bias and ensuring interviewers have undergone unconscious bias training. We already operate a no single gender recruitment panel policy.
- Actively supporting women returning to work following maternity or adoption leave. We offer shared parental leave and flexible working opportunities, for example, job share or part time working patterns, and are committed to ensuring those returning from maternity/adoption leave feel supported and welcomed.
- Ensuring that women have the opportunity and support to develop their careers in the department. We support development for those from all protected characteristic groups through talent management schemes such as Positive Action Pathways and promote interventions aimed specifically at women including ‘Leadership Summit’, ‘Crossing Thresholds’ and ‘Top Flight’ which help women with potential develop their skills and confidence to progress to executive roles.
- Through our pay strategies, taking targeted action in the annual pay review to ensure gender pay differences are addressed, where possible.
- Ensuring that gender equality is an integral element of our Diversity and Inclusion Strategy.
- Continued support for women’s network groups to provide a safe and positive environment for women to work in. Networks help to hold leadership teams to account on gender equality issues and run networking sessions, career development events and guest talks about issues relating to women in the workplace.

6. Quantitative & Qualitative research

Staff Survey (2017 People Survey Results)

The Department carries out an annual staff survey. The overall results for 2017 were published on the external website with 78% of all staff responding:

Engagement index by year	2015	2016	2017
Engagement index score	57%	45%	62%

- 8% of staff declared that they have experienced discrimination at work, this is -4 percentage points lower than the Civil Service average.
- Our engagement index of 62% is +1 percentage point higher than the Civil Service average.
- Our response rate was 78% which is +11 percentage point increase on our 2016 response rate and is +11 percentage points higher than the Civil Service average.
- Women have an engagement score 3 points higher than men.
- Staff from BME backgrounds have an engagement score 4 points higher than those from a non-BME background.
- Staff with religious beliefs have an engagement score 6 points higher than those who do not.
- Staff with a long term condition have an engagement score 7 points lower than those without a long term condition.

We incorporate these essential data points in our regular reviews of our Diversity and Inclusion strategy.

7. Equality information and declaration rates

The analysis of information relies on employees completing diversity information on our electronic HR system. It is not compulsory to complete this information. As of 30 September 2017 the Department had 1,401 employees (headcount). The Department holds complete information on the gender and age of all employees. Overall there has been a decrease in the declaration rates (the percentage of employees who have provided their diversity information) against the protected characteristics.

Declaration Rates*	2016	2017
Ethnicity	90%	77%
Disability	90%	78%
Sexual Orientation	81%**	72%
Religion or belief	82%*	72%
Caring Responsibilities	80%	71%

The Civil Service does **not** monitor gender identity. Instead, departments and agencies consider other approaches, such as specific initiatives to meet different needs of transgender people, in order to achieve progress on trans equality. However, questions in the Civil Service People Survey on the causes of discrimination, bullying and harassment in anonymous staff surveys do include 'gender reassignment' or 'perceived gender' as one of the possible causes. It is noted that section 22 of the Gender Recognition Act 2004 prohibits disclosure of an individual's gender identity who is protected by the Act. Our lesbian, gay, bisexual and transgender staff network is routinely consulted on HR policy development, which is combined with external research to develop relevant and meaningful policies.

The number of staff in DHSC who have the protected characteristic of pregnancy and maternity is too small to carry out analysis. The data presented here shows the Department's employees by protected characteristic. Information is presented on: age, disability, ethnicity, gender, sexual orientation and religion or belief. We have also provided information on working pattern and caring responsibilities of our employees, as we extended protected from discrimination and disadvantage to these groups.

Information is presented on each of the last three years in order to show the trends in changes to the demographics of the Department's workforce.

*For permanent staff Age and Gender stands at 100% due to collection of this data being a requirement when being recruited to Civil Service.

**Including a 'Prefer Not to Say' option.

8. Employee Analysis

Summary

Equalities Analysis in DHSC

As part of our obligations as an employer the department produces equality analysis reports for new HR policies and high impact or new initiatives. Our approach to this should be proportionate and demonstrate that equality has been considered from the outset.

Diversity Data

As part of our commitment to achieving a workforce representative of the society we serve and providing equality of opportunity, we monitor representation of protected characteristics across the department.

