



Home Office

Diversity Strategy 2010-13

*Progress Report
2010-11*

Foreword by Helen Kilpatrick



I am delighted to present you with the progress report on the department's Diversity Strategy, charting our collective achievements over its first year, and our priorities going forward.

The Home Office Board launched the refreshed Diversity Strategy in June 2010. After an iterative process with the business to develop the assessment framework, I think we have now got the right balance that drives action but with having a more simplified set of metrics. We also have, for the first time, a more detailed assessment of IPS and UKBA areas which allow us to have a meaningful discussion with those agencies.

Since the launch of the Strategy, there has been a lot of activity to make a difference against the 5 strategic aims, in a very different and challenging climate. But I know that through the Diversity Strategy Programme Board, we have maintained our commitment and kept the momentum to ensure that equality and diversity is not deprioritised. In fact, I would say we are even more conscious of the need to take equality into consideration when dealing with difficult issues, particularly restructuring the department.

We are an equal opportunity employer, and it is important that this translates to equal opportunity in practice; that is why the Executive Management Board continues to monitor the diversity of our redeployment pool. We want the Home Office to maintain our diverse workforce, not only in terms of backgrounds but in skills and experience too.

It has been a busy year and the Home Office has received several accolades. Three that stand out for me are being the only government department to appear in The Times Top 50 Employers for Women, being the top gay-friendly employer in the Stonewall Index out of 376 public and private sector organisations, and also becoming the first organisation to become 'ClearAssured' in recognition of our work to recruit and retain disabled talent.

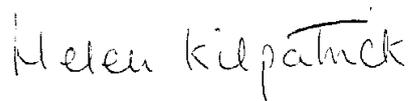
The Staff Survey 2010 saw a slight increase in bullying, harassment and discrimination from the previous year. One thing that the DSPB is clear about is the need to increase the engagement of all our staff. I know there has been a great deal of energy put in by the business to create a more inclusive working environment. One example that I am particularly proud of in my own business area is our carers coffee mornings which have been a real success, both in terms of carers coming together to offer peer support but also to highlight what we could be doing to better support carers in the workplace.

Following the introduction of the Equality Act 2010, there is now going to be a different approach to meeting our statutory obligations. Previously we focused on Equality Impact Assessments. The way forward will now be Policy Equality Statements (PES) which the Executive Management Board has endorsed, which will provide policy officials with greater flexibility in demonstrating 'due regard' to our public sector equality duties.

In previous years, our performance on external benchmarks showed us that we should be doing more on supplier diversity. I am really pleased that for the second year, we have had over 60 suppliers complete the equality and diversity element of the CAESAR toolkit. This has given us a clearer picture of our top suppliers and how they implement equality and diversity in their work.

There are a lot of things that as a department we should be proud of. However, we know that there are a number of areas where we need to be doing more. I have already mentioned better engagement with staff but I also think we should be focusing on improving the fairness of how we make decisions about staff, by urging all those we work with to complete the 'Mirror' unconscious bias e-learning. To date, over 2,000 staff have completed it, with incredibly positive feedback. Ideally, I think all staff should complete it because we all have unconscious biases which could be affecting the decisions we make and the e-learning really does open your eyes to what these biases could mean for you personally.

I would like to take this opportunity to thank my colleagues on the Diversity Strategy Programme Board and our staff networks for their continued commitment and for contributing to the equality and diversity successes of the department.

A handwritten signature in black ink that reads "Helen Kilpatrick". The signature is written in a cursive, slightly slanted style.

Helen Kilpatrick

*Home Office Diversity Champion
Chair of the Diversity Strategy Programme Board*

Executive Summary

The Home Office Board launched its refreshed Diversity Strategy in June 2010. It maintained the 5 strategic aims of leadership, a representative workforce, an inclusive working environment, meeting our statutory obligations and service delivery. However, the shift from the previous strategy was a lighter-touch assessment framework with a greater focus on outcomes rather than initiatives.

Even with the shift of focus, the business was in a strong starting position when we benchmarked in June 2010. Since the baseline assessment, we have made progress against 3 of the 5 Strategic Aims, with the score on a representative workforce reducing slightly. Our goal for the first year of the Strategy was to achieve Amber across all the 5 strategic aims at a corporate level. The department has met this objective as we are currently Amber on working environment and service delivery, and Amber/Green on leadership, representative workforce and statutory obligations. Our position is summarised below, together with key developments against the 5 strategic areas.

