



Food Standards Agency

Diversity Report 2017

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1. Who we are

We are an independent Government department working across England, Wales and Northern Ireland to protect public health and consumers' wider interests in food. We make sure that food is safe and what it says it.

Our strategy, Food We Can Trust 2015-2020, focuses on our purpose and mission. It's our job to use our expertise and influence so people can trust that the food they buy and eat is safe and honest. Our strategy recognises that there are growing challenges around food safety, affordability, security and sustainability. Our strategy outlines our purpose and responsibilities, and the roles and responsibilities of others, in meeting these challenges.

2. Scope of the 2017 report

Under the Equality Act 2010, the FSA as a public body has a duty to publish relevant proportionate information annually to demonstrate compliance with the Public Sector Equality Duty. The information which we publish seeks to show that the FSA has paid 'due regard' to the three aims of the general Equality Duty, namely to:

- eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Act;
- advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
- foster good relations between people who share a protected characteristic and people who do not share it.

This report presents a high-level summary and overview of equality data, including workforce profiles and monitoring data / information for employment activities.

The information presented represents the position as at November 2017. The report contains a mix of qualitative and quantitative data. The figures in this report are based on a headcount of 1054 members of staff and are taken from FSA's iHR System unless otherwise stated. Staff not paid directly by FSA are not included in the analysis, nor are agency staff/contractors.

3. Introduction

At the FSA we commit to be a workplace where everyone feels that:

- we can be ourselves;
- our unique contribution is recognised, respected, and valued;
- we achieve a healthy work life balance;
- we can find meaning in our work;
- we belong and there is space for us to grow.
- we serve each part of the community in a way that reflects its needs.

Underpinning these commitments are our ASPIRE values.

These will play a key part in driving this vision, delivering our people strategy and making our diverse and inclusive culture a reality for everyone.

Accountable - We take responsibility for our actions and can hold each other to account

Supported - We have the skills, tools and support to carry out our roles effectively

Professional - We are competent and confident in our ability to deliver to the highest professional standards

Innovative - We are agile, dynamic and progressive in our approach to delivering outcomes

Resilient - We adapt quickly and effectively to fast-paced change

Empowered - We can take the initiative and make decisions that improve business delivery

4. Progress in 2017 and moving forward in 2018

- The Civil Service published a [new strategy](#) setting out how we will become the most inclusive employer in the UK by 2020. Work commenced to develop our own FSA diversity and inclusion strategy as we look to play our part in making the Civil Service the UK's most inclusive employer.
- Structural changes within People & Organisational Change division saw the creation of an Engagement and Reward team. The team will lead on diversity and inclusion including developing the FSA diversity and inclusion strategy.
- Formally launched our Women's Network on International Women's Day, the network growing to over with 120 members.

- Re-launched the Behaviour Team (formerly the Anti-Bullying and Harassment Advisor Network) to assist colleagues who are experiencing unwanted or inappropriate behaviour at work.
- Undertook a review of our performance management system and developed a new scheme that will launch on April 2018.
- Published our first [gender pay gap report](#) detailing mean and median pay gaps between male and female employees as at 31 March 2017.
- Continued to seek diverse views, using innovative techniques, including social media, to ensure effective consultation. Used Consumer Segmentation to help us target our communication and policy development to the right audiences.

5. Our people – facts and figures

5.1. FSA Workforce profile

As at 1 November 2017, there were 1054 permanent and temporary employees in the FSA. This is a decrease of 23 employees from 1 November 2016.

5.2. Grade profile

A breakdown of staff by grade as at 1 November 2017 along with the previous six years is shown below.

| Grade | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|-----------|------|------|------|------|------|------|
| AO | 42 | 43 | 42 | 26 | 24 | 11 |
| EO | 715 | 692 | 648 | 547 | 513 | 449 |
| HEO/SEO | 420 | 420 | 391 | 392 | 392 | 427 |
| Grade 7/6 | 126 | 128 | 139 | 137 | 134 | 147 |
| SCS | 20 | 21 | 20 | 17 | 14 | 20 |
| Total | 1323 | 1304 | 1240 | 1119 | 1077 | 1054 |

