

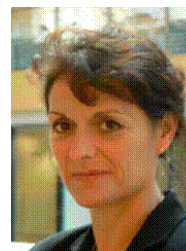


Diversity Strategy 2010-13

*Progress Report
2011-12*

Foreword by Helen Kilpatrick

Two years into our 3-year diversity strategy, I am delighted to present you with this progress report charting our collective achievements over the last 12 months, and our priorities for the coming year.



As the department's diversity champion, I have seen first-hand how far we have come over the last few years. This has been a particularly challenging period of transition with the department undergoing continuing and far reaching change, as we prepare ourselves and the organisation for the future.

The Home Office Board has always been keen to ensure that we retain a diverse workforce with diverse skills to enable us to be a high performing and flexible organisation that works in partnership and promotes equality in everything we do.

It is encouraging therefore to note that during the last year, although we reduced staff numbers by 3,400 posts, we have succeeded in maintaining a diverse workforce at all levels of the organisation. We have an increased representation of women, minority ethnic staff and staff with a disability in the senior civil service (SCS) and grades 6 and 7, as well as, an increased representation of lesbian gay bisexual (LGB) people in grades 6 and 7.

In recent months, we have seen much change. Some is due to organisational restructuring but there have also been revisions to how we meet our statutory obligations. We have put in place policy equality statements to replace equality impact assessments - a positive move towards reducing bureaucracy while continuing to hold the business to account on demonstrating due regard to the public sector duty.

In April 2011, the Government Equalities Office (GEO) joined the Home Office enabling us to work even more closely on equality matters, such as homophobia and transphobia in sport, and on policies around violence against women and girls.

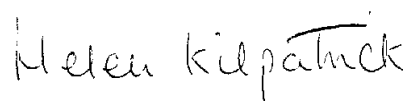
We published our equality objectives in April 2012 which will help us monitor our outward-facing equality priorities over the next few years. We have also published the updated action plan with 100 actions to tackle violence against women and girls, and made good progress on how we deal with sensitivities around gender, gender identity and sexual orientation in asylum cases. This is all about making a difference to the public who come into contact with Home Office policies and services.

The staff survey for 2011 showed an improvement in staff engagement compared to the previous year. Overall, the 2011 corporate engagement score was 49%, a 2% increase on last year's result. Inclusion and fair treatment scores were 77% - better than the civil service average of 73%.

However, I also recognise that bullying and harassment percentages remained unchanged, and lower levels of engagement were identified among staff with disabilities. We are making a concerted effort to address these issues. We have undertaken work across the Home Office and agencies both to understand the causes of local bullying and harassment responses in the staff survey, and to take action to reduce it. Feedback from staff who have completed the 'Diversity and Respect' 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.

We are also embarking on a programme of work to increase the engagement levels of disabled staff through the "No Barriers" initiative which looks at how the Home Office can further improve its support to staff and managers when addressing disability issues.

The progress we have made overall would not have been possible without the huge amount of work that I know goes on across the Home Office and its agencies. I would like to thank all those in the staff networks, the diversity champions, members of the Diversity Strategy Programme Board (DSPB) and those who deal with equality and diversity issues on a day-to-day basis who have helped us get this far. We now need to continue with our efforts in this last year of the current strategy, to ensure we are in a stronger position to further demonstrate consistent delivery across the five strategic aims.

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

Helen Kilpatrick

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

Executive Summary

The Home Office Board launched its current three-year diversity strategy in June 2010. It contains the five strategic aims of: leadership, a representative workforce, an inclusive working environment, meeting our statutory obligations and service delivery.

Our goal is to achieve a green rating against the five strategic aims by April 2013. While we have met the target for aim 4, and are showing progress on aim 5 (an amber/green rating), aims 1 and 2 remain at amber. The lower rating for aim 3 (a red/amber rating) is directly influenced by staff survey results. These ratings need to be considered against a background of far-reaching organisational change. We have begun working with Diversity Strategy Programme Board (DSPB) colleagues and business areas to consider what we need to do to enable us to move forward towards achieving a green rating across all five aims by 2013.

