



**Home Office**

3-Year

Diversity Strategy

2007 – 2010

**3-Year Diversity Strategy**  
Cultural Change

Cultural Change

## Home Office 3-Year Diversity Strategy

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## Home Office 3-Year Diversity Strategy

### Foreword from the Permanent Secretary

I am delighted to be launching the Home Office's 3-Year Diversity Strategy. It sets out our commitment to delivering diversity in all areas of our business and our plans for doing so by 2010. We are determined to ensure that diversity is an integral part of our policies and services and the way we manage the Home Office

We do not start from scratch. We will build on previous strategies, like our 5-Year Race and Diversity Programme, and continue the progress we have made towards meeting our targets for diversity in the Senior Civil Service and the Home Secretary's Race Equality Employment Targets. But the advantage of this strategy is that it brings all those commitments together in one place alongside the Home Office's Race, Disability and Gender Equality scheme, which meets our legislative obligations. I think this will give us new coherence and an impetus to build on the progress we have made so far and go further

Our commitment to delivering equal opportunities for all our staff and for those affected by our policies and services is absolute and unequivocal. We will not discriminate on the grounds of gender, gender identity, ethnic or national origin, disability, sexual orientation, religion or belief or any other factor irrelevant to a person's work. Assessment for recruitment, selection, appraisal, training and career progression purposes must be based entirely on the individual's ability and suitability for the work. We are committed to providing staff of all ages and backgrounds with opportunities to maximise their skills and achieve their potential, offering flexible working arrangements wherever possible

## Home Office 3-Year Diversity Strategy

We will put in place an effective framework which ensures that there is a consistent approach across the Home Office in delivering to the following five aims:

1. Managers at all levels demonstrate **effective leadership** on equality and diversity
2. Potential of under-represented groups developed to create a **representative workforce** at all levels
3. A **working environment** where staff respect and value each other's diversity
4. Effective Home Office implementation of **statutory obligations** on equality and diversity
5. **Services delivered** in a way that promotes equality and respects diversity

I and my senior colleagues in the Home Office have agreed this strategy and will play our part in ensuring it is implemented. We want a diverse workforce and aim to provide a working environment where all staff at all levels are valued and respected and where discrimination, bullying and harassment are not tolerated. We look to all our staff to play their part in supporting this aim

**Sir David Normington**

# Home Office 3-Year Diversity Strategy

## Home Office Objectives

Diversity must be mainstreamed into all of the Department's work, particularly in its role in protecting the public as set out in our strategic objectives to:

1. Help people feel safer in their homes and local communities
2. Protect the public from terrorist attack
3. Cut crime, especially violent, drug and alcohol related crime
4. Support visible, responsive and accountable policing
5. Strengthen our borders, fast-track asylum decisions, ensure and enforce compliance with our immigration laws and boost Britain's economy
6. Safeguard people's identity and the privileges of citizenship
7. Work with our partners to build an efficient, effective and proportionate Criminal Justice System

## Values

The values we developed in consultation with our staff and stakeholders underpin how we will achieve our objectives and guide our everyday behaviour to ensure that:

- we deliver for the public
- we are professional and innovative
- we work openly and collaboratively
- we treat everyone with respect

These values will be underpinned by a set of behaviours to be modelled by Home Office Board members and the rest of the SCS

## Ambition

Our ambition is to create a Home Office which is trusted to protect the public and where people are proud to work

Our priorities to reach our ambition are:

- People at all levels who are skilled, involved, take responsibility and are determined to make a difference
- A Home Office organised to support effective frontline delivery and high performance

## **Home Office 3-Year Diversity Strategy**

- Resources matched to priorities
- Systems which work and make delivery easier

# Home Office 3-Year Diversity Strategy

## 3-Year Diversity Strategy

In July 2004, the Home Office launched a 5-Year Race and Diversity Programme. At the time, the department had lead responsibility for Race, Faith and Community Cohesion. In May 2006 the responsibilities held by the Department moved across to the newly formed department for Communities and Local Government (CLG) following a machinery of government change. A review of both existing and emerging demands, particularly across other equality strands, led to a review of the 5-Year Programme and the development of this 3-year Diversity Strategy. The Strategy will help drive the Department's commitment to mainstream diversity and ensure that it has a representative and skilled workforce to help deliver its ambition across all four priority areas

## Our Vision

To create a working environment within the Home Office Group where:-

- Our staff feel empowered, valued and respected for their contributions
- We are truly diverse in our workforce
- We nurture the potential of all our people to perform at their best
- We are recognised for our commitment to tackling inequality and championing justice and fairness

## Purpose

This Strategy will act as a strategic driver to help secure an integrated and systematic approach to equality and diversity across all business areas within the Home Office Group

## Aims

We will put in place an effective framework which ensures that there is a consistent approach **across** the Home Office in delivering to the following five aims:

1. Managers at all levels demonstrate effective leadership on equality and diversity
2. Potential of under-represented groups is developed to create a representative workforce at all levels
3. A working environment where staff respect and value each other's diversity

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4. Effective Home Office implementation of statutory obligations on equality and diversity
5. Services delivered in a way that promote equality and respect diversity

### Key Objectives

The Department's diversity imperatives can be summed up in three broad key objectives. These objectives are further broken down within each strategic aim. The key objectives are as follows:

- a) Ensure that the implementation and delivery of the 3-Year Diversity Strategy is integrated and consistent across the department
- b) Compliance with equalities legislation and duties across the group which include the publication and review of equality schemes
- c) To make use of balancing measures within the law to create training and development opportunities for staff from under represented groups

### Achieving Objectives

The Strategic Diversity Action Team (SDAT) will work with all areas of the Department and its agencies in ensuring consistency in the delivery of the Strategy. In addition, the following capabilities have been put in place to support the delivery of the Strategy:

- The Diversity Programme Board will meet quarterly to discuss progress towards achieving the five outcomes using a self assessment report (Appendix 'A'). Each Board area will be asked to complete the self assessment on a quarterly basis. Completed reports will be circulated in advance of meetings and be validated by SDAT prior to board meetings. The board will be chaired by the Diversity Champions Network (DCN)<sup>1</sup> representative on the Home Office Board. Each HO board area will be represented by someone at Director Level who is the identified Diversity Lead/Champion. (Terms of reference of the Board can be found at Appendix 'B')

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<sup>1</sup> When the Cabinet Office launched its diversity 10-point plan, it also established a Diversity Champions Network forum made up of board level representatives from each government department.

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- Heads of Equality & Diversity or those with equivalent responsibilities will meet quarterly to ensure consistency in approach across the Department (Terms of reference of the group can be found at Appendix 'C')
- Diversity Experts