Department of Health & Social Care

Public Sector Equality Duty

Workforce report

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1. Introduction

1.1   Our role and purpose

(a) We lead the health and care system to help people live healthier lives for longer as a Great Department of State.

(i)   We support and advise our ministers: we help them shape and deliver policy that delivers the Government of the day's objectives

(ii) We set direction: we anticipate the future and lead debate ensuring we protect and improve global and domestic health

(iii) We are accountable: we ensure that the Department and our ALBs deliver on our agreed plans and commitments

(iv) We are guardians of the framework: we make sure the legislative framework, the financial framework, the administrative framework and the policy framework are fit for purpose and work together

(v)   We are troubleshooters: in the last resort, the public and Parliament expect us to take the action necessary to resolve crucial and complex issues.

1.2   For 2018 to 2019 our priorities are to:

(a) keep people healthy and support economic productivity and sustainable public services

(b) transform out-of-hospital care to keep people living healthier lives for longer in their community

(c) support the NHS to deliver high quality, safe and sustainable hospital care and secure the right workforce

(d) research and innovate to maximise health and economic productivity

(e) make sure the health and care system is accountable to Parliament and the taxpayer

(f) create value through better awareness and adoption of good commercial practice across the health sector.

1.3   Our Workforce

(a) 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 providing an inclusive culture but seeks to continue to build upon progress to improve the diversity of the workforce at more senior levels, to better reflect the society we serve.

2. Equality Act - Publishing Equality Information

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

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;

(b) advance equality of opportunity between persons who shared a relevant protected characteristic and persons who do not;

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not.

2.2 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.

2.3 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'.

2.4 This report provides diversity data for all permanent DHSC employees. It has been produced using data held in the electronic HR system, which for diversity declaration is self-service.

2.5 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

3.1   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:

(a) relates to the Department of Health and Social Care as an employer, and does not include any of its agencies;

(b) covers the period 1 October 2017 to 30 September 2018. Any exceptions to this date period are highlighted accordingly; for example, performance management replicates the Civil Service Performance Management reporting cycle of 1 April 2017 to 31 March 2018;

(c) covers a snap shot of data as at 30 September 2018 with staff at 1546;

(d) 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;

3.2   Percentages have been rounded to the nearest 0.1 percentage point; this means that percentages may not always sum to rounded 100% totals. Headcount includes 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

4.1   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.

4.2   The five themes of our strategy are:

(a) Culture - creating an inclusive culture where difference is valued, the power of diversity is harnessed and everyone has equal opportunity to achieve their potential;

(b) Capability - to build diversity capability and confidence across our workforce to ensure DHSC is a trusted, diverse organisation where people are proud to work and leaders are inclusive by instinct;

(c) Data and insight - we encourage everyone to provide diversity information to support more evidence based solutions to our diversity;

(d) Talent - we identify and act on barriers to progress to ensure everyone has equal opportunity to fulfil their potential;

(e) Social Mobility – we take action to support improved diversity and social mobility in our workforce.

4.3   Commitments for the future include:

(a) A quarterly update 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;

(b) Providing unconscious bias training for all members of staff to support inclusive and fair decision making;

(c) An increase in the proportion of black and minority ethnic (BAME) staff and staff with a disability entering 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;

(d) Work closely with our diversity and other staff networks, using their lived experiences to help build a culture of inclusion. Increasing participation in talent schemes such as Positive Action Pathway (PAP), Future Leaders Scheme (FLS) and Senior Leadership Scheme (SLS). This reflects our ambition to ensure people from historically underrepresented groups have equal opportunity to fulfil their potential.

4.4   The Equality Act 2010 sets out our statutory responsibilities, and we continue to fulfil these in a number of ways. 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 and provide specific diversity learning through Civil Service Learning. Managing diverse teams has been part of our line manager development programmes, rolled out to our middle managers across the department.

5. Pay Equality

Civil Service – Gender Pay Gap

5.1   DHSC's 2018 Gender Pay Gap information can be found on Gov.UK

5.2   The Department is committed to addressing the gender pay gap. This is evidenced in the reduction of the pay and bonus gap in the majority of areas across the Department from 2017 to 2018.

5.3   During the last year, progress has been made in the following areas:

(a) A greater focus on attracting and supporting women into the Senior Civil Service (SCS). Our 2018 figures show an increase in the number female employees joining or progressing to the SCS.