5.3. Age profile

Analysis of our overall age profile as at 1 November 2017 shows the following breakdown of staff:

| Age | AO | EO | HEO/SEO | G7/6 | SCS |
|----------|----|-----|---------|------|-----|
| Under 35 | 4 | 20 | 76 | 9 | 0 |
| 35 – 49 | 3 | 139 | 222 | 86 | 5 |
| 50 – 64 | 3 | 274 | 124 | 51 | 15 |
| Over 65 | 1 | 16 | 5 | 1 | 0 |
| Total | 11 | 449 | 427 | 147 | 20 |

Looking at the trend since 2012, overall representation of the workforce aged 49 and below has consistently decreased and for employees aged 50 and above has increased.

| Age | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|----------|-------|-------|-------|-------|-------|-------|
| Under 35 | 13.2% | 12.8% | 12.7% | 12.5% | 11.0% | 10.3% |
| 35 – 49 | 50.4% | 48.1% | 47.0% | 45.2% | 44.3% | 43.2% |
| 50 – 64 | 34.9% | 37.5% | 38.8% | 40.6% | 42.9% | 44.3% |
| Over 65 | 1.40% | 1.60% | 1.50% | 1.70% | 1.90% | 2.2% |

5.4. Gender

As at 1 November 2017 we had 690 male employees, representing 65% of our overall workforce and 364 female employees representing 35% of our overall workforce. The overall representation of women in the Civil Service has remained above 50% since 2011. This disparity with the wider Civil Service is due to the substantial proportion of employees who work as Meat Hygiene Inspectors (36% of total headcount) which is a male-dominated profession (91% being male).

| Gender | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|----------|-------|-------|-------|-------|-------|-------|
| % Female | 31.3% | 32.4% | 33.1% | 32.5% | 32.3% | 34.5% |

| Gender | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---------------|-------------|-------------|-------------|-------------|-------------|-------------|
| % Male | 68.7% | 67.6% | 66.9% | 67.5% | 67.7% | 65.5% |

In comparison to 2016 there are only marginal differences in gender representation at EO grade. HEO/SEO figures are almost evenly split as the percentage of female employees increased slightly from last year. Female representation at AO level has shown a sizeable increase however headcount figures have changed significantly since the last report with a greater than 50% reduction in AO level posts.

| Gender | AO | EO | HEO/SEO | G7/6 | SCS |
|---------------|-----------|-----------|----------------|-------------|------------|
| % Female | 81.8% | 16.7% | 49.6% | 41.5% | 35.0% |
| % Male | 18.2% | 83.3% | 50.4% | 58.5% | 65.0% |

Representation of females at G6/7 has increased slightly from 40% last year when it was at its lowest level for five years. However, although female representation at Senior Civil Service (SCS) grade remains above what it was in 2012 there was an 8% decrease in female representation in 2017. Both G6/7 and SCS headcount increased since the last report and we will consider how to address gender parity in our recruitment practices.

5.5. Disability

There were 839 employees (79.6%) who declared their disability status (either as having or not having, a disability). The remaining 215 employees (20.4%) have not declared.

6.7% of staff who declared their disability status, stated they had a disability.

This was down from 6.9% in the previous year. However, the number of staff who did not declare their disability status rose by three percentage points. Increasing staff declaration rates has proved challenging to date and a further campaign will be launched to remind staff why we want them to make a declaration.

| Disability status | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|--------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| % Disabled | 5.1% | 5.6% | 6.1% | 7.0% | 6.9% | 6.7% |
| % Not disabled | 94.9% | 94.4% | 93.9% | 93.0% | 93.1% | 93.3% |

| Disability status | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|--------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| % Unknown | 7.3% | 9.7% | 11.9% | 16.9% | 18.2% | 20.4% |

There has been little change in declared disability by grades over the past year however the figure for G7/6 fell by over one percentage point. AO and SCS grades saw an increase but the change is minimal in terms of headcount.