Our position against the five strategic aims is summarised below.

| | Q1 (Baseline) Apr-Jun 2011 | Q4 Jan-Mar 2012 |
|---|----------------------------------|-----------------------|
| 1. Effective leadership | 4.9 | 4.9 |
| 2. Representative workforce | 4.9 | 4.8 |
| 3. Inclusive working environment | 4.0 | 3.8 |
| 4. Statutory obligations | 6.0 | 6.0 |
| 5. Service delivery | 4.6 | 5.1 |

For these ratings:

green = 6 (the highest score it is possible to achieve)

amber/green = 5

amber = 4

red/amber = 3

red = 2, and

black = 1 (the lowest score)

Aim 1: Leadership

- The **role of the DSPB** is to monitor progress against the strategy and show leadership on embedding equality and diversity in the way the department functions. The DSPB has considered and responded to equality and diversity issues affecting Home Office staff and our outward-facing policies. This work has included reviewing the diversity implications of staff survey results, the department's equality objectives and positive action agenda.
- A total of **2,837 staff** completed the unconscious bias e-learning since it was launched on 1 April 2010.¹

Aim 2: Representative workforce

- We have met six of the nine representation benchmarks as at March 2012. Females in the senior civil service (SCS) and grades 6 and 7, black and minority ethnic (BME) in the SCS and grades 6 and 7, disabled representation in the SCS and also lesbian, gay and bisexual (LGB) in the SCS.

| | | Mar 2011 | Mar 2012 | Trajectory | Benchmark for 2013 | BRAG | Key to scoring | | | | | | | | | | | | | | |
|----------|-------------------------|-------------|----------|------------|--------------------|------|---|-------------------------|-------------|-------|---|--------|-----|--------|---|--------|-----|--------|---|------|---|
| Female | SCS | 32.3 | 38.5 | ↑ | 38 | G | <table><tr><th>% of benchmark achieved</th><th>BRAG status</th></tr><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></table> | % of benchmark achieved | BRAG status | ≥ 86% | G | 71-85% | A/G | 56-70% | A | 41-55% | A/R | 26-40% | R | ≤26% | B |
| | % of benchmark achieved | BRAG status | | | | | | | | | | | | | | | | | | | |
| | ≥ 86% | G | | | | | | | | | | | | | | | | | | | |
| 71-85% | A/G | | | | | | | | | | | | | | | | | | | | |
| 56-70% | A | | | | | | | | | | | | | | | | | | | | |
| 41-55% | A/R | | | | | | | | | | | | | | | | | | | | |
| 26-40% | R | | | | | | | | | | | | | | | | | | | | |
| ≤26% | B | | | | | | | | | | | | | | | | | | | | |
| SCS PB2+ | 29.2 | 29.6 | ↑ | 35 | A/G | | | | | | | | | | | | | | | | |
| G6/7 | 45.9 | 46.3 | ↑ | 45 | G | | | | | | | | | | | | | | | | |
| BME | SCS | 5.6 | 6.0 | ↑ | 6 | G | | | | | | | | | | | | | | | |
| | G6/7 | 10.8 | 11.1 | ↑ | 10 | G | | | | | | | | | | | | | | | |
| Disabled | SCS | 3.8 | 4.4 | ↑ | 3 | G | | | | | | | | | | | | | | | |
| | G6/7 | 4.6 | 4.8 | ↑ | 6 | A/G | | | | | | | | | | | | | | | |
| LGB | SCS | 6.0 | 5.8 | ↓ | 5 | G | | | | | | | | | | | | | | | |
| | G6/7 | 3.8 | 4.0 | ↑ | 5 | A/G | | | | | | | | | | | | | | | |

Aim 3: Working environment

- We have reviewed the **staff survey 2011** results, and business areas have developed action plans to tackle issues, particularly around disability.
- Comparisons for the Home Office 2010 and 2011 staff surveys showed the following on behaviour and culture:
 - Overall, the 2011 corporate engagement score was 49%, a 2% increase from last year.

¹ Unconscious bias training is designed to raise awareness and allow staff to explore the nature of relationships, perceptions and prejudices.

- Inclusion & fair treatment scores are 77%, better than the civil service average of 73%.
- The figures for bullying, harassment (14%) and discrimination (16%) remained unchanged from last year.
- Disabled staff are significantly less content than non-disabled staff, scoring less positively compared to non disabled staff across most staff survey categories.
- We have achieved ‘Gold’ on gender, race and disability benchmarks, and came second in the Stonewall Workplace Index and the a:gender Trans-Equality Index.

