



Home Office

3 Year Diversity Strategy 2010-13 Progress Report

Contents

Executive Summary	3
Aim 1: Effective Leadership.....	6
Aim 2: Diverse and Representative Workforce	9
Aim 3: Creating an Inclusive Working Environment	12
Aim 4: Statutory Obligations.....	15
Aim 5: Service Delivery	177

Executive Summary

The Home Office Executive Management Board launched its three-year Diversity Strategy for 2010-13 in June 2010. It contained the five strategic aims of: leadership, a representative workforce, an inclusive working environment, meeting our statutory obligations and service delivery.

The department as a whole has moved from a position of significant weaknesses in capability for delivery when the first assessments were completed in June 2007, to being in a far stronger position in 2013 with a good capability for delivery of diversity in place, with a clear focus on the action and improvement required to achieve key outcomes.

Our position against the five strategic aims is summarised below.

3-Year Assessment Summary

Strategic Aims	Year 1 2010-11	Year 2 2011-12	Year 3 2012-13
1. Effective leadership	Amber/ Green	Amber	Amber/ Green
2. Representative workforce	Amber/ Green	Amber	Amber/ Green
3. Inclusive working environment	Amber	Amber/Red	Amber
4. Statutory obligations	Amber/ Green	Green	Green
5. Service delivery	Amber	Amber/ Green	Amber/ Green
KEY			RAG Score
Strong position. Evidence of widespread and systematic practice which is delivering consistently.			Green
Good capability for delivery of diversity in place. Clear focus on the action and improvement required to achieve key outcomes. Well placed to address any gaps in capability for delivery through practical actions that are planned or underway			Amber/Green
Some weaknesses in capability for delivery though well placed to take action or interventions required to address issues or risks			Amber
Weaknesses in capability for delivery though well placed to take action or interventions required to address issues or risks			Amber /Red
Weaknesses in capability to deliver and not well placed to take action or interventions required to address issues or risks			Red
Serious concerns about current capability to deliver. Immediate intervention is required to address current weaknesses and secure improvement			Black

Some key outcomes over the 3 years are detailed below:

- **Increased accountability** and visibility of senior leaders on equality, diversity and inclusion
- **90% of Home Office staff** have received equality, diversity and inclusion training in the past three years
- Significantly increased the quality of management information on diversity with **declaration rates exceeding 99% and consistently meeting the target of 95% over the past three years**
- The Home Office Executive Management Board has supported the **commissioning of unconscious bias training and mandated** this in some circumstances (recruitment and interviewing panels)
- Key work began in 2013 on **talent identification and capability building** that included:
 - The new Home Office **Aspiring Leaders** programme
 - Regular **talent discussions** in each Home Office business area
 - The new Civil Service **Positive Action Development programme** on which there are 10 places for BME (Black and Minority Ethnic) Home Office staff at Higher Executive Officer (HEO) level
- A new **assessment process** which encourages staff at the lower grades to apply for senior positions was put in place in 2012
- A programme of work to increase the engagement levels of disabled staff through the “**No Barriers**” initiative began in 2012
- Feedback from “**Diversity and Respect**” **workshops**, show that staff who attended, have more confidence in challenging inappropriate behaviour
- A **Bullying and Harassment Support Line** for staff was set up in January 2013 to help reinforce the message that bullying and harassment was never justified

- **External benchmarks** carried out by organisations like Race for Opportunity/Opportunity Now, show Home Office as leading the way on equality and diversity – The department continues to be recognised as a leading edge organisation on race and gender issues achieving a ‘Gold’ rating from Race for Opportunity/Opportunity Now and E-Quality in 2012
- We **published our equality objectives** in April 2012 which will help us monitor our outward-facing equality priorities over the next few years
- To ensure the department is both effective and less bureaucratic in meeting its legal obligations under the Equality Act 2010, we introduced the **Policy Equality Statement (PES)** in 2012
- In 2012 we published **an action plan to tackle hate crime and** refreshed the action plan which sets out the ambition to **end to all forms of violence against women and girls**
- **On improving supplier diversity – 45 of our top suppliers completed the CAESER** (Corporate Assessment of Environmental, Social and Economic Responsibility) benchmarking tool with scores averaging 61% in 2011/12
- **Community initiatives** specifically aimed at improving levels of engagement with young people– “Making the Connection Project” (2010-11) and “Heroes Project” (2011-12)
- **Staff networks** have worked with stakeholders to improve our services to customers and people who we come into contact with
 - Olympics/Paralympics accessibility in 2012
 - Advice on the EU regulation requiring the searches of turbans at airports in 2010
 - Developing guidance and training on gay asylum seekers in 2011-12