| Disability status | AO | EO | HEO/SEO | G7/6 | SCS |
|--------------------------|-----------|-----------|----------------|-------------|------------|
| % Disabled 2016 | 9.5% | 7.9% | 5.1% | 8.3% | 0.0% |
| % Disabled 2017 | 11.1% | 7.6% | 5.3% | 6.7% | 0.0% |
| % Not disabled 2016 | 90.5% | 92.1% | 94.9% | 91.7% | 100% |
| % Not disabled 2017 | 88.9% | 92.4% | 94.7% | 93.3% | 100% |
| % Unknown 2016 | 12.5% | 10.9% | 24.5% | 27.6% | 28.6% |
| % Unknown 2017 | 18.2% | 8.9% | 28.8% | 29.3% | 35.0% |

5.6. Ethnicity

As at 1 November 2017, 92% of the workforce had declared their ethnicity and of those who had made a declaration 10.7% of staff were from an ethnic minority background. This is the second consecutive year the figure has fallen although it remains three percentage points higher than the baseline figure in 2012.

| Ethnicity | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|-----------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| % Ethnic minority | 8.4% | 9.2% | 10.5% | 12.1% | 11.2% | 10.7% |
| % Non-ethnic minority | 91.6% | 90.8% | 89.5% | 87.9% | 88.8% | 89.3% |
| % Unknown | 7.9% | 8.7% | 9.4% | 8.0% | 8.3% | 8.0% |

Each grade band with the exception of G7/6 saw a decrease in the percentage of staff from an ethnic minority background. However, the percentage of staff where ethnicity is unknown increased at G7/6 level.

| Ethnicity | AO | EO | HEO/SEO | G7/6 | SCS |
|----------------------------|-----------|-----------|----------------|-------------|------------|
| % Ethnic minority 2016 | 42.9% | 7.6% | 15.9% | 6.3% | 7.7% |
| % Ethnic minority 2017 | 27.3% | 7.5% | 15.4% | 8.2% | 5.0% |
| % Non-ethnic minority 2016 | 57.1% | 92.4% | 84.1% | 93.7% | 92.3% |
| % Non-ethnic minority 2017 | 72.7% | 92.5% | 84.6% | 91.8% | 95.0% |
| % Unknown 2016 | 12.5% | 5.5% | 8.7% | 17.2% | 7.1% |
| % Unknown 2017 | 0.0% | 5.2% | 9.5% | 20.5% | 0.0% |

5.7. Sexual orientation

As at 1 November 2017, 54% of FSA employees had recorded their sexual orientation – an increase of four percentage points from 2016. Of those who had recorded their sexual orientation, 98.3% of employees identified themselves as heterosexual.

| Sexual orientation | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| % of employees recording their sexual orientation | 30% | 35% | 42% | 47% | 50% | 54% |

5.8. Religion and Belief

As at 1 November 2017, 46% of FSA employees had recorded their religion or belief. The number of declarations has shown a steady increase since 2012.

| Religion and belief | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| % of employees recording their religion or belief | 29% | 33% | 37% | 42% | 44% | 46% |

Out of those 46%, 70% identified their religion as Christianity and 3% as Islam. 11% of staff declared they were Atheist and 5% of staff were Agnostic. No other religion or belief recorded more than 1%.

5.9 Working patterns

The FSA supports flexible working and many of our employees work flexibly subject to business requirements, regardless of whether they have childcare or other caring

responsibilities. As at 1 November 2017 the number of employees working part-time was 106 which represents 10% of the total FSA workforce. As a percentage of the workforce the number of part-time employees in the FSA has risen by almost 2% since 2013.

| Working pattern | 2013 | 2014 | 2015 | 2016 | 2017 |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|
| % of employees working part time | 8.4% | 8.1% | 9.1 | 9.6% | 10.1% |

The number of male employees who work part-time as at 1 November 2017 has increased by 16 percentage points greatly reducing the gender imbalance in part-time workers.

| Gender | 2013 | 2014 | 2015 | 2016 | 2017 |
|---------------|-------------|-------------|-------------|-------------|-------------|
| % Female | 75% | 78% | 70% | 57% | 41% |
| % Male | 25% | 22% | 30% | 43% | 59% |

The number of part-time workers who have a declared disability is slightly down on 2016 and below the FSA-wide figure of 6.7%. Ethnic minority declaration shows a 2% decrease in minority ethnic staff working part-time from 2016. Most part-time employees are aged between 35 and 49. However the proportion of part-time workers aged 50 and above has seen a substantial increase since 2013 (fifteen percentage points) as there has been an increase in older workers electing to take partial retirement.