	Baseline, June 2010	May 2011	Direction of travel
1. Effective leadership	5.0	5.4	↑
2. Representative workforce	5.4	5.3	↓
3. Inclusive working environment	4.3	4.9	↑
4. Statutory obligations	5.5	5.9	↑
5. Service delivery	4.7	4.7	↔

Leadership

- The **Diversity Strategy Programme Board** has considered and responded to issues including the Staff Survey, implications of the Equality Act 2010 and age discrimination.
- Following a request from the Executive Management Board, the Strategic Diversity Action Team has provided monthly analysis to the Home Office Executive Management Board on **diversity and redeployment**, both in terms of its representation and the time certain groups spend in the redeployment pool.

- A total of **2,266 staff** have completed the unconscious bias e-learning between 1 April 2010 to 30 April 2011. This is the most popular non-mandatory e-learning course.
- The Home Office has been recognised by **external awards and benchmarks**, including being the top gay-friendly employer and the only Government Department to be listed in The Times Top 50 Employers for Women.

Representative workforce

- We have met 4 of the 9 representation benchmarks as at March 2011. These are females in G6/7, BME in the G6/7, disabled representation in the SCS and also LGB in the SCS.
- We are at 5.6% BME in the SCS, which is the highest BME representation in the SCS recorded since we have been collecting data from 2007.

		Mar 2010	Mar 2011	Benchmark for 2013	BRAG	Key to scoring														
Female	SCS	34.6	32.3	38	A/G		<table border="1"> <thead> <tr> <th>% of benchmark achieved</th> <th>BRAG status</th> </tr> </thead> <tbody> <tr> <td>≥ 86%</td> <td>G</td> </tr> <tr> <td>71-85%</td> <td>A/G</td> </tr> <tr> <td>56-70%</td> <td>A</td> </tr> <tr> <td>41-55%</td> <td>A/R</td> </tr> <tr> <td>26-40%</td> <td>R</td> </tr> <tr> <td>≤ 26%</td> <td>B</td> </tr> </tbody> </table>	% of benchmark achieved	BRAG status	≥ 86%	G	71-85%	A/G	56-70%	A	41-55%	A/R	26-40%	R	≤ 26%
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BME	SCS	4.8	5.6	6	G															
	G6/7	10.2	10.8	10	G															
Disabled	SCS	3.3	3.8	3	G															
	G6/7	4.3	4.6	6	A/G															
LGB	SCS	6.5	6.0	5	G															
	G6/7	4.1	3.8	5	A/G															

- In March 2011, the Home Office became the first organisation to be **ClearAssured**. It is a benchmark which looks at how we recruit and retain disabled talent.
- We carried out a **review of positive action programmes**. The conclusion was that although there was a place for positive action, in the main, there was a greater success in developing talent through better diverse representation on core leadership and development programmes.
- We ran a pilot with Greenwich Community College as part of the **'Making the Connections'** project. This is a cross-government project led by the Home Office to engage young BME and disadvantaged people to see the Civil Service as an employer of choice.

Working environment

- We have reviewed the **Staff Survey 2010** and developed an action plan to tackle issues, particularly around disability, grade, carers, and older workers.
- Comparisons for the Home Office 2009 and 2010 Staff Surveys showed the following on behaviour and culture:
 - Generally, all scores on fair treatment reduced by one or two percentage points.
 - Levels of bullying and harassment have increased by 1 percentage point from 13% to 14%. Levels of discrimination have increased from 15% to 16%.
- We have achieved 'Gold' on gender, race and disability **benchmarks**. We are the top gay-friendly employer as recognised by Stonewall and came 2nd in the Trans-Equality Index.

Statutory obligations

- Developed a new and much improved **e-learning tool** for policy officials to use prior to carrying out an EIA. This tool has been opened up for wider Civil Service use.
- We introduced **advisory notices** which are the formal mechanism through which the department, on behalf of the Secretary of State, ensures that areas at risk of not meeting our public sector equality duties are advised and supported in taking appropriate action.
- Worked with the **Government Equalities Office (GEO)** on the public sector equality duty consultation and implementation.
- We have **improved our diversity management information** in the last year and exceeded our target of 95% declaration rate.