Aim 4: Statutory obligations

- We published the **Home Office equality objectives** in April 2012.
- **Government Equalities Office (GEO)** has worked with government departments to help them understand and implement both the **equality duty and the specific duties**.
- GEO has produced and disseminated **quick start guides** to help public bodies implement these duties.

Aim 5: Service delivery

- On supplier diversity – although the average scores for the 45 suppliers completing the **CAESER** (corporate assessment of environmental, social and economic responsibility) benchmarking tool² in 2010/11 were 63% compared with 61% in 2011/12, this is in line with performance across other government departments and reflects the fact that the scope of the CAESER assessment has increased.
- The updated cross-government **Violence against Women and Girls Action Plan: Taking Action, The Next Chapter** was launched in March 2012 to coincide with International Women’s Day. It contains 100 actions relating to prevention, provision of services, partnership working, justice outcomes and reducing risk to women and girls.
- We have engaged with the **local community**, for example, through the Criminal Records Bureau (CRB) Heroes project (as described in the later section under Aim 4 on ‘Engaging with the community’), the Anthony Walker Foundation and London Pride.
- The **GEO** joined the Home Office on 1 April 2011 and have taken forward work to promote gender, lesbian, gay, bisexual and transgender equality.

² CAESER is a voluntary tool that allows the Home Office to monitor our top suppliers on how they deliver their corporate social responsibilities.

This included launching a consultation on equal civil marriage, tackling homophobia and transphobia in sport, launching a transgender action plan and promoting an information pack for parents to help children to have a better understanding of body awareness issues. A full list of GEO publications can be found at:

<http://www.homeoffice.gov.uk/publications/equalities/>

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
- Monitoring in real-time the diversity impact of downsizing the Home Office.
- All leaders and managers to take personal responsibility for mainstreaming equality and diversity in their business plans.
- The department's corporate stakeholder research programme will include two performance indicators to provide evidence of 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 will be a part of every member of staff's performance appraisal by 2013.
- Heads of units to ensure that all their staff complete staff online awareness programmes on unconscious bias and equality and diversity by 2013.

What we have achieved in 2011/12:

Visible leadership

- The **DSPB** has representatives at director level from across the department to drive and govern the strategy. In the last year, the membership has expanded to include GEO and Civil Service Learning (CSL). The role of the DSPB is to monitor progress against the strategy and show leadership on embedding equality and diversity. Significant areas of consideration included:
 - Reviewing the progress made on the diversity strategy 2010-13 and agreeing measures to further improve delivery of the aims, for example, introduction of a self assessment model for high-achieving business areas in order to better focus support on areas that may require it.
 - Considering proposals for delivery of the public sector equality duties including setting of the department's equality objectives, publishing of

equality information and providing evidence of 'due regard' through the use of policy equality statements.

- Looking at positive action measures to identify, develop and deploy the diverse talent within the department.
- Responding to the staff survey 2011 and driving progress in poor performing areas.
- Leadership at a regional level is evident through the **16 equality and diversity action groups** (EDAG's) established throughout UK Border Agency (UKBA) that meet quarterly. These groups are chaired by regional directors with the typical agenda including the five strategic aims, public sector duty, staff survey priorities, reasonable adjustments, diversity learning and representation rates.

Visible leadership – UKBA

In UKBA all business areas have continued to use the diversity strategy as a powerful tool to guide their approach to ensuring that we build in equality and diversity considerations into all we do across our functions. The EDAGs have provided excellent focus in business related decisions through using the strategy. They have driven progress on staff survey issues, including interventions to both understand and reduce incidences of bullying and harassment. Clear progress has also been made in service delivery areas. In our drive to achieve customer excellence, the diversity strategy has been instrumental in helping business areas to focus on considering the needs of our diverse customer base. For example, as a result of obtaining feedback from our customers regarding their experiences of using our services and facilities, several areas have made improvements that include changes to interview rooms and the addition of standard reasonable adjustment equipment.

Joe Dugdale
Corporate Director
Human Resources & Organisational Development

Diversity Champions

- Within the department, Board diversity champions take the lead on fostering and embedding equality for specific protected characteristics, acting as role models and change agents.
- Staff networks have had regular meetings with their respective **Board diversity champions** to highlight issues faced by staff and to work collaboratively to resolve them.