5.10 Leavers / Exits

One hundred and five staff left the FSA between 1 November 2016 and 31 October 2017.

| | Dismissal | Early severance / redundancy | Resignation | Retirement | Other* |
|-------------------|------------------|-------------------------------------|--------------------|-------------------|---------------|
| Number of leavers | 3 | 25 | 18 | 13 | 46 |

* 'Other' includes death in service, transfer to another government department, ill health retirement or end of temporary contract.

In terms of leavers' diversity categories, the table below gives a breakdown by gender, disability, ethnicity and age since 2013. The percentage of leavers who are from an ethnic minority background continues to be above that of the FSA workforce. This will be considered as the FSA prepares its 2018 diversity and inclusion strategy.

| | 2013 | 2014 | 2015 | 2016 | 2017 |
|---------------------|-------------|-------------|-------------|-------------|-------------|
| Number of leavers | 86 | 142 | 239 | 100 | 105 |
| Male | 58.1% | 60.6% | 57.7% | 57.0% | 61.0% |
| Female | 41.9% | 39.4% | 42.3% | 43.0% | 39.0% |
| Disabled | 6.5% | 5.6% | 3.9% | 16.2% | 5.7% |
| Not disabled | 93.5% | 94.4% | 96.1% | 83.8% | 94.3% |
| Ethnic minority | 5.1% | 8.6% | 8.1% | 12.9% | 12.9% |
| Non-ethnic minority | 94.9% | 91.4% | 91.9% | 87.1% | 87.1% |
| Under 35 | 24.4% | 14.1% | 16.7% | 22.0% | 22.9% |
| 35 – 49 | 33.7% | 35.2% | 41.8% | 32.0% | 19.0% |
| 50 – 64 | 38.4% | 40.1% | 39.3% | 42.0% | 50.5% |
| Over 65 | 3.5% | 10.6% | 2.1% | 4.0% | 7.6% |

5.11 Discipline and Grievances

From the recorded casework information between 1 October 2016 and 30 September 2017, eleven disciplinary cases and fourteen grievances were recorded. This is a fall in number from 2016. For this report, we cannot provide information on protected characteristics data, without risking the anonymity of colleagues.

6. Recruitment

We continue to monitor all stages of the recruitment process, to ensure shortlists are gender balanced for both internal and external campaigns. All campaigns that are routed through the Civil Service-wide e-recruiting system ensure that applicants are anonymous until the interview stage. The following information is taken from data gathered from the e-recruiting system, for the period from 1 November 2016 to 31 October 2017.

| | Applications received | Rejected after screening / sift | Rejected after 1st interview | Reserve list | Ready to hire |
|--------|------------------------------|--|--|---------------------|----------------------|
| Male | 53.7% | 55.1% | 54.0% | 37.2% | 43.9% |
| Female | 46.3% | 44.9% | 46.0% | 62.8% | 56.1% |

The success rate of female applicants getting through to the ready to hire stage is higher than the male success rate. There is a higher proportion of males being rejected at sifting and interview stage, but this is in proportion to the number of applications received.

| | Applications received | Rejected after screening / sift | Rejected after 1st interview | Reserve list | Ready to hire |
|--------------|------------------------------|--|--|---------------------|----------------------|
| Disabled | 6.5% | 6.7% | 6.0% | 4.0% | 4.4% |
| Not disabled | 93.5% | 93.3% | 94.0% | 96.0% | 95.6% |

A slightly higher proportion of candidates with a disability are being rejected after the sifting stage than those who have no disability.

| | Applications received | Rejected after screening / sift | Rejected after 1st interview | Reserve list | Ready to hire |
|---------------------|------------------------------|--|--|---------------------|----------------------|
| Ethnic minority | 27.9% | 30.2% | 23% | 11.8% | 14.5% |
| Non-ethnic minority | 72.1% | 69.8% | 77% | 88.1% | 85.5% |

Compared to the number of initial applicants, a higher proportion of ethnic minority applicants are being rejected after the sifting stage than those who are from a non-ethnic minority background. There is a higher proportion of applicants from a non-ethnic minority background who are successfully appointed, as compared to ethnic minority applicants.

