



Department
of Health

Equality Information and Equality Analysis 2014

The Department as an Employer

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Contact details: Hrdiversity-policy@dh.gsi.gov.uk

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The Department as an Employer

Prepared by HR Policy & Diversity Team

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1. Background

Our role and purpose

The Department of Health helps people to live better for longer. We lead, shape and fund health and 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:

- to 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
- to 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
- to 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

Our Workforce

Fundamental to providing leadership across the health and care systems is ensuring that we have an engaged and motivated workforce that is representative of the people it serves, and, in turn, has a deep understanding of how its policies impact on all sectors of the community.

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, and
- 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 duty are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage and civil partnership. The Department 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'.

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 as an employer
- covers the period 1 January 2013 to 31 December 2013
- provides an overview, with illustrative examples, of how equality information is used to inform policy development (i.e. not the details for each and every policy), and,
- includes quantitative and qualitative data.

4. Diversity – our goals

Our aim as an employer is to attract and retain people who are the best in their field, with the right skills and competencies and from a range of diverse backgrounds; and for our staff profile at all levels to reflect that of the community we serve.

We recognise and fully commit to the strengthened statutory responsibilities in the Equality Act 2010. The objectives for the Department as an employer are set out in the Equalities Action Plan published on the DH website in September 2012. www.dh.gov.uk/health/2012/04/equality-objectives-2012-16/

5. Equality information

The Department draws on a comprehensive range of research, data and analysis to inform policy development and implementation. This includes:

- Annual diversity reports
- Statistical monitoring and analysis
- Qualitative research (internal and external)
- Annual staff surveys (analysed by diversity demographics)
- Consultation and engagement (incl. unions and staff networks)
- Equality analysis of policy development, implementation and review.

6. Workforce - diversity declaration rates

Completion rates for all of the diversity characteristics rank amongst the highest in Whitehall departments and the Department has met the Cabinet Office target to achieve a response rate of at least 80% for religion or belief, sexual orientation and caring responsibilities by April 2013.

Completion rates (at 31/12/13)¹:

Category ²	Completion rate
Ethnicity	93%
Disability	93%
Sexual orientation	82%*
Religion or belief	83% *
Caring responsibilities	83%

* including a 'Prefer Not to Say' option

In line with Cabinet Office policy relating to stringent confidentiality and security protocols, information regarding transsexual status is not collected; however, the lesbian, gay, bisexual and transgender staff network is routinely consulted on all HR policy development, which is combined with external research to develop relevant and meaningful policies.

¹ For permanent staff

² Age and gender stands at 100% because providing this information is a requirement for employment within the Civil Service

7. Annual Diversity Monitoring Report (Annex A)

Background

This report is produced annually and normally covers the twelve-month period 1 January to 31 December. It provides a high-level summary of equality statistics, including workforce profiles and monitoring data for the employment activities relevant to the period in question. It is designed to provide an overview of the statistics; however, a more in-depth equality analysis is carried out for all major HR policy development and implementation (see sections 9 & 10).

As the Department has just completed a major change programme, the report for this year runs from 1/1/13 – 31/12/13 (Annex A). The workforce profile data shows the position for 31/12/13 – the official end date for transition.

Employment Monitoring

The Department currently monitors the following areas by age, disability, gender, ethnicity, religion or belief, sexual orientation, grade (in hierarchy), full-time/part-time working pattern, and location.

- Staff in post
- Applicants for employment³
- Applicants for promotion⁴
- Appointments to posts
- Progress against targets to increase the number of women, BME and disabled staff in the senior civil service
- Staff who apply for, and receive, training*
- Staff involved in the grievance procedure
- Staff subject to disciplinary procedures
- Staff leaving DH

* This information is collected in a variety of ways, with the emphasis on most learning provision now being sourced through a centralised service – Civil Service Learning. Processes will be put in place to collect and analyse the data by the protected characteristics. The Investors in People (IiP) review carried out in 2010 included the full range of formal and informal learning and

³ The period in question has been dominated by transition and consequent restructuring exercises. Recruitment and selection activity has focussed on 'appointment to posts' in the new structures within the Department and also its agencies and Arm's Length Bodies. This is detailed in section 9.

⁴ See footnote 3

development activities in the assessment process (using interviews with staff as the principal data gathering tool). The liP standard has explicit indicators relating to equality of opportunity and the Department met all the criteria. The Department continues to use the liP principles to guide its approach in this area.

Workforce profile – overview (at 31/12/13)

The report at Annex A details the make-up of the organisation by diversity characteristics. In summary:

- over half (56%) of the Department's workforce is female, with 41% of our Senior Civil Servants (SCS) being female.
- 14% of the workforce work part-time hours, of which 83% are women, this has increased from 12% in 2012.
- the proportion of women is generally higher than men across all grades, except in the senior civil service (SCS). However, percentage of women in the SCS at 41% exceeds the Cabinet Office threshold target of 37%.
- there is substantial representation of women in the feeder grades to the SCS (grade 7: 54%, grade 6: 56%)
- 17% of the workforce is from black, Asian or minority ethnic (BME) backgrounds, with a 5% ethnicity rate in our SCS.
- the proportion of BME staff generally decreases as the grade increases (35% at the administrative officer grade to 5% in the senior civil service)
- the representation of BME staff in the feeder grades to the SCS stands at 8% (grade 7) and 9% (grade 6)
- 6% of staff have declared a disability. The proportion of disabled staff across the grades tends to decrease at more senior levels (from 7% at the administrative officer grade to 4% in the senior civil service), the disability rate at SCS is 4%.
- 39% of the workforce has caring responsibilities.
- 44% of staff have a religion or belief, 29% stated that they did not.
- 4% of staff have declared that they are lesbian, gay or bisexual; 10% would 'prefer not to say'.
- A total of 581 people left DH during 2013, 56% of these transferred to the newly created NHS organisations under transition arrangements.