Service delivery

- On **supplier diversity**, 60 suppliers completed the diversity element on the CAESAR benchmarking tool. Of the 52 that completed for a 2nd year – 33 suppliers showed an improvement of on average 18%. 19 suppliers showed a reduction in their results with the average being 21%.
- Corporate services now run a range of **customer satisfaction surveys**
- In response to the Stonewall report 'No Going Back', UKBA has worked in partnership with Stonewall and Spectrum to develop guidance and training on **gay asylum**.

Aim 1: Effective Leadership

Managers at all levels demonstrate **effective leadership** on equality and diversity

Our key aims and milestones as set by the Diversity Strategy are:

- Active, visible leadership – down to first line management – of the diversity strategy
- Monitor in real-time, the diversity impact of a downsizing Home Office.
- All leaders and managers take personal responsibility for mainstreaming equality and diversity into their business plans.
- The department's corporate stakeholder research programme will include two performance indicators which will evidence whether stakeholders feel that the department, individual business areas, and senior leaders value, and demonstrate their commitment to equality and diversity. These indicators will be tracked over the coming three years.
- Promoting respect and dignity in the workplace is a part of every member of staff's performance appraisal by 2013.
- Heads of Units have ensured that all their staff have completed staff online awareness programmes on unconscious bias and equality and diversity by 2013.

What we have achieved in 2010/11:

Visible leadership

- The **Diversity Strategy Programme Board**, which has representatives at director level from across the Department, drives and governs the Strategy. The role of the Board is to monitor progress against the Strategy and show leadership on embedding equality and diversity. Significant areas of consideration included:
 - Agreeing the revised Diversity Strategy;
 - Considering key issues of the Equality Act and its impact on the department e.g. 'third party harassment' to frontline staff and responding in a positive way in order to satisfy staff that there would be something in place to deal with these issues
 - Looking at age trends led by the Age Champion and what steps that can be taken to ensure older staff are supported and motivated in their roles; and
 - Responding to the staff survey 2010 and driving progress in poor performing areas.

- There is evidence from interviews with the business areas that line managers are showing leadership on equality and diversity, particularly in how they have responded to the Staff Survey on fair treatment and also how they are actively ensuring fairness in downsizing.

“Crime and Policing Group has been through a major restructuring exercise, matching all staff to challenging and stretching roles within the Group, as well as carrying out a selection process at G6 level.

Considerations of fairness and equality played a key part in getting the process right, ensuring that all those affected by the restructuring were consulted and involved and that the outcomes were as fair as they could possibly be.

A number of changes were made as a direct result of the equality impact assessment and consultation for example the weight given to bonuses, sickness absence and discipline warnings was reduced, and panel members were required to complete unconscious bias training”

Colleague, Crime and Policing Group

The Diversity Strategy has helped the agency to focus on what we need to do on a practical level to embed equality and diversity throughout the business so that it is part and parcel of what we do and how we operate on a day to day basis. The commitment and support of the CRB Executive Team and Senior Management has reinforced the importance of the Strategy. They have actively took part in and supported the CRB Equality Forum and Equality, Diversity and Values sub-group, hosted awareness raising events and encouraged staff to become involved in such activities within the agency which demonstrates that equality and diversity is being driven from the top down and is reaching all areas of the business.

Colleague, Criminal Records Bureau

- The Strategic Diversity Action Team has provided monthly analysis to the Home Office Executive Management Board on **diversity and redeployment**, both in terms of its representation and the time certain groups spend in the redeployment pool.

Training on unconscious bias

- In April 2010, the Home Office launched an e-learning package available to all staff on **unconscious bias**. Having recognised that there were still disproportionate impacts in respect of some of our HR processes and certain groups of staff, the Home Office Board felt that they would try an innovative approach of unconscious bias training to supplement the other initiatives to improve equality outcomes for staff.



- A total of **2,266 staff** have completed the unconscious bias e-learning between 1 April 2010 to 30 April 2011

Diversity learning

“It has powerfully brought home to me how much stress people may be enduring as a result of other people’s ignorance. I appreciate the need more than ever to challenge certain types of workplace banter.”

UKBA colleague who attended a bullying and harassment workshop

- We have continued to deliver **Diversity DVD workshop** to the business areas. This has resulted in a good take up of the ‘Bullying and harassment’ workshop with it being made mandatory in some parts of the business. In HR alone, over 300 staff have attended a session in the last year. In UKBA, over 150 sessions have been run training over 2,000 staff.
- Over 21,000 staff have completed the **diversity e-learning programme** since its launch in September 2008. 77% said they have a better understanding of equality and diversity as a result of the training.
- There have been many successes driven by our **staff networks** in engaging senior members, commissioning research, and helping business areas develop action plans.