| | Applications received | Rejected after screening / sift | Rejected after 1st interview | Reserve list | Ready to hire |
|----------|------------------------------|--|--|---------------------|----------------------|
| Under 35 | 41.3% | 43.7% | 23.3% | 33.3% | 33.1% |
| 35 – 49 | 42.6% | 41.0% | 53.9% | 45.1% | 46.0% |
| 50 – 64 | 16.0% | 15.1% | 21.8% | 21.6% | 20.9% |
| Over 65 | 0.1% | 0.2% | 1.0% | 0.0% | 0.0% |

Applications from 35–49 age group have taken over from under 35s as having the highest proportion of applicants. The proportion of younger applicants being rejected after screening has increased. In comparison to the number of applications received there is a higher proportion of applicants over 35 reaching ready to hire status.

7. FSA Performance Management Scheme

Within the FSA performance review scheme, employees received a score of either 1 (exceptional performer), 2 (effective performer) or 3 (improvement expected). Analysis found that there was only sufficient evidence to suggest that the highest performance scores were associated with age and working hours, and the lowest performance scores were associated with age, gender and working hours.

In general, older members of staff tended to receive lower performance scores. The proportion of over 60s receiving a score of 1 (11%) was significantly lower than the proportion of those in the below 30 age group (30%). The proportion of staff receiving the bottom performance scores increased with age. Among staff aged 40 and over, 11% of staff received a score of 3, slightly more than twice the proportion of those younger than 40 years of age (5%).

Overall the proportion of part time staff awarded the top performance score (11%) was half the proportion of full time staff (25%). Field Operations was the directorate with the most part-time staff. Within Field Operations, only 7% of part-time staff were awarded the top performance score, significantly lower than the proportion of full time staff (23%). Within the rest of the FSA (excluding Field Operations) 14% of part-time staff were awarded the top performance score, compared to 27% of full-time staff. This was not a statistically significant difference.

The proportion of male staff awarded the lowest performance score (12%) was more than twice the proportion of female staff awarded the same score (4%). However, there was no significant difference between genders in the proportion awarded the top performance score.

8. Learning and Development

The FSA has again committed to sponsoring places on the Civil Service-wide Positive Action Pathway programme. The programme is a targeted learning intervention to support certain groups who are under-represented.

A wide range of diversity-related opportunities are available on Civil Service Learning (CSL) and we continue to support a number of Civil Service-wide initiatives, including the Crossing Thresholds programme and the Women's Leadership Programme.

9. Equal Pay

FSA pay practice and structure is underpinned by a job evaluation scheme (JEGS) which is used to support fair and consistent decisions about the weighting of job roles and provide the basis of a fair and orderly grading structure. The JEGS scheme is used in respect of posts from the Administrative Officer grade through to Grade 6 – and most evaluations are undertaken when a new post is created or an existing

post changes significantly. A separate analytical scheme, Job Evaluation for Senior Posts is used for jobs within the Senior Civil Service grades.

10. Gender Pay Gap

In 2017 the Government introduced world-leading legislation that made it a statutory requirement for all organisations with 250 or more employees to report annually on their gender pay gap. Government departments are covered by the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 that came into force on 31 March 2017. These regulations underpin the Public Sector Equality Duty and require the relevant organisations to publish their gender pay gap data by 30 March 2018 and then annually. The FSA published its first [gender pay gap report](#) in March 2018.

11. Social Science

We continue to use our Consumer Segmentation for our activity across England, Wales and Northern Ireland to help us target our communication and policy development to the right audiences. We've also conducted research specifically in Northern Ireland looking at calorie-intake and healthy eating. We continue to engage with a diverse range of people on all our research – local or national population representation.

We are currently developing an annual tracking survey to engage with Small-medium sized food businesses. Initial scoping work began in 2017 to increase engagement with this audience. The survey will be rolled out in coming months, to capture their views, concerns and experiences.

12. Accessibility

The FSA aims to make its website food.gov.uk as accessible as possible. Information provided from the FSA is for everyone, regardless of ability, age or background and the FSA is committed to ensuring its website is accessible to the widest possible range of people.