(b) Continuing to review our recruitment policies and processes to ensure this drives fairness and equality in all our recruitment. We have been undertaking analysis of our recruitment activity on a quarterly basis across a range of demographics, including gender.

(c) Use of pay strategies to target lower paid staff within DHSC core. The data shows there are a larger proportion of female employees in the bottom two pay quartiles so targeted or larger increases in these areas have helped equalise the position.

(d) Gender equality has been an integral element of our Diversity and Inclusion Strategy. Gender related issues are jointly discussed and resolved across the Department and its Agencies through staff networks and forums, and working together to share best practice.

(e) An increased focus on policies which support equality in the workplace. This includes providing support for employees returning to work after parental leave and career breaks, encouraging the uptake of shared parental leave, and providing a range of flexible working arrangements and use of technology to enable parents and carers to balance work and other responsibilities.

6. Equality information and declaration rates

6.1   The analysis of information relies on employees completing diversity information on our electronic HR system, apart from age and gender information is captured directly from all permanent staff during the on boarding process. As of 30 September 2018, the Department had 1546 employees (headcount). This does not include temporary/contingent employees. The Department holds complete information on the gender and age of all permanent 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*	2016/17	2017/18	2018/19 (Data as at 30 September 2018)
Age	100%	100%	100%
Gender	100%	100%	100%
Ethnicity	90%	77%	67%
Disability	90%	78%	66%
Sexual Orientation	81%**	72%	57%
Religion or belief	82%**	72%	63%
Caring Responsibilities	80%	71%	62%

*For permanent staff, age and gender stands at 100% due to collection of this data being a requirement during the on boarding process to the Department.

**Including a 'prefer not to say' option.

6.2   The Civil Service now measures gender identity/trans status through the annual People Survey, in order to achieve progress on trans equality. These numbers are too small to report on at department level. 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.

6.3   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.

6.4   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.

7. Employee Analysis

Summary

Equalities Analysis in DHSC

7.1   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

7.2   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.

7.3   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

7.4   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	Not Known	Total
Headcount	116	171	387	27	269	280	237	49	10	1546
% of total Workforce	7.50 %	11.06 %	25.03 %	1.75%	17.40 %	18.11 %	15.33 %	3.17 %	0.65%	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 by Location

Location	London	Leeds	Other	Total
Headcount	991	531	24	1546
% of total workforce	64.1%	34.3%	1.6%	100%

Workforce Summary

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

(a) Over half (58.7%) of the Department's workforce is female, with 46% of our Senior Civil Servants (SCS) being female;

(b) The proportion of women is generally higher than men across all grades, except in the Fast Stream and Senior Civil Service (SCS);

(c) 14.17% of the workforce have declared they are from Black, Asian or Minority Ethnic (BAME) backgrounds;

(d) 5.11% of staff declared a disability. The proportion of disabled staff across the grades tends to decrease slightly at more senior levels (5.11% of our total workforce declaring a disability, 3.5% of our total workforce at SCS Level declaring a disability);

(e) 30.40% of staff declared a religion or belief;

(f) 3.49% of staff declared that they are Lesbian, Gay or Bisexual;

(g) 25.55% of the workforce declared caring responsibilities;

(h) 13% of the workforce work part-time hours, of which 88% are women.

7.6 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.

7.7 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	638	908	1546
% of total Workforce	41.3%	58.7%	100%

(a) Women represent 58.7% of the Department's workforce;

(b) The proportion of women is higher than men in all grades, except the fast stream and SCS;

(c) Pipeline to SCS – the percentage of women at Grade 7 is 59%. At Grade 6 this is 62%;

(d) Of the total number of staff working part time (13%), 88% are women;

(e) There are higher numbers of women with caring responsibilities (15%), compared to men (11%);

Ethnicity

Workforce profile: Ethnicity

Ethnicity	White	Black	Asian	Mixed	Other Ethnic Background	Not Declared	Total
Headcount	861	61	105	40	13	466	1546
% of total Workforce	55.69%	3.95%	6.79%	2.59%	0.84%	30.14%	100%

(f) For Ethnicity declaration, the response rate is 67%;

(g) 14.17% of the workforce have declared they are from a BAME background;

(h) Of the 14.17%, the largest groups are 'Asian' or 'Black';

(i) Pipeline to the SCS: the percentage of BAME staff that declared, at Grade 7 is 10% and at Grade 6 is 9%.