Awards

- Home Office is strong on external equality benchmarks
- Home Office is the only government department to be included in The Times Top 50 Employers for Women
- First organisation to be ClearAssured as an employer who is demonstrating good practice on recruiting and retaining disabled staff
- NETWORK recognised as the best staff network by Race for Opportunity in 2010
- Home Office shortlisted for 2 Civil Service Diversity and Equality Awards in 2010 for the 'Making the Connections' project to attract young people from disadvantaged backgrounds into the Civil Service and for our approach to EIAs.



Our priorities for 2011/12

- Continue to monitor progress against the Diversity Strategy with the Diversity Strategy Programme Board.
- Reduce levels of bullying, harassment and discrimination by at least 1%.
- Tackle unconscious bias in the way line managers make decisions about our people.
- Increase awareness around the diversity impact of downsizing to allow business areas to make informed decisions.

Aim 2: Representative workforce

Potential of under-represented groups developed to create a **representative workforce** at all levels

Our key aims and milestones as set by the Diversity Strategy are:

- To achieve our agreed representation benchmarks for SCS and Grades 6/7 by 2013 in relation to gender, ethnicity, disability and sexual orientation.
- Reduce adverse impact in recruitment processes, including assessment centres.
- Provide staff at all levels, where appropriate, access to development programmes to improve the diversity of talent pipeline; in particular to the SCS.

What we have achieved in 2010/11:

Representation

The following chart shows our representation in March 2010 and March 2011, against benchmarks set for the SCS and Grades 6/7 for 2013. In some areas we have seen a reduction in our diversity as a result of Identity and Passport Service (IPS) and HMRC Customs staff being added to Home Office data as of 1 April 2010.

		Mar 2010	Mar 2011	Benchmark for 2013	BRAG	Key to scoring
Female	SCS	34.6	32.3	38	A/G	
	SCS PB2+	34.5	29.2	35	A/G	≥ 86%
	G6/7	46.5	45.9	45	G	71-85%
	SEO/HEO	52.6	49.2	n/a		56-70%
	EO	56.6	50.8	n/a		41-55%
BME	SCS	4.8	5.6	6	G	26-40%
	G6/7	10.2	10.8	10	G	<26%
	SEO/HEO	17.6	16.9	n/a		
	EO	30.9	26.8	n/a		
Disabled	SCS	3.3	3.8	3	G	
	G6/7	4.3	4.6	6	A/G	
	SEO/HEO	6.3	6.0	n/a		
	EO	6.0	6.3	n/a		
LGB	SCS	6.5	6.0	5	G	
	G6/7	4.1	3.8	5	A/G	
	SEO/HEO	3.4	3.2	n/a		
	EO	2.4	2.4	n/a		

- We have met 4 of the 9 representation benchmarks as at March 2011. These are females in G6/7, BME in the G6/7, disabled representation in the SCS and also LGB in the SCS.
- We are at 5.6% BME in the SCS, which is the highest BME representation in the SCS recorded since we have been collecting data from 2007.

Disability confidence in recruitment

- In March 2011, the Home Office became the first organisation to be **ClearAssured** with The Clear Company, a DWP sponsored initiative. We worked with The Clear Company to develop and launch 'The Disability Clearkit' in October 2010. The Clearkit educates and empowers employers to make their workforce more diverse. Its main purpose is looking at how an organisation recruits and retain disabled talent.

"I'm proud that the Home Office has become the first employer to be ClearAssured. This shows our commitment to recruiting and retaining disabled talent."

Alvin Kofi,
Chair of HODS



Positive Action

- On **talent management**, we have a number of mainstream development programmes plus **positive action programmes** such as Coaching-Squared, Leaders Unlimited, Fast Stream Summer placements, Threshold, Springboard and Preparing for Top Management and working with the Windsor Fellowship. In addition, more and more Senior Civil Servants are now linking in with our staff networks to mentor someone from an underrepresented group to help in their development and career progression.
- We carried out a **review of positive action programmes**. The conclusion was that although there was a place for positive action, in the main, there was a greater success in developing talent through better diverse representation on core leadership and development programmes.