Aim 1: Effective Leadership

Managers at all levels demonstrate effective leadership on equality and diversity

What we have achieved since 2010:

- Under the leadership of the Home Office Diversity Strategy Programme Board (DSPB) our final year(2012-13) rating against the five strategic aims show an improvement over last year on aims one, two and three and have remained consistent for aims four and five. These ratings need to be considered against a background of extensive and far-reaching organisational change, despite which we have been successful in achieving improvements and stability in our position against the aims over the three years.

Our position against the five strategic aims is summarised below

3-Year Assessment Summary

	Year 1 2010-11	Year 2 2011-12	Year 3 2012-13
1. Effective leadership	Amber/ Green	Amber	Amber/ Green
2. Representative workforce	Amber/ Green	Amber	Amber/ Green
3. Inclusive working environment	Amber	Amber/Red	Amber
4. Statutory obligations	Amber/ Green	Green	Green
5. Service delivery	Amber	Amber/ Green	Amber/ Green

- Diversity assessments are overseen by the Diversity Strategy Programme Board (DSPB) and used as part of the regular performance assessment of business areas. The DSPB examine the progress made by business areas, with peer review providing an opportunity

for challenge and to showcase good practice. All business areas will continue to undergo a quarterly diversity assessment across a range of Equality, Diversity and Inclusion (EDI) indicators, ensuring all managers, including those at Board level, are accountable.

- Increased accountability and visibility of Director-Generals on EDI through operating reviews with the Permanent Secretary.
- About 90% of Home Office staff have received EDI training in the past 3 years supported by a strong recommendation in the Diversity Strategy for all staff, especially chairs and independent panel members to complete the ‘Unconscious bias e-Learning’.
- Moving forward, the Executive Management Board (EMB) has supported the commissioning of unconscious bias training to ensure that managers understand the effect of bias on decision making and consider strategies to mitigate against this.
- We have significantly increased the quality of management information on diversity with declaration rates exceeding 99%. For example, in terms of diversity declaration rates on sexual orientation, we have improved from 6% in March 2007 to 99% in Dec 2012.

	Sexual Orientation	BME	Disability
Declaration Rate	99.26	99.41	99.53
Prefer not to say	18.19	8.43	6.75

- Earlier this year, the Home Office’s Senior Talent Board (STB) led a discussion on the sudden drop in the number of women in Senior Civil Service (SCS) roles in the department, and continuing low numbers of Black Minority Ethnic (BME) staff at SCS level. They have agreed that it would be useful to explore this further and to this end, have initiated work with the most talented women and BME G6/7s following completion of this year’s talent review.