Identity and Passport Service (IPS) working with THE NETWORK

When I joined IPS as Executive Director of Operations in November 2010, I was delighted to renew my personal engagement with THE NETWORK. Alongside my operational management role in IPS, I took on the role of Board champion for equality and diversity, which means that I have specific responsibility for race equality, while other directors work with other staff network groups. I have worked closely with THE NETWORK over the last year, focusing on our area offices in London and Peterborough, where the majority of our BME staff work. The open door sessions that THE NETWORK hosted provided us with a lot of input about the experiences of BME staff, and how we needed to improve.

That work has fed into our local action planning, with new approaches to mentoring and training, and more effective ways for managers and staff to come together. We have a lot still to do to before we achieve our aim of being an exemplar as an employer for our diverse workforce, but we are determined to get there. THE NETWORK, nationally and locally, are our partners in that work. The proactive and supportive approach adopted by THE NETWORK has helped us to make positive changes.

*Paul Pugh,
Director of Operations and Race Diversity Champion
IPS*

Training on unconscious bias

- In April 2010, the Home Office launched an e-learning package available to all staff on **unconscious bias**. A total of 1,099 staff completed the unconscious bias e-learning between 1 April 2010 and 31 March 2011, with a further 1,738 completing it last year (2011-12). This brings the total to 2,837 staff that have completed the training (with a further 486 in progress).

Diversity learning

- We have continued to deliver **diversity DVD workshops** to the business areas. This has resulted in a good take up of the 'Diversity and Respect' (bullying and harassment) workshops with it being made mandatory in some parts of the business. Over 300 workshops have been delivered across UKBA and Home Office HQ and over 3,500 staff have been trained.
- Over 22,000 staff have completed the **diversity e-learning programme** since its launch in September 2008, 1,000 of whom undertook it within the last year. Seventy seven per cent said they have a better understanding of equality and diversity as a result of the training. Feedback on the e-learning shows that of those who have completed the training:
 - 70% are more confident about challenging inappropriate behaviour and language.
 - 75% have a greater understanding of what bullying and harassment are.
 - 77% have a greater understanding of the negative impact that bullying and harassment can have on colleagues and customers.

Feedback from colleagues on bullying and harassment workshops

"I now understand how many things can be construed as bullying – I've been a bully for years – never meaning to be"

"I don't normally bother with these types of workshops but this was not patronising. It was pitched at the right level and gave me loads to think about regarding some of my own behaviour"

"It made me think about things in an open and honest way and realise that not everything is harmless banter"

Our priorities for 2012/13

- Continue to monitor progress against the diversity strategy with the DSPB, focusing on areas of risk to move us to a green rating across the five strategic aims by May 2013.
- Reduce levels of bullying, harassment and discrimination by at least 1%.
- Tackle unconscious bias in the way line managers make decisions about our people.

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 and 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 2011/12:

Representation

- The following chart shows our representation in March 2011 and March 2012, against benchmarks set for SCS and grades 6 and 7 for 2013.

| | | Mar 2011 | Mar 2012 | Benchmark for 2013 | BRAG | Key to scoring | | | | | | | | | | | | | | | |
|----------|-------------------------|-------------|----------|--------------------|------|--|-------------------------|-------------|--------|---|--------|-----|--------|---|--------|-----|--------|---|------|---|--|
| Female | SCS | 32.3 | 38.5 | 38 | G | <table><tr><th>% of benchmark achieved</th><th>BRAG status</th></tr><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></table> | % of benchmark achieved | BRAG status | ➤= 86% | G | 71-85% | A/G | 56-70% | A | 41-55% | A/R | 26-40% | R | ⬅26% | B | |
| | % of benchmark achieved | BRAG status | | | | | | | | | | | | | | | | | | | |
| | ➤= 86% | G | | | | | | | | | | | | | | | | | | | |
| | 71-85% | A/G | | | | | | | | | | | | | | | | | | | |
| | 56-70% | A | | | | | | | | | | | | | | | | | | | |
| 41-55% | A/R | | | | | | | | | | | | | | | | | | | | |
| 26-40% | R | | | | | | | | | | | | | | | | | | | | |
| ⬅26% | B | | | | | | | | | | | | | | | | | | | | |
| SCS PB2+ | 29.2 | 29.6 | 35 | A/G | | | | | | | | | | | | | | | | | |
| G6/7 | 45.9 | 46.3 | 45 | G | | | | | | | | | | | | | | | | | |
| SEO/HEO | 49.2 | 50.0 | n/a | | | | | | | | | | | | | | | | | | |
| EO | 50.8 | 50.0 | n/a | | | | | | | | | | | | | | | | | | |
| BME | SCS | 5.6 | 6.0 | 6 | G | | | | | | | | | | | | | | | | |
| | G6/7 | 10.8 | 11.1 | 10 | G | | | | | | | | | | | | | | | | |
| | SEO/HEO | 16.9 | 18.0 | n/a | | | | | | | | | | | | | | | | | |
| | EO | 26.8 | 26.4 | n/a | | | | | | | | | | | | | | | | | |
| Disabled | SCS | 3.8 | 4.4 | 3 | G | | | | | | | | | | | | | | | | |
| | G6/7 | 4.6 | 4.8 | 6 | A/G | | | | | | | | | | | | | | | | |
| | SEO/HEO | 6.0 | 6.0 | n/a | | | | | | | | | | | | | | | | | |
| | EO | 6.3 | 6.3 | n/a | | | | | | | | | | | | | | | | | |
| LGB | SCS | 6.0 | 5.8 | 5 | G | | | | | | | | | | | | | | | | |
| | G6/7 | 3.8 | 4.0 | 5 | A/G | | | | | | | | | | | | | | | | |
| | SEO/HEO | 3.2 | 3.3 | n/a | | | | | | | | | | | | | | | | | |
| | EO | 2.4 | 2.5 | n/a | | | | | | | | | | | | | | | | | |