- **Coaching** is available for all staff at all levels (with one of the professionally trained internal coaches). As an example, we have used it with colleagues returning from maternity leave to help them adapt to job share/part time working or for career development.
- Our **staff networks** have provided a number of development opportunities for their members. For example, Spectrum have sent 2 members of staff on the Ashridge Leadership Programme targeted at LGB individuals. THE NETWORK has also set up Junior and Senior Members' Fora and set up a mentoring scheme for BME staff.
- Details of participation in senior leadership programmes for 2010-12 in terms of gender breakdown is shown in the table below.

Leadership Programme	Detail of programme	Total	
Top Management Programme 2010 -2011	SCS programme aimed at Directors (PB2)	3	33% Female 66% Male
Top Management Programme 2011-2012	SCS programme aimed at Directors (PB2)	2	50% Female 50 % Male
NB: TMP has been discontinued so these two places will not be taken up			
Leaders Across Borders 2010	SCS programme aimed primarily at PB1s	2	100% Male
Preparing for Top Management 2010-2011	Programme aimed at high potential Grade 6s/7s. Places informed by the results of G6/7 talent review.	14	43% Female 57% Male
Preparing for Top Management 2011-12	Programme aimed at high potential Grade 6s/7s. Places informed by the results of G6/7 talent review.	10	60% Female 40% Male
Crossing Thresholds	Programme aimed at high potential female staff at PB1 and G6 level. G6 places informed by the results of G6/7 talent review	16	100% Female
Leadership Edge	Ministry of Justice programme aimed at high potential G6s in relevant business area. Places informed by the results of G6/7 talent review	2	50% Female 50% Male
Leaders Unlimited	Aimed at talented women, disabled people and people from Black and Minority Ethnic backgrounds at G6/7 level. Places informed by the results of G6/7 talent review and Panel	5 applications	40%Female 60% Male
Collaborate 2010	Cross government programme for high potential Grade 6s and 7s. Places informed by results of talent review.	3	100% Female

Making the Connections Project

- We ran a pilot with Greenwich Community College as part of the 'Making the Connections' project. This is a cross-government project led by the Home Office to engage young BME and disadvantaged people to see the Civil Service as an employer of choice.
- Within the pilot, 5 Public Services Diploma students were given a 1 week placement in a Whitehall department. 26 students have also been involved in an e-mentoring project with Civil Servant mentors.
- Prior to the pilot, we ran a competition for school teams to come up with an idea to market the Civil Service to young people aged 14-19. The winners were from Stockwell Park High who filmed a short advert which was shown at their school assembly.



Helen Ghosh, Doreen Lawrence and Ravi Chand with the winning school team from Stockwell Park High in June 2010

Supporting staff during restructuring

- The focus of staff networks in the past year has been to support the department and staff on the **Restructuring, Redeployment and Redundancy Policy**, providing support workshops and materials for members.
- HODS ran a workshop in conjunction with Remploy (a DWP organisation to recruit and sustain employment of disabled people) to support disabled staff in redeployment or at risk of redeployment. This included practice advice on interview and CV writing skills.

Our priorities for 2011/12

- Maintain a diverse workforce during downsizing, by taking appropriate steps to prevent a reduction in the diversity of our workforce profiles.

Aim 3: Creating an inclusive working environment

An inclusive **working environment** where staff respect and value each other's diversity

Our key aims and milestones as set by the Diversity Strategy are:

- The gap between the employee engagement of the majority groups and minority groups to reduce year-on-year in the staff survey results.
- Proportion of staff who feel they have been discriminated against to reduce year-on-year in the staff survey results to be below civil service average for similar departments.
- Proportion of staff who feel they have been bullied or harassed against to reduce year-on-year in the staff survey results to be below civil service average for similar departments.
- Maintain our performance on external benchmarks year on year: Race for Opportunity on race, Opportunity Now on gender; Disability Standard; Stonewall Index on sexual orientation and the a:gender Trans-Equality Index.

What we have achieved in 2010/11:

Responding to the Staff Survey

"In January 2011 the HR equality and diversity working group launched the first ever HR Equality Forum for all HQ HR staff. The principle reason for the Forum was to have wider engagement across on equality and diversity, staff survey actions and the development of the People Plan. Over 40 members of staff attended, including Kevin White, HRDG, and a number of his senior management team. It was a successful event where members of staff, regardless of grade, came together to discuss and find ways of addressing key E&D issues in HR and the wider business. Having senior managers present as participants really helped draw out the discussions and group exercises, and gave others a chance to hear their views first hand."