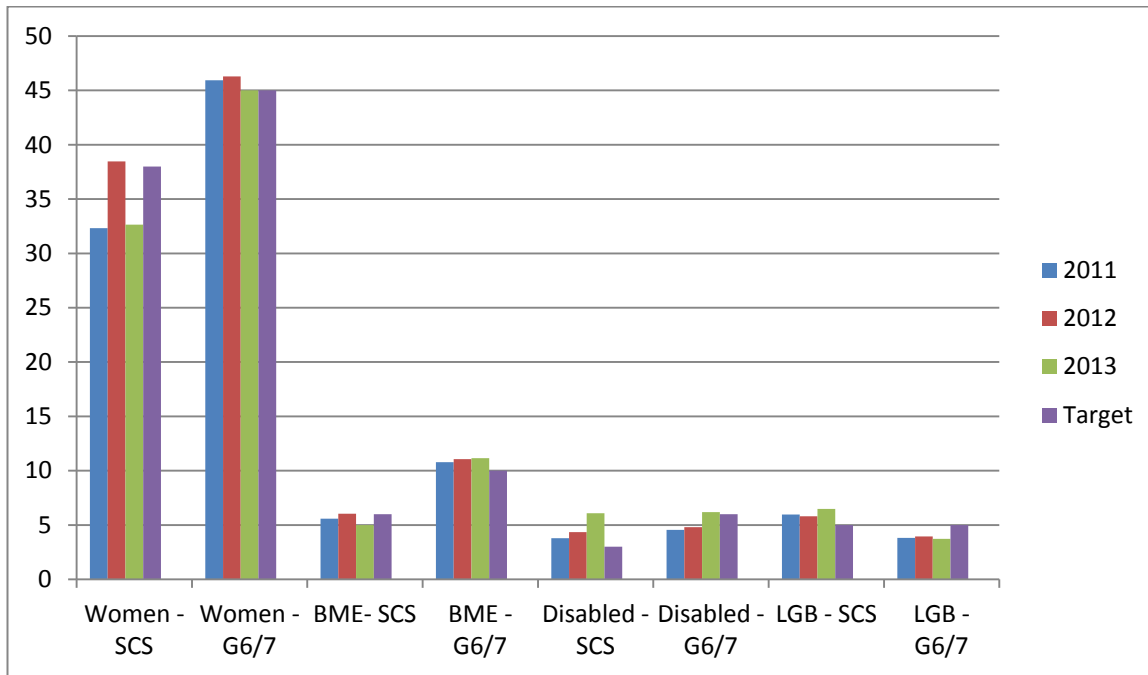
- EMB will encourage management teams to be much more visible in their support for EDI. This will be done through coaching, mentoring but importantly through encouragement to senior women and BME staff to act as role models.

Aim 2: Diverse and Representative Workforce

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

What we have achieved since 2010:

- By March 2012 , the Home Office was on an upward trajectory on seven of our eight representation benchmarks and meeting six departmental targets on representation: females in the Senior Civil Service (SCS) and Grades (G) 6/7, BME in the SCS and G6/7, disabled representation in the SCS and also Lesbian, Gay and Bisexual (LGB) representation in the SCS. In 2013 two significant machinery of government changes (i.e. Government Equality Office and the Criminal Records Bureau moving out of the Home Office) meant the Home Office lost a disproportionate number of black minority ethnic and female SCS, contributing to a downward trajectory in representation figures for gender and race. Action is being taken to investigate these trends and to further increase the levels of representation of women and BME staff at SCS levels.
- The chart below shows representation in the SCS and feeder grades year on year from 2011-2013, together with the 2013 target.



Managing our Talent Pipeline

- Work on talent identification and capability building which included full evaluation of diversity impacts at key stages started in 2013. Regular talent discussions in each Home Office business area, starting in summer 2013, will consider the demographics of their Grade 6/7 talent review, consider any potential bias and agree necessary actions.
- The new Home Office Aspiring Leaders programme considers diversity impacts at application, assessment and selection stages (the 2013 diversity mix of the cohort selected in May was representative of the HO as a whole).
- Home Office is involved in the new civil service Positive Action Development programme on which there are 10 places for BME Home Office staff at HEO level.

Staff Performance and Development Reviews (PDR)

- Guidance on the staff appraisal process, referred to as PDRs, since mid year (2012) has been strengthened and key elements have changed with a strong recommendation for all managers, especially chairs and independent panel members complete the 'Unconscious bias e-Learning'.

- End of year PDR guidance and the department's web pages were improved to support easier navigation, access and clarity enabling managers and staff to deliver consistent actions and responses.
- Performance rating names were changed to Top/Mid/Lower (previously Exceeded/Achieved/Must Improve) which addressed some staff concerns on labelling.
- The Home Office worked with Civil Service Resourcing to help design a new assessment process which would encourage more staff at the lower grades to apply for Grade 7 jobs. Rather than testing everyone in the same way, individuals were tested against the competency indicators for their current grade and the stretch to the grade above. The team also ensured awareness sessions on the new assessment were inclusive, asking previous participants from under represented groups to share their success stories. Awareness sessions were run across the UK and were attended by over 300 staff.

Positive Action in Staff Development

- In 2013, the Home Office became one of the departments taking part in a new cross- civil service Positive Action Pathway which specifically targets women, black minority ethnic and disabled staff below senior civil service (SCS) level and seeks to equip participants with the skills and confidence not only to achieve career progression but also to realise their full potential.
- Spectrum has also supported staff development. It has sponsored places on the Stonewall Ashridge course, promoted fast stream programme at 'lunch and learn' events and working on Fast Stream Positive Action for LGB internships.