The data presented in this report shows the Department's employees by headcount and percentage for each protected characteristic; gender, ethnicity, disability, age, religion and belief, and sexual orientation. Additional information is then provided on; caring responsibility, work pattern, performance management, discipline and grievance, and leavers.

The Department's Grade Definitions

DHSC's grading structure indicates level of seniority within the organisation and covers a range of roles:

- Senior Civil Service (SCS):
 - Permanent Secretary
 - Director General
 - Director level
 - Deputy Director level
- Senior Management:
 - Grade 6
 - Grade 7
- Managerial:
 - Senior Executive Officer (SEO)
 - Higher Executive Officer (HEO)
 - Fast Stream (FS)
 - Executive Officer (EO)
- Administrative:
 - Administrative Officer (AO)

Workforce profile by Grade

Grade	SCS	Grade 6	Grade 7	Fast Stream	SEO	HEO	EO	AO	Total
Headcount	105	146	374	27	212	257	232	48	1401
% of total Workforce	7%	10%	27%	2%	15%	18%	17%	3%	100%

The Department's Locations

The Department of Health and Social Care has employees based in locations across England; these being London, Leeds, Reading, Burnley and Runcorn.

Workforce profile Location

Location	London	Leeds	Other	Total
Headcount	910	468	23	1401
% of total Workforce	65%	33%	2%	100%

Workforce Summary

The chapters that follow detail the make-up of the organisation by diversity characteristics. In summary:

- Over half (59%) of the Department's workforce is female, with 41% of our Senior Civil Servants (SCS) being female;
- The proportion of women is generally higher than men across all grades, except in the fast stream and senior civil service (SCS);
- 15% of the workforce is from Black, Asian or Minority Ethnic (BME) backgrounds;
- 5% of staff declared a disability. The proportion of disabled staff across the grades tends to decrease slightly at more senior levels (5% of our total workforce declaring a disability, 4% of our total workforce at SCS Level declaring a disability);
- 34% of staff declared a religion or belief;
- 3% of staff declared that they are Lesbian, Gay or Bisexual;
- 28% of the workforce declared caring responsibilities;
- 14% of the workforce work part-time hours, of which 85% are women;

The Cabinet Office published the Civil Service Diversity and Inclusion strategy entitled “A Brilliant Civil Service: becoming the UK’s most inclusive employer”. This strategy is the practical expression of the Civil Service collective commitment to create a welcoming, inclusive workplace.

The Civil Service wants all civil servants to feel that they can be themselves at work, valued for the distinct perspective that they bring, and able to go as far as their talents will take them – irrespective of their sex, gender identity, ethnicity, sexual orientation, disability, faith, age or socio-economic background. This strategy scales up action to increase the representation of under-represented groups at all grades, across the Civil Service; and it establishes a more robust approach to inclusion and building a culture that attracts, retains and nurtures the best and most diverse talent.

Gender

Workforce Profile Gender

Gender Representation	Male	Female	Total
Headcount	577	824	1401
% of total Workforce	41%	59%	100%

- Women represent 59% of the Department’s workforce;
- The proportion of women is higher than men in all grades, except the fast stream and SCS. Proportions have remained broadly the same in the last three years;
- Pipeline to SCS – the percentage of women at Grade 7 is 60%. At Grade 6 this is 62%;
- Of the total number of staff working part time (14%), 85% are women;
- There are higher numbers of women with caring responsibilities (16%), compared to men (12%);

Ethnicity

Workforce profile Ethnicity

Ethnicity	White	Black	Asian	Mixed	Other Ethnic background	Not Declared	Total
Headcount	882	60	88	38	29	304	1401
% of total Workforce	63%	4%	6%	3%	2%	22%	100%

- For Ethnicity declaration, the response rate is 77%;
- 15% of the workforce is from a BME* background;
- Of the 15%, the largest groups are 'Black' or 'Asian';
- Pipeline to SCS – the percentage of BME staff at Grade 7 is 3%. At Grade 6 this is 1%;

*Black and Minority Ethnicity.

Disability

Workforce Profile Disability

Disability Status	Disabled	Not Disabled	Not declared	Total
Headcount	75	1016	310	1,401
% of total Workforce	5%	73%	22%	100%

- 5% of staff declared a disability*. This has remained relatively constant over the last three years;
- Of our total workforce population that have declared a disability, 4% of the SCS population declared disability;
- Pipeline to SCS – the percentage of staff who have declared a disability at Grade 7 is 4%. At Grade 6 this is 5%;
- Of the groups for which data has been declared, the group with the highest percentage of staff reporting a disability was the '>=60' age group (12%).