Colleague, HR

Comparisons for the Home Office 2009 and 2010 People Surveys showed the following on behaviour and culture:

- Generally, all scores on fair treatment reduced by one or two percentage points.
 - Levels of bullying and harassment have increased by 1 percentage point from 13% to 14%. Levels of discrimination have increased from 15% to 16%.
 - 65% of staff felt that the organisation respects individual differences compared to 67% last year.
 - Less staff felt valued for the work they do. In HQ it was 67% compared with 56% and in UKBA it was 48% compared with 37%
- Having identified grade, age and caring responsibilities as being areas where staff felt most discriminated, we have held focus groups to better understand results and to help us take action.

Providing support to carers

- Recognising that nearly 1 in 8 workers in the UK are carers, Finance and Commercial set up a monthly 'Carers Coffee' for their staff.
- Using the experience of staff as case studies, F&C also developed a carers guide for managers.
- Both these initiatives have been positively received by those with caring responsibilities within F&C and we are looking how we might draw on this experience at a corporate level.

"As a carer, particularly a carer for adults, you very often feel very alone. Who can you turn to at work for advice?"

Carers Coffee was someone's very good idea. The meetings were quite brief – an hour, generally at lunchtime so as not to affect our working day. It was somewhere to raise issues affecting carers in a safe environment, to exchange views and information, and to provide mutual support.

In discussion with our HR Business Partner we were informed of policies and procedures relevant to carers that we, as a group, were previously unaware of. This was a great help."

*Carer,
Finance and Commercial*

Benchmarking

- We have continued to undertake **external benchmarks**, we have achieved us as 'Gold' on race, disability and gender, and the winner of the Stonewall Index. A summary of the benchmark results is provided below.
- We were the only government department recognised in The Times Top Employers for Women 2011.
- A summary of our performance is below:

Organisation	Diversity strand	Date	HO Position
Opportunity Now	Gender	May 2011	<ul style="list-style-type: none"> ▪ Remain Gold - but now a much tougher benchmark. ▪ 4th out of 76 organisations ▪ 86% compared to 87% in 2008 ▪ Public sector average of 66%
E-quality benchmark, Employers Forum on Age	All protected characteristics with a focus on age	May 2011	<ul style="list-style-type: none"> ▪ Achieved Gold ▪ First time we have completed this benchmark ▪ Score of 81% - highest score achieved out of 15 organisations
Stonewall	LGB	Jan 2011	<ul style="list-style-type: none"> ▪ 1st place – best Gov dept ▪ Moved up from 6th place last year ▪ SPECTRUM recognised as best staff support network in 2009
Trans-equality index	Gender identity	Nov 2010	<ul style="list-style-type: none"> ▪ Home Office has won this index in 2008 and 2009. ▪ Came 2nd in 2010.
Race for Opportunity	Race	June 09	<ul style="list-style-type: none"> ▪ Gold award (86%) – improved from silver award. ▪ 5th out of 44 organisations ▪ 3rd best in public sector ▪ Strongest areas were on representation, retention and community engagement ▪ THE NETWORK (the staff network for minority ethnic staff) won the Employee Network of the Year Award 2010 ▪ Winner of 2009 widening the talent pool for minority ethnic staff
The Employers' Forum on Disability	Disability	April 2009	<ul style="list-style-type: none"> ▪ Gold ▪ 83% against central government average of 67% ▪ Previous score of 57% in 2007 and participant status.

Staff Networks

- HODS has run 17 regional workshops on **mental health**. This was targeted mainly at line managers and since delivering these, there has been a greater demand from the business for further workshops.
- Our staff networks have also liaised with **cross-government networks** to increase awareness around particular protected characteristics. For example THE NETWORK (our BME staff network) worked across Government to deliver a number of events during Black History Month. Home Office Women recently held an International Women's Day conference with 400 delegates from across Whitehall.



Our priorities for 2011/12

- Continue to take part in external benchmarks and maintain our performance
- Follow up the Staff Survey focusing on disability, carers, older workers and grade, which were highlighted as the characteristics for which staff felt most discriminated against, supporting the department's objective to increase staff engagement by 3%.

Aim 4: Meeting our statutory obligations

Effective Home Office implementation of **statutory obligations** on equality and diversity.

Our key aims and milestones as set by the Diversity Strategy are:

- Equality (duty) objectives and actions reviewed annually with key internal and external stakeholders, prioritising areas for action and all business areas to provide progress against actions.
- Analyse and review employment monitoring data in accordance with statutory obligations at a corporate and local level. Corporate Employment Monitoring Report to be published annually.
- Ensure that declaration levels for all equality demographics at all grades exceed 95% on Adelphi.