Aim 3: Creating an Inclusive Working Environment

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

What we have achieved since 2010:

The “No Barriers” Programme

- This was launched in September 2012 and looks at how the Home Office can further improve its support to staff and managers when addressing disability in order to increase the engagement levels of disabled staff. Work has included a complete revision of the disability support web pages , a staff survey on the awareness and use of reasonable adjustments and formal roll out in the Home Office of the Reasonable Adjustments/ Individual Requirement (RA/IR) form.

“Diversity and Respect” workshops

- Feedback from staff who have completed the workshops, show that they have more confidence in challenging inappropriate behaviour, a greater understanding of what bullying and harassment is about and the negative impact that bullying and harassment can have on colleagues and customers.
- As part of the overall HO diversity strategy, THE NETWORK (staff support group for BME staff) organised learning and development workshops in Croydon, Peterborough, Solihull and Sheffield. The aims of the workshops were to equip members and others with information about:
 - Learning and develop tools to empower thinking and approaches to personal planning and development
 - The Home Office Core Competency Framework and approaches to assist preparation ahead of the End of Year Performance Review
 - Interview preparation

A Bullying and Harassment Support Line

- The department launched a bullying & harassment support line for staff to reinforce its position that bullying and harassment is never justified. The line's main aim is to act as a listening ear to staff who perceive they are being bullied or harassed and to signpost them to other sources of support. The line was launched in January 2013 and in the first 4 weeks 42 calls were received.

Tackling unconscious bias

- The Home Office was the first government department to launch an online tool aimed at tackling unconscious bias. We have worked closely with Civil Service Learning to develop equality learning products and in particular disability awareness and unconscious bias training for staff across the civil service.

Benchmarks and external recognition

- External benchmarks show the Home Office as leading the way on equality and diversity – The department continues to be recognised as a leading edge organisation on race and gender issues achieving a 'Gold' rating from Race for Opportunity/Opportunity Now and E-Quality. The Home Office was placed 5th on the Stonewall index, recognised in the Times Top 50 Index Employers for Women and passed Clearkit, Disability Standard and Two Ticks.

Our current external benchmarks and positions are shown below:

Organisation	Diversity strand	Date	HO Position
Opportunity Now	Gender	Nov 2012	<ul style="list-style-type: none"> ▪ Remain Gold - but now a much tougher benchmark. ▪ one of the top 10 public sector organisations for gender ▪ scored highest across comprehensive workplace measures and case studies in the fields of career progression, recruitment, supplier diversity and senior management and board representation.
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
Clear Assured by the Clear Company	Disability recruitment and retention	June 2012	<ul style="list-style-type: none"> ▪ First organisation to be 'Proud to be ClearAssured'- successfully reaccredited in June 2012
Stonewall	LGB	Sept 2012	<ul style="list-style-type: none"> ▪ 1st place – best Gov dept in 2011 ▪ 2nd place in 2012 and 5th place in 2013 ▪ Spectrum recognised as best staff support network in 2009 and as a star performer ever since
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 and 2011.
Race for Opportunity	Race	Nov 2012	<ul style="list-style-type: none"> ▪ Remain Gold - but now a much tougher benchmark. ▪ one of the top 10 public sector organisations for gender ▪ scored highest across comprehensive workplace measures and case studies in the fields of career progression, recruitment, supplier diversity and senior management and board representation ▪ 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

Aim 4: Statutory Obligations

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

What we have achieved since 2010:

Public Sector Equality Duty

- Following the implementation of the Equality Act 2010 we introduced the Policy Equality Statement (PES). The PES is completed for all policies, guidance and operational activity, apart from that covering internal restructuring, where an Equality Impact Assessment (EIA) is still used. The PES provides a less bureaucratic approach to recording equality considerations.
- In 2010-11 we worked with the Government Equalities Office (GEO) on the public sector equality duty consultation and implementation.
- We have conducted a series of awareness workshops across the Home Office on PES and continue to provide advice and training as needed.

Equality Objectives

- We published our equality objectives in April 2012 which will help us monitor our outward-facing equality priorities over the next few years. This is all about making a difference to the public who come into contact with Home Office policies and services.