- We have met six of the nine representation benchmarks as at March 2012. These are females in the SCS and grades 6 and 7, BME in the SCS and G6 and 7, disabled representation in the SCS and also LGB in the SCS.

Recruitment and selection

- In line with our commitments in the comprehensive spending review, at the Home Office, as is the case with other government departments, we continue to reduce our workforce. There has been a reduction from 31,000 full-time equivalent employees in March 2011 to 27,500 in March 2012 - a decrease of 3,400 posts over the year. Despite this, we have maintained the diverse mix of staff over that period.
- The Home Office moved to recruiting via Civil Service Jobs this year where anonymity at sift has been introduced (as a pilot in some areas), to reduce the likelihood of attracting unconscious bias.
- Diversity managers/leads throughout UKBA have been dip sampling recruitment and selection processes, and as a result, they have challenged potentially discriminatory criteria.

Positive Action

- On **talent management**, we have delivered a number of mainstream development programmes as well as **positive action programmes** such as Coaching-Squared, Leaders Unlimited, Fast Stream Summer placements, Threshold, Springboard and Preparing for Top Management. In addition, more and more SCSs are now linking in to our staff networks to mentor individuals from under-represented groups to help with their development and career progression.
- A **review of positive action programmes** concluded that although there was a place for positive action, there was also a need to consider developing talent through more diverse representation on core leadership and development programmes.
- **Coaching** is available with one of the professionally trained internal coaches for all staff at all levels. For 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.

Staff Networks and development opportunities

- Staff networks have provided a number of development opportunities for their members in the last year, promoting mainstream development opportunities (including the fast stream) and bespoke opportunities in their global emails to members. Some examples are given below.
 - THE NETWORK held two interview technique workshops in August 2011 at Lunar House, Croydon. Each session lasted two hours and was facilitated by Network Executive Committee members. The sessions covered how to prepare for competency-based interviews and provided guidance on the relevant core competencies that are tested at interview.
 - Held an 'Inspiring Leaders' Storytelling event for lesbian, gay, bisexual and transgender (LGB&T) history month at 2 Marsham Street, London (with Debbie Browett, Gareth Redmond, Evan Davies).
 - Launched the Spectrum mentoring and coaching scheme.
 - Sponsored places on a Stonewall Ashridge course for LGB staff.
 - Home Office Women ran two career planning seminars with Crossing Thresholds, a regional 'Improve your CV' event and national networking opportunities.

Our priorities for 2012/13

- Continue to focus on maintaining a diverse workforce during downsizing through effective monitoring and workforce planning.
- Identify and support talented staff to create a diverse talent pipeline.