What we have achieved in 2010/11:

Support in meeting our statutory duties

- Having consulted colleagues across government on minimum standards and have since developed a new and much improved **e-learning tool** for policy officials to use prior to carrying out an EIA. This tool has been opened up for wider Civil Service use.
- We introduced **advisory notices** which are the formal mechanism through which the department, on behalf of the Secretary of State, ensures that areas at risk of not meeting our public sector equality duties are advised and supported in taking appropriate action. The issuing of notices has been reflected in the quarterly returns for the purpose of the Diversity Strategy assessments.
- In collaboration with LAB, we rolled out **workshops on the new Equality Act 2010**. This was supported with tailored presentations to the regions and HR Business Partners by SDAT, UKBA equality team and other specialist providers.
- Worked with the **Government Equalities Office (GEO)** on the public sector equality duty consultation and implementation.

Consulting on the PREVENT Strategy

The consultation ran for 3 months and was designed to ensure a reasonable level of openness and honesty in the feedback and included:

- A web-based questionnaire sought views on specific aspects of *Prevent* from members of the general public. This also included specific questions relating to the impact of the strategy on 9 protected characteristics.
- Eleven consultation events were held around the country which attracted approximately 600 people who had an interest in *Prevent*, either because they work in a statutory agency or a police force working directly with *Prevent*, or are part of a community group closely involved with these issues;
- A series of focus groups took the views of the general public, taking place in locations across the country; and
- Thirteen smaller sessions sought the views of Muslim members of the public, including Muslim women. These groups were held in Luton, Bradford, Leicester, London and Manchester.

A number of issues were highlighted during the consultation process, including a perception of disproportionate impact of the previous strategy. In order to mitigate against negative impact upon any individual or group, more robust monitoring arrangements are being developed in relation to delivery of the strategy to ensure greater transparency and improved evaluation. A more sophisticated risk assessment process has also been developed to understand where *Prevent* work needs to be prioritised. Furthermore, the consultation also demonstrated a need for much stronger communications from the centre in terms of the aims and purpose of the strategy.

We judge that these measures will result in a more tightly focused *Prevent* strategy and help to mitigate further against disproportionate negative impact of the revised strategy.

Colleague, OSCT

Improved diversity management information

- We have improved our diversity management information in the last year and exceeded our target of 95% declaration rate.

	Mar 2010	Mar 2011
Ethnicity	94%	99%
Disability	84%	99%
Sexual Orientation	80%	98%

- As a result, we have been better able to monitor the impact of policies/processes on staff from certain backgrounds.

Our priorities for 2011/12

- Ensure the department complies with the Equality Act 2010 public sector equality duty.
- Support the department in being much more flexible and much less bureaucratic in the way it makes its equality considerations.

Aim 5: Service delivery

Services delivered in a way that promote equality and respect diversity.

Our key aims and milestones as set by the Diversity Strategy are:

- By 2013, to have identified our key policies and have mechanisms for measuring customer satisfaction across different protected characteristics.
- Customer satisfaction surveys show that people from under-represented groups demonstrate similar levels of satisfaction compared with the majority population group.
- To improve year on year on the positive responses to equality and diversity questions in the department's annual corporate stakeholder research questionnaire.
- By 2013, our top 60 suppliers to have completed a benchmarking scorecard which measures their performance on equality, diversity and inclusion.
- By 2013, all tenders, guidance and contracts with suppliers include equality and diversity considerations to ensure services are provided in line with goods and services provisions.

What we have achieved in 2010/11:

Corporate Customer Satisfaction Surveys

- HR, Finance and Commercial and the Communications Directorate all run **customer surveys**. In the last year, HR has also developed its survey so that the results can be broken down by protected characteristic to see, for example, whether men or women have different customer experiences.

Communications Directorate (CD) have developed Service Level Agreements for the shared services structure across the Home Office, CPG, IPS and UKBA. The completed master SLA document is very comprehensive and is now undergoing some refinement and rationalisation. Alongside the SLAs, CD are implementing a new governance structure which will enable customers to provide feedback. CD are also putting in place a performance framework that will enable them to conduct customer satisfaction surveys to collect both quantitative and qualitative feedback.