Equality Objectives
1. Tackle Hate Crime and Violence Against Women and Girls
2. Promote equal treatment/opportunity. Support gender/LGBT equality.
3. UK Border Agency and Border Force operational development and delivery in accordance with Equality Act 2010.
4. Her Majesty's Passport Office and Criminal Record Bureau customer/equality needs met in service provision.
5. Home Office Group delivering on equality and inclusion responsibilities.

Tackling Hate Crime

- In the Coalition Programme for Government, the Government committed to promote better recording of hate crimes to give us a better picture of where the problems are and to help the police and others use their resources more effectively. In March 2012, the Government published its action plan to tackle hate crime, which brings together the work of a wide range of Departments and agencies, including police objectives to:
 - prevent hate crime happening in the first place;
 - increase reporting and victims' access to support; and
 - improve the operational response to hate crimes.

Tackling Violence against Women and Girls

- The Home Office launched a refreshed action plan in March 2012 which sets out the ambition to end to all forms of violence against women and girls. It describes significant progress since the last report was published a year ago and renews the focus on protecting under-represented victims, such as girls associated with gangs. The action plan also sets out the government's determination to tackle rape and sexual assault more effectively by putting the victim first at every stage of the criminal justice process.

Aim 5: Service Delivery

Services delivered in a way that promote equality and respect diversity

What we have achieved since 2010:

Supplier Diversity

- On supplier diversity, 45 of our top suppliers completed the diversity element on the Corporate Assessment of Environmental, Social and Economic Responsibility (CAESER) benchmarking tool with scores averaging 61% in 2011/12; this is in line with performance across other government departments.

Stakeholder Engagement

- The Home Office's ongoing commitment to equal treatment and equal opportunity will help us serve the public more effectively and deliver policies and outcomes which are fair and transparent.
- During 2010-11 the Home Office ran a pilot with Greenwich Community College as part of the 'Making the Connections' project. This was 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.
- In 2011-12 the Criminal Records Bureau (CRB) developed the Heroes project as an innovative way of inspiring Liverpool's young people whilst promoting diversity and celebrating the contribution of black and minority ethnic people to British society. Throughout the summer of 2011, 60 students aged 13 from Childwall College were taught about black role models and invited to prepare portraits of their own black heroes for display in CRB during Black History Month 2011, and then for permanent display in

Liverpool's Transatlantic Slavery Museum. Staff at the Home Office, including the Home Secretary, Permanent Secretary and Head of Capability, Talent and Diversity (staff at Capita, the Museum and the school) voted on their favourites. The children received certificates and prizes and the exhibition has been launched in the museum as a permanent display.

- In 2013, the Home Office was honoured for its community engagement at this year's Asian women of achievement (AWA) awards. This recognises organisations that promote not only ethnic diversity within their workforce, but also greater understanding of diversity across the UK.

Examples of how our staff networks have worked with stakeholders to improved the service we provide to the public

- Olympics/Paralympics accessibility – **Home Office Disability Support (HODS) network** wrote the accessibility reports for the ports and airport in preparation for the Olympic/Paralympic games.
- In June 2010 the **Home Office Sikh Association (HOSA)** was alerted by its members that the EU regulation requiring the searches of turbans at airports (for staff and passengers) was to be implemented in the UK. HOSA raised this matter at a senior level and with the support of the department was able to play a role in getting the Department of Transport to suspend its implementation until alternatives were considered. In February 2011 an alternative solution was introduced that meant that turbans could be swabbed.

- HOSA contributed to the consultancy on the use of birth certificates when applying for Criminal Record Bureau (CRB) checks and brought out the issue of many bona-fide subjects born in India and other countries who were never issued with one.
- In response to the Stonewall report “No Going Back”, the former United Kingdom Border Agency(UKBA) worked in partnership with Stonewall and **Spectrum**(Home Office network representing Lesbian, Gay, Bisexual and Trans members of staff) to develop guidance and training on gay asylum seekers .
- Among a number of Black History Month events ran by **THE NETWORK** (staff support group for BME staff) in 2012 was the seminar with the theme ‘One Game, One Community’ that was organised in partnership with ‘Kick it Out’. The event had over 40 delegates and covered topics around current racism issues in sport; challenges that BME staff encounter, ways to address them and the proactive work of ‘Kick it out’ at community and board level.