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:

- Reduce year-on-year, the gap between employee engagement levels of the majority and minority groups in the staff survey results.
- Reduce year-on year, the proportion of staff who state in the staff survey that they feel they have been discriminated against to fall below the civil service average for similar departments.
- Reduce year-on-year, the proportion of staff who state in the staff survey that they feel they have been bullied or harassed to drop below the 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 2011/12:

Results of the Staff Survey

- Comparisons of the Home Office 2010 and 2011 staff surveys showed the following with regard to behaviour and culture:
 - The score for staff feeling that they were treated fairly at work improved by one percentage point, but was lower than the civil service-wide score.
 - Levels of bullying and harassment remained the same at 14% and discrimination remained at 16%.
 - 67% of staff felt that the organisation respects individual differences compared to 65% the previous year.
 - More staff felt valued for the work they do, with a three percentage point improvement on last year's score.
 - Staff considered grade to be a common reason for discrimination but the survey results also highlighted clear differences in the drivers of

discrimination in the agencies compared with Home Office HQ. Lower levels of engagement were identified among staff with disabilities.

Responding to the Staff Survey

- Action plans are in place in response to the staff survey results. These plans have been developed to be better targeted and more specific than in previous years, with clear actions, responsibilities and intended outcomes.
- Senior commitment for the roll-out of equality and diversity interventions, including diversity and respect workshops and unconscious bias e-learning.
- Focus groups, forums, and local pulse checks take place across the department to better understand and act in response to staff survey results.

Tackling bullying, harassment and discrimination (BHD)

- Across the Home Office and agencies, work has been undertaken to understand local BHD responses in the staff survey and take action to reduce it. For example, a mid year survey carried out by one unit in the Office for Security and Counter Terrorism showed that they had reduced their levels of BHD from 20% to 0% through engaging staff, developing an understanding of their concerns and responding appropriately.

Creating an inclusive working environment – Human Resources (HR)

The diversity strategy has helped to inform HR's equality and diversity agenda by identifying and addressing priorities, and providing a framework by which to ensure we meet expectations. During the last year, HR focused particularly on strategic aim 3 – having an inclusive working environment. We sought to raise staff awareness of diversity by running a number of awareness sessions covering protected characteristics. We also looked at reducing bullying, harassment and discrimination by using the staff survey to inform our activities. We are now in the process of rolling out a number of initiatives to support staff, not just in HR but across the Home Office.

*Raza Hussain,
HR*

- Staff networks have helped raise awareness around bullying, harassment and discrimination. For example, Spectrum has published good practice guidance on LGB&T language.
- In June 2011, there was a high profile Spectrum presence at the Home Office sports day, including, for the first time, sponsorship of Fair Play cup for football. Apart from placing a spotlight on the “anti-homophobic

message in sport” and by extension to wider society itself, it also appeared to have an impact on how individuals conducted themselves on the pitch.

Benchmarking

- We have continued to undertake **external benchmarks**, achieving ‘Gold’ on race, disability and gender and coming second place in both the Stonewall Index 2012 and a:gender trans-equality index. A summary of the benchmark results is provided below.
- For the second year running, the Home Office has featured in The Times Top 50 Employers for Women.

| 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 and the public sector average of 66%. ▪ Due to submit next benchmark in autumn 2012. |
| 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 2012 | <ul style="list-style-type: none"> ▪ 2nd place – best government department. |
| a:gender Trans-equality index | Gender identity | Nov 2011 | <ul style="list-style-type: none"> ▪ Home Office won this index in 2008 and 2009. ▪ Came 2nd in 2010 and 2011. |
| 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. ▪ Due to submit next benchmark in autumn 2012. |
| 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. |
| Clearkit | Disability recruitment | June 2012 | <ul style="list-style-type: none"> ▪ Successfully re-accredited in June 2012. |

Spectrum's priorities for 2012/13

This year has been one of consolidating strengths and increasing the visibility of Spectrum both internally and externally. We are pleased the Home Office has retained its place as the most LGB friendly employer in government and the public sector in the Stonewall Workplace Equality Index.

Our top five priorities for the coming year are:

1. Raising awareness and supporting the business in preventing the bullying, harassment and discrimination of LGB&T staff
2. Better awareness of the diversity of the Home Office's remits and departments.
3. Raising line manager's awareness on LGB&T issues.
4. Continuing work with overseas postings issues and promoting Spectrum overseas.
5. Promoting Spectrum in the regions.