Disability

Workforce profile: Disability

Disability Status	Disabled	Not Disabled	Not Declared	Total
Headcount	79	994	473	1546
% of total Workforce	5.11%	64.30%	30.59%	100%

(j) 5.11% of staff declared a disability. This has remained relatively constant over the last three years;

(k) Of our total workforce population that have declared a disability, 3.4% of the SCS population declared disability;

(l) Pipeline to SCS: the percentage of staff who have declared a disability at Grade 7 is 4.1% and at Grade 6 is 3.5%.

Age

Workforce profile: Age group

Age Group	Under 30	30-39	40-49	50-59	60+	Total
Headcount	378	414	379	320	55	1546
% of total Workforce	24.45%	26.78%	24.51%	20.70%	3.56%	100%

(m) There has been an increase in the under 30, 30-39 and 40-49 groups since 2018, and a decrease in the 50-59 group. The 60+ age group remains broadly similar.

Religion and Belief

Workforce profile: Religion and Belief

Religion and Belief	Christian	No Religion	Not Declared	Prefer not to say	Other Religions	Total
Headcount	382	425	547	104	88	1546
% of total Workforce	24.71%	27.49%	35.38%	6.73%	5.69%	100%

(n) 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	LGBO	Prefer Not to say/ Not Declared	Total
Headcount	858	54	634	1546
% of total Workforce	55.50%	3.49%	41.01%	100%

(o) 3.49% of those who declared said they were Lesbian, Gay, Bisexual or another sexual orientation.

Caring Responsibility

Workforce profile: Caring Responsibility

Has Caring Responsibility?	Yes	No	Not Declared / Prefer not to say	Total
Headcount	395	594	557	1546
% of total Workforce	25.55%	38.42%	36.03%	100%

Working Pattern

Workforce profile: Working Pattern

Working Pattern	Full Time	Part Time	Total
Headcount	1340	206	1546
% of total Workforce	87%	13%	100%

8. Performance Management Analysis

8.1   The Department is currently reviewing its performance management process. Analysis has shown that the current performance culture can be improved and there will be specific focus on areas of diversity. The new system looks to learn from work being carried out by other Government departments, as well as professional and academic research. It recognises the impact of timely recognition, as opposed to end of year reward and recognition, and seeks to address the diversity inequalities within the current system.

8.2   The new approach will focus more on having a quality conversation, taking a coaching approach, with actions being agreed to support an individual's development.

8.3   This system is still being developed, and planned implementation will follow in the 2019/20 performance year [please note at time of publication the timescales may be subject to change].

9. Discipline and Grievance Analysis

9.1   The Department provides formal and informal routes for staff to raise issues that they are having at work. Our Bullying, Harassment and Discrimination policies outline the standards of behaviour expected, as well as how to make a formal complaint or resolve a problem informally.

9.2   The Department uses the Civil Service HR Casework Service to provide support and management in grievance cases.

9.3   The Department has a Discipline policy and procedure and support is provided to managers through the Civil Service HR Casework Services.

9.4   During the year 01/10/17-30/09/18, 16 total discipline and grievance cases were reported; 10 of these related to a grievance and 6 to a disciplinary matter.

10. Leavers Analysis

Employee Leavers for the period 1/10/17-30/9/18

Turnover

Leavers	2016	2017	2018
Headcount - Leavers	276	796*	225
Headcount - Overall	1844	1401	1546
Turnover	14%	56.8%	14.5%

*A higher than usual turnover was reported in 2017; this was due to a restructuring and job selection process which took place in this year.

Leavers by Grade

Grade	2017 Leavers Headcount	2017 % of all Leavers by Grade	2018 Leavers Headcount	2018 % of all Leavers by Grade
AO	51	6%	18	8%
EO	152	19%	43	19%
HEO	148	19%	37	16%
SEO	157	20%	24	11%
Fast Stream	15	2%	9	4%
Grade 7	158	20%	53	24%
Grade 6	77	77%	21	9%
SCS	38	38%	20	9%
Total	796	100%	225	100%

Leaving Reasons

Leaving Reason	Headcount (% of all Leavers by Leaving Reason)
Deceased	1%
End of Fixed Term Contract	12%
End of Loan / Secondment	8%
Redundancy - Voluntary	>0.5%
Resignation	29%
Retirement - Actuarially Reduced	1%
Retirement - Age	1%
Transfer of Function Within Civil Service	5%
Transfer to Non-Civil Service Public sector	1%
Transfer to Other Government Department	40%
Voluntary Exit	>0.5%
Total	100%