During 2017/2018 we redeveloped food.gov.uk. We reviewed our content to make sure our webpages are clear and simple to understand and are consistent and functional on all major browsers and devices. We aim to ensure our websites can

be used and work well with assistive technologies, such as software that reads pages aloud. We provide meaningful text equivalents for pictures, where pictures contain information, and our video content includes captions.

The accessibility of the website is tested and monitored on a continuous basis.

We use a product called SiteImprove to highlight any issues and we intend to involve users with a variety of disabilities in website testing. More information about the [FSA's accessibility](#) can be found online.

13. The Welsh language in the FSA

The FSA provides its resources and advice bilingually in Wales, ensuring that Welsh speaking consumers can engage with the Agency in their language of choice.

In 2017, highlights have included:

- A bilingual presence at major public engagement events such as the [Royal Welsh Agricultural Show](#) and the [National Eisteddfod](#) (festival of Welsh culture and language), where important messages and advice around food safety and standards are communicated bilingually. It has also included bilingual theatre in education workshops in schools across the length and breadth of Wales.
- Bilingual FSA's public food safety campaigns in Wales, including the national Food Safety Week, messaging around Safe Summer Eating and FHRS publicity campaigns and associated material. This has been supplemented with Welsh language media interviews across various channels in Wales to ensure the FSA reaches its Welsh speaking audience.
- The FSA's Welsh Language Team published its standardised glossary of food safety terminology, on the [National Terminology Portal](#).
- During 2017, work commenced towards developing the FSA's brand-new website, to improve the user experience and make our website more accessible. This has included creating a Welsh language website to reflect the English content, again providing a language choice in Wales.
- During 2017, we also successfully recruited bilingual officers to both the Business Support team and the Communications team in Wales, to ensure a comprehensive bilingual public facing service in Wales in relation to these two facets.

Further information about the [FSA's Welsh language policy](#) can be found online.

14. Our Ways of Working

The Our Ways of Working (OWOW) programme was established in late 2015 to create an environment in which our people are highly capable, effectively supported and engaged with our mission – food we can trust – so that they consistently choose to make outstanding contributions to protecting, informing and empowering consumers. The programme has increased smarter, location agnostic working across the organisations with tools and management support we need to do our jobs effectively.

In 2017 we launched three new contract types (office/site based, multi-location and home enabled) which have been developed to support our staff and allow a formal agreement for the individual to work in a location which suits them and the FSA.

The take up rate of each contract type is:

- Office/site based: 50%
- Multi-location: 25%
- Home-enabled: 25%

Once all staff are working to the new contracts we intend to put in place monitoring systems to look at how the different arrangements are working and impacting on engagement and performance and different workforce demographics.

15. Civil Service People Survey

The Civil Service People Survey is an annual survey to measure staff engagement across the Civil Service. As well as an overall organisational action plan, each directorate analyse their own results and involve all team members in designing local actions plans to address the things that matter to them. Analysis of different demographic groups' responses is undertaken to inform the organisational response to the survey. In 2017 the employee engagement score has gone up 2 percentage points to 60% which equals the FSA's highest ever level of engagement.

16. Bullying and Harassment

There was a slight decrease in reported bullying and harassment at work but the figure (17%) remains higher than other Civil Service organisations (11%). Reported overall levels of experiencing bullying and harassment at work averaged 18% across the FSA. Field Operations levels fell by two percentage points to 26%. The number of incidents being reported increased but is only 40% and of those that reported an incident, 20% said the matter had been resolved which is one percentage point less than 2016. However, the percentage of people reporting cases and then feeling that it has been resolved is one percentage point above the Civil Service figure. We re-launched the Behaviour Group (formerly the Anti-Bullying and Harassment Advisor Network) to assist colleagues who are experiencing unwanted or inappropriate behaviour at work and ensure a consistent approach to tackling unacceptable behaviour.

17. Conclusion

Our analysis and measurement of employee and job applicant information highlighted that there is continuing work required to attract, recruit and retain a diverse workforce and to build inclusion with the FSA.

The publication of the Civil Service diversity and inclusion strategy sets out how the Civil Service will become the most inclusive employer in the UK by 2020. As a part of the Civil Service the FSA is committed to help achieve this ambition and work has started to develop our own strategy for publication in 2018. The strategy will set out to address the issues identified through our workforce monitoring and will be our key diversity objective as we move into 2018.