Gemma Evans, Chair of Spectrum

Home Office Women (HOW)

This year has seen our membership continue to grow and over 1000 people attended a number of successful events that ran nationally. We celebrated the 40th Anniversary of the first women Immigration officers and the Home Office became the only government department to be named as one of the Times Top 50 Places for Women to Work for the second year running.

Our top priorities for 2012/13 include:

1. To provide opportunities for members to network, support and inspire each other.
2. To promote awareness of domestic violence so that anyone who is a victim is signposted quickly to professional support.
3. To improve maternity transitions, in the first instance by raising awareness of the issues.

Samantha Heilling, Chair of Home Office Women

a:gender

During 2011-12, a:gender held open events at DVLA, IPS and the British Council that attracted on average sixty delegates, while the annual conference in London was attended by more than 100 delegates. We gained the CPS (Crown Prosecution Service) LGB&T award 'For significant work to increase LGB&T confidence', and contributed to a number of consultations and submissions, including liaising with the Insolvency Service in relation to 'Privacy During Bankruptcy'.

a:gender 2012-13 priorities include:

- Raising trans awareness and training, with events having taken place or agreed across the Home Office and other government departments.
- Engaging with the private sector with a view to them adopting our guidance and best practice.
- Working with the GEO and a delegation from the Bangladeshi Government, seeking to improve conditions of their trans community.

Sandra Quayle, Chair of a:gender

Our priorities for 2012/13

- Continue to take part in external benchmarks and maintain our performance, using the feedback to drive continuous improvement.
- Follow up the staff survey focusing on increasing the engagement of disabled staff, who have repeatedly had the lowest satisfaction rates across the survey, as was the case with the wider civil service.
- Deliver the 'No Barriers' Programme of work that is being developed to enhance the department's support to staff and managers and their needs and concerns when addressing disability issues.

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:

- Review equality objectives and actions 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%.

What we have achieved in 2011/12:

Leading on the public sector equality duty

- GEO has worked with government departments to help them understand and implement both the **equality duty and the specific duties**.
- GEO has produced and disseminated quick start guides to help public bodies implement these duties. GEO sponsors the Equality and Human Rights Commission (EHRC), the statutory body established to help eliminate discrimination and reduce inequality, and works with EHRC on its non-statutory guidance. Both GEO's and EHRC's guidance can be found at <http://www.homeoffice.gov.uk/equalities/equality-act/equality-duty/>

Meeting our statutory duties

- Published our **five equality objectives** on 5 April 2012. These are to:
 1. tackle hate crime and reduce violence against women and girls.
 2. promote equal treatment and equal opportunity. Support gender equality and equality for LGB&T.
 3. secure the border, control migration, reduce cost and improve customer service in accordance with the Equality Act 2010. Develop and deliver operational processes to ensure no unnecessary disadvantage in accessing UKBA and Border Force services result because of a protected characteristic.

4. ensure IPS services are accessible to all customers. Improve the CRB service provision by identifying the most pressing issues facing protected groups.
5. ensure the Home Office is in a strong position to demonstrate evidence of widespread and systematic practice of delivering its equality, diversity and inclusion responsibilities.

Our priorities for 2012/13

- Ensure the department complies with the Equality Act 2010 public sector equality duty.
- Take forward our equality objectives.

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 in place for measuring customer satisfaction across different protected characteristics
- customer satisfaction surveys to show that people from under-represented groups demonstrate similar levels of satisfaction compared to the majority population group
- to improve year-on-year 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 to include equality and diversity considerations to ensure services are provided in line with goods and services provisions.

What we have achieved in 2011/12:




Violence against Women and Girls

- The updated cross-government **Violence against Women and Girls (VAWG) Action Plan: Taking Action, The Next Chapter** was launched in March 2012 to coincide with International Women's Day. It contains 100 actions in the areas of prevention, provision of services, partnership working, justice outcomes and reducing risk to women and girls. New actions include:
 - Work to tackle sexual bullying and harassing practices such as 'sexting'.
 - Provide £125,000 to develop further initiatives to support male victims of domestic violence.
 - Consider how VAWG victims in rural areas could be better supported.