Age

Workforce Profile Age Group

Age Group	20-29	30-39	40-49	50-59	>=60	Total
Headcount	310	370	376	296	49	1,401
% of total Workforce	22%	26%	27%	21%	3%	100%

*self-declaration, using the definition in the Equality Act 2010

Religion and Belief

Workforce profile Religion and Belief

Religion and Belief	Christian	No Religion	Not Declared	Prefer not to say	Other Religions	Total
Headcount	391	424	392	104	90	1401
% of total Workforce	28%	30%	28%	7%	6%	100%

In DHSC, the distribution of declared Faith/Belief and 'No Religion/Belief' is broadly in line with that of England. In the 2011 Census: Christianity was the largest religious group in England (59% of the population), followed by Muslims (5% of the population). The proportion of people who reported that they did not have a religion was 30%.

Sexual Orientation

Workforce profile Sexual Orientation

Sexual Orientation	Heterosexual/Straight	LGB&T	Prefer not to say	Not declared	Total
Headcount	866	48	91	396	1401
% of total Workforce	62%	3%	6%	28%	100%

- 3% of those who responded said they were Lesbian, Gay, Bisexual or Transgender (LGB&T).

Caring Responsibility

Workforce profile Caring Responsibility

Has Caring Responsibility?	Yes	No	Not declared	Total
Headcount	395	599	407	1401
% of total Workforce	28%	43%	29%	100%

Working Pattern

Workforce profile Working Pattern

Working Pattern	Full time	Part time	Total
Headcount	1209	192	1401
% of total Workforce	86%	14%	100%

9. Performance Management Analysis

The following information provides the diversity analysis for the performance management period 1/04/2016-31/03/2017. All performance management analysis is based on the delegated grades performance process for grades AO – Grade 6 and excludes the SCS. This provides the headcount figures for those eligible for a rating, followed by the percentage of category (i.e.: percentage of Female population) which is shown in brackets.*

Gender

Gender -	1 – Exceeded Headcount (% of specified Gender)	2 – Met Headcount (% of specified Gender)	3 – Improvement needed Headcount (% of specified Gender)	Total (100%)
Female	259 (27%)	624 (65%)	77 (8%)	960
Male	136 (21%)	441 (67%)	77 (12%)	654
Total	395 (24%)	1065 (66%)	154 (10%)	1614

The distribution across the two categories is similar to last year's results.

Ethnicity

Ethnic Group	1 – Exceeded Headcount (% of specified Ethnic Group)	2 – Met Headcount (% of specified Ethnic Group)	3 – Improvement needed Headcount (% of specified Ethnic Group)	Total (100%)
BAME	53 (18%)	192 (66%)	44 (15%)	289
White	291 (25%)	771 (67%)	95 (8%)	1157
Unspecified**	51 (30%)	102 (61%)	15 (9%)	168
Total	395 (24%)	1065 (66%)	154 (10%)	1614

There is a 7 percentage point difference between the number of white staff compared to BAME staff receiving an exceeded rating. This is an improvement on last year where there was an 11 percentage point difference.

There is a 7 percentage point difference between the number of BAME staff receiving an improvement needed rating compared to white staff.

*All Performance Management analysis is based on the delegated grades performance process – AO to G6 (excluding SCS)

** Numbers suppressed to prevent disclosure.

Disability

Disability Status	1 – Exceeded Headcount (% of specified Disability Status)	2 – Met Headcount (% of specified Disability Status)	3 – Improvement needed Headcount (% of specified Disability Status)	Total (100%)
Disabled	10 (10%)	77 (77%)	13 (13%)	100
Not disabled	333 (25%)	889 (66%)	126 (9%)	1348
Not declared	52 (31%)	99 (60%)	15 (9%)	166
Total	395 (24%)	1065 (66%)	154 (10%)	1614

There is a 15 percentage point difference between the number of not disabled staff compared to disabled staff receiving an exceeded rating.

There is a 4 percentage point difference between the number of disabled staff receiving an 'improvement needed' rating compared to 'not disabled' staff.