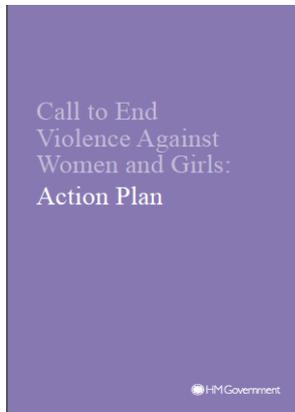
Knife crime and stop and search

- Last year, we worked with Community Safety Partnerships involved in the Tackling Knives and Serious Youth Violence Programme to ensure that they properly profiling the victim and offender so that they are able to appropriately target their activities including stop and search so as to not disproportionately target BME groups.

Hate Crime

- Spectrum promoted the Stonewall '**Blow the Whistle**' campaign on hate crime reporting – this was sponsored by the Home Office Victim Support Fund and launched by the Home Secretary.

Violence against Women and Girls



- The Government Tackling Violence against Women and Girls **Action Plan** was launched in March 2011. This covers the areas of prevention, provision of services, partnership working, justice outcomes and reducing risk to women and girls.
- Home Office Women launched a '**Give and Make-Up**' campaign to provide toiletries to women in refuges. This was a successful campaign with in excess of 30 crates of goods being sent to the campaign for distribution to refuges around the country.

Gay Asylum

- In response to the Stonewall report 'No Going Back', UKBA has worked in partnership with Stonewall and Spectrum to develop guidance and training on gay asylum.

Passport forms

- IPS is working with Stonewall in response to an issue about having to name a 'mother' and 'father' on the passport application form.

Stakeholder engagement on the CONTEST Strategy

- The aim of CONTEST is to reduce the risk to the UK and its interests overseas from international terrorism, so that people can go about their lives freely and with confidence.

The approach to stakeholder consultation for the CONTEST strategy has included a combination of formal and informal methods. Some government departments and agencies were members of the National Security Council (NSC).

The Home Secretary wrote to the members of the NSC to outline her commitment to, and set out a process for, the revision of the CONTEST strategy and how they can contribute. As each of the organisations consulted are closely involved in the policy development and / or delivery of CONTEST, each one of them has been involved throughout the drafting process.

Searches at ports

- The Home Office Sikh Association worked with colleagues in UKBA on the sensitive area of searching turbans.

“In June 2010, the Home Office Sikh Association (HOSA) was drawn into what was described in Parliament as “the most dominant political issue in the Sikh Community”- turban searches at airports.

We were approached by member who brought to our attention the implementation of an EU regulation on searching religious headwear for passengers and staff entering airside at airports. The regulation would have meant the physical searching of turbans- something that Sikhs found offensive.

We brought this new rule and its implication for Sikh staff to the department’s attention. As a result, senior colleagues were able to raise this issue with the Department of Transport who after listening to the concerns of the Sikh community as a whole suspended its implementation.

In February, the DFT implemented an alternative solution of swabbing turbans. We again brought this to the Department’s attention. With the assistance of Border Force and Brodie Clark, we obtained guidance on the new ruling which was disseminated to directorates by Border Force and to members by us. Border Force also agreed to monitor and log any concerns.

HOSA are grateful to UKBA and Border Force for the sensitivity it showed towards the concerns of Sikh staff and in particular its willingness to monitor the implementation of the new procedures given the concern within the Sikh Community of alleged abuses/misinterpretation of the regulations at airports abroad by security staff.”

Mandeep Soin, Chair of HOSA

Supplier diversity

- Of the 66 suppliers that completed the equality and diversity element on the CAESAR benchmarking tool in 2009/2010 – there were 60 suppliers that were invited to complete the E&D assessment for a second time (as part of CSR Essentials).
- Of the 60 – 8 did not complete the assessment. 3 declined to complete and 5 hadn't finished by the deadline.
- Of the 52 that completed for a 2nd year – 33 suppliers showed an improvement of on average 18% - although this ranged from 1% to 48%. 19 suppliers showed a reduction in their results with the average being 21% from 2% to 41%.

Working with community organisations

- THE NETWORK held a successful event with the Afro-Caribbean Leukaemia Trust in Croydon. This allowed the Trust to raise awareness with staff and increase the numbers of potential bone marrow, blood and organ donors in the UK. The event resulted in the recruitment of 25 new potential bone marrow donors, 17 blood donors and 8 organ donors.



Our priorities for 2011/12

- Work with business areas to increase awareness around equality considerations around their policies and services.
- Work with our key suppliers to improve their scores on the equality and diversity element of the CAESAR supplier benchmark.