- The action plan can be found at:
<http://www.homeoffice.gov.uk/publications/crime/call-end-violence-women-girls/action-plan-new-chapter?view=Binary>

Supplier diversity

- Of the 55 suppliers that completed the equality and diversity element of the CAESER (Corporate Assessment of Environmental, Social and Economic Responsibility) benchmarking tool in 2010/2011, 45 completed it again in 2011/12. There were, in addition, two new suppliers who completed the benchmark in 2011/12.
- The average score for these 45 suppliers was 63% in 2010/11 compared with 61% in 2011/12.
- 19 suppliers showed an improvement between 2010/12 and 2011/12, whereas 26 suppliers showed a decrease in score. This is in line with performance across other government departments, as a result of the scope of the CAESER assessment having been expanded. This year the procedure has been designed to test suppliers in greater detail across a wider range of government policy areas.

| Year on Year Comparison | | 2010 | 2011 | Change |
|--|--|------|------|---|
| Percentage of employees that monitor 6 or more protected characteristics (E&D Act 2010) | | 32% | 44% |  |
| Percentage of suppliers that conduct equal pay reviews | | 75% | 69% |  |
| Percentage of suppliers that provide awareness training on all 9 protected characteristics (E&D Act 2010) | | 28% | 72% |  |
| Key Performance Indicators 2011 | | | | |
| Percentage of suppliers that are implementing strategies to increase diversity in the workplace | | | 42% | |
| Percentage of suppliers that have a policy which covers all 9 protected characteristics whilst at the same time providing education and awareness training on all 9 protected characteristics (E&D Act 2010) | | | 68% | |
| Percentage of suppliers that use information gathered on equality and diversity to make improvements to policies | | | 90% | |
| Percentage of suppliers that use information gathered on equality and diversity to make improvements to practices | | | 90% | |

Engaging with the community

- CRB delivered the Heroes project with a local school in Liverpool linked to black history month.

CRB Heroes Project

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.

Twenty one students submitted portraits which included images of Tina Turner, Barack Obama and Will Smith. Staff at the CRB 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.

- Staff networks provide key links into the community, and have continued to engage with schools and charities in the last year.
- SPECTRUM presence at London Pride, including a visit from Home Secretary and also a walking group presence at Liverpool Pride. Over half a million people attended London Pride.

THE NETWORK and the Anthony Walker Foundation

In Liverpool THE NETWORK executive committee members joined up with the Anthony Walker Foundation to deliver a powerful presentation to staff. This included a short film entitled 'Colour Blind', directed by Lenny Henry for the Anthony Walker Foundation (AWF) which tackles racism in a light-hearted yet emotive way.

AWF is a charity established by Anthony's family following his tragic death in a racially-motivated attack in July 2005.

The mission of the Foundation is to promote equality and diversity through education, sport and arts events and to support law enforcement agencies and local communities to reduce hate crime and build safe cohesive communities.

The work of the Government Equalities Office (GEO)

- In April 2011, the GEO moved to the Home Office where the Home Secretary is also the Minister for Women and Equalities. GEO takes the lead across government on issues relating to women, sexual orientation and transgender equality matters, and has overall responsibility for equality strategy and legislation, including the public sector equality duty. It is responsible for delivering “The Equality Strategy - Building a Fairer Britain”, published in December 2010 and related actions in the Structural Reform Plan published by the Home Office.
- Since the equality duty came into force, the following are some examples that demonstrate how GEO has used equality information and data to have due regard to the three aims³ of the equality duty and these include the publishing of equality analysis as part of their:
 - Consultation on improving access to elected office for disabled people.
 - Consultation on the reform of the Equality and Human Rights Commission (EHRC).
 - Proposals for new arrangements for information, advice and support on discrimination and human rights.
- Below are other examples of how GEO has used equality information and data to inform its work on promoting:

Women’s equality:

- Voluntary gender equality reporting in organisations with 150 to 249 employees.
- The Cranfield University Female FTSE Report, which complements Lord Davies’s independent review into Women on Boards.

Lesbian, gay, bisexual and transgender equality:

- Advancing transgender equality: a plan for action.
- A consultation on civil partnerships on religious premises.
- Published a consultation on equal civil marriage.
- Continued work to tackle homophobia and transphobia in sport.
- Pressed ahead with delivering the commitments in Working for Lesbian, Gay, Bisexual and Transgender Equality: Moving Forwards.

³ To eliminate unlawful discrimination; advance equality of opportunity; and foster good relations between people who share a protected characteristic and those who do not share it.

- The full set of GEO publications, which includes the research that contributes to its wider work programme can be found at:
<http://www.homeoffice.gov.uk/publications/equalities/>

Our priorities for 2012/13

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