Age

Age Group	1 – Exceeded Headcount (% of specified Age Group)	2 – Met Headcount (% of specified Age Group)	3 – Improvement needed Headcount (% of specified Age Group)	Total (100%)
Under 30	75 (42%)	97 (54%)	6 (3%)	178
30-39	125 (33%)	240 (63%)	17 (4%)	382
40-49	114 (24%)	318 (66%)	49 (10%)	481
50-59	76 (16%)	345 (73%)	54 (11%)	475
>=60	5 (5%)	64 (66%)	28 (29%)	97
Total	395 (24%)	1065 (66%)	154 (10%)	1614

** Numbers suppressed to prevent disclosure.

Religion & Belief

Religion or Belief	1 – Exceeded Headcount (% of specified Religion Status)	2 – Met Headcount (% of specified Religion Status)	3 – Improvement needed Headcount (% of specified Religion Status)	Total (100%)
Have religion	153 (22%)	458 (66%)	80 (12%)	691
No religion	133 (28%)	313 (65%)	36 (7%)	482
Prefer not to Say	37 (26%)	97 (69%)	6 (4%)	140
Not declared	72 (24%)	197 (65%)	32 (11%)	301
Total	395 (24%)	1065 (66%)	154 (10%)	1614

The distribution across the 'exceeded' and 'met' ratings is similar to last year's results.

Sexual Orientation

Sexual Orientation	1 – Exceeded Headcount (% of specified Sexual Orientation)	2 – Met Headcount (% of specified Sexual Orientation)	3 – Improvement needed Headcount (% of specified Sexual Orientation)	Total (100%)
Heterosexual/straight	282 (26%)	719 (66%)	96 (9%)	1097
LGBT & Other	12 (18%)	47 (71%)	7 (11%)	66
Prefer not to say	29 (21%)	93 (67%)	16 (12%)	138
Not declared	72 (23%)	206 (66%)	35 (11%)	313
Total	395 (24%)	1065 (66%)	154 (10%)	1614

Working Pattern

Work Pattern	1 – Exceeded Headcount (% of specified Working Pattern)	2 – Met Headcount (% of specified Working Pattern)	3 – Improvement needed Headcount (% of specified Working Pattern)	Total (100%)
Full time	346 (26%)	870 (65%)	131 (10%)	1347
Part time	49 (18%)	195 (73%)	23 (9%)	267
Total	395 (24%)	1065 (66%)	154 (10%)	1614

Caring responsibilities

Has Caring Responsibility?	1 – Exceeded Headcount (% of Caring Responsibility Status)	2 – Met Headcount (% of Caring Responsibility Status)	3 – Improvement needed Headcount (% of Caring Responsibility Status)	Total (100%)
Yes	185 (23%)	528 (67%)	75 (10%)	788
No	208 (28%)	477 (64%)	57 (8%)	742
Not declared	2 (2%)	60 (71%)	22 (26%)	84
Total	395 (24%)	1065 (66%)	154 (10%)	1614

10. Discipline and Grievance Analysis

Employee casework for the period 1/10/2016 – 30/09/2017*

Discipline & Grievance Formal Cases	Discipline	Grievance	Total Cases
Headcount	3	2	5
Percentage	60%	40%	100%

**Numbers are too low for a more detailed breakdown.*

11. Leavers Analysis

Employee leavers for the period 1/10/2016 to 30/09/2017*

Turnover

Leavers	2015	2016	2017
Headcount – Leavers	221	276	796
Headcount – Overall	1998	1844	1401
Turnover	11%	14%	49%

Leavers by Grade

Grade	2016 Leavers Headcount	2016 % of all Leavers by Grade	2017 Leavers Headcount	2017 % of all Leavers by Grade
AO	29	11%	51	6%
EO	49	18%	152	19%
HEO	35	13%	148	19%
SEO	40	14%	157	20%
Fast Stream	10	4%	15	2%
Grade 7	50	18%	158	20%
Grade 6	24	9%	77	10%
SCS	39	14%	38	5%
Total	276	100%	796	100%

*Leavers data includes employees who have transferred to Other Government Departments and have left DH on promotion.

Leaving Reasons

Leaving Reason	Headcount (% of all Leavers by Leaving Reason)
End of contract (Fixed Term)	**
Resignation	86 (11%)
Retirement	**
Dismissal	**
Transfer to Other Government Department	167 (21%)
Redundancy	**
Other (including those who left under Voluntary Exit)	496 (62%)
Total	796 (100%)

** Numbers suppressed to prevent disclosure.