Targets to Address Under-representation

The Department continued to meet or exceed the current Cabinet Office threshold targets for women, disabled and BME staff in the senior civil service.

Embedding Actions & Accountability

This year, the Department developed a model for driving actions and accountability at directorate level, using workforce profile data, equalities analysis findings and People Survey results to establish the baseline position and, in turn, a tailored action plan. This approach will be piloted during the period 1/1/14 to – 30/6/14.

8. Equal Pay Review

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 EHRC guidance. These reviews extend to other protected characteristics, such as ethnicity and disability.

The last equal pay review⁵ for the Department of Health took place in 2008. It highlighted 'some anomalies' but 'further⁶ investigation concluded that these were not due to underlying discrimination'. Since this review, the Department has instituted a number of measures to minimise the likelihood of pay disparities in the future. These include shortening pay ranges; reviewing the policy for starting pay for new employees; strengthening the governance and benchmarking processes for performance related pay (PRP)⁷; and using 'real-time' equality analysis at the point of decision-making for PRP recommendations⁸. 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.

Up until August 2013, the Department was subject to a cross-government pay freeze. In addition, all external recruitment was suspended during transition, which came to an end on 31/12/13 (see 9). Both of which had an impact on the measures that could be used to address pay disparities.

The Department now has a stable and enduring workforce. Consideration will be given to the scope and timing of an equal pay review in the next operational year (April 2014 to March 2015), following the development of the pay strategy.

⁵ Covering gender, ethnicity, disability, part-time/full-time working pattern, age and location.

⁶ Including disaggregating the results by pay grade

⁷ Also, one of the measures introduced to address potential inequalities in the performance management process

⁸ See footnote 5

9. Equality analysis - Transition Programme

The period to which this report relates has been dominated by a major transition programme, which ran from September 2010 to December 2013.

The Equality Information and Equality Analysis reports for 2012 & 2013 set out the governance arrangements and over-arching principles for managing all stages of transitions i.e. organisation and workforce design; filling posts; conducting recruitment and selection exercises; and transfers in and out for the Department. This HR Framework and the accompanying equalities analysis are attached to the reports and can be found here

<https://www.gov.uk/government/organisations/department-of-health/about/equality-and-diversity>. Examples of specific equalities analysis for each stage are also appended.

Overall Impact of Transition – Statistics

The majority of staff secured permanent roles in the Department or its agencies/arm's lengths bodies. Analysis of the overall equality assessment showed that there were a higher a number of staff over 50 years who left DH through redundancy, but this was on a voluntary basis. The association that the analysis picked up was what we would expect in a scheme which was clear in its intention to be geared towards those in higher grades or those for whom the financial package⁹ would be more attractive because of length of service.

Impact of Transition - Staff Perceptions

The analysis of the Department's 2013 staff survey results by diversity demographics will provide an indication of the levels of staff engagement and morale following transition, and whether there are significant differences for the diversity groups (see section 11).

⁹ The terms of which were set by Treasury

10. Equalities Analysis – 'Business as Usual'

Following transition, the Department will carry out an equalities analysis for all high impact policies, initiatives and exercises. This routinely includes the annual performance-related pay cycle and organisation-wide promotion exercises.

An example is attached for illustrative purposes – Annex B. This extract relates to a promotion exercise in the summer, in which 'real-time' statistical analysis was carried out at every stage of the process i.e. application, sifting and the final outcomes following the last stage of the process – the interviews

As the Department is now out of transition, we will be introducing time series analysis to examine trends over specified periods.

11. Quantitative & Qualitative research

Staff Survey

The Department carries out an annual staff survey. The overall results for 2012 were published on the:

- external web-site
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/210827/dh-staff-survey-2012.pdf
- DH intranet - see Annex C

The satisfaction ratings for 'inclusion and fair treatment' held steady at 76% - the same as 2011 - and were 1% higher than the Civil Service average.

The results were also analysed by the diversity characteristics of respondents and the other areas we are interested in as an employer, namely length of time in post/organisation, location and grade. The Engagement Index for these groups didn't differ negatively from the DH average by more than 3 percentage points with the following exceptions:

Grade:

- Grade 6s (-5 percentage points compared to DH average)
- SEOs (-4 percentage points)

Ethnicity:

- People who are 'any other black/African/Caribbean background' (-4 percentage points)

Length of time in post:

- People in post over 5 years (-7 percentage points)

Disability:

- People who have a long-term illness or physical or mental health condition (-4 percentage points)

The statistical information and comments were used to develop the themes for engagement with staff networks.

The results for the Autumn 2013 survey will be published in due course.

12. External benchmarking

Stonewall Workplace Equality Index (WEI) – Top 100 Employers 2014

For the third running, the Department increased its overall score, achieving a record high of 86.5%. The Department was ranked as 34th in the Top 100, 2nd in the central government sector, and our Lesbian, Gay, Bisexual and Transgender (LGBT) staff network was recognised as a 'Star Performer'. This was a significant achievement as the bar is raised year on year and 369 organisations took part from across both the public and private sectors.

The WEI criteria includes:

- workforce declarations for sexual orientation
- diversity monitoring and equalities analyses
- qualitative data gathering and research, and,
- staff perceptions (as measured by an anonymous survey run by Stonewall)

http://www.stonewall.org.uk/at_work/stonewall_top_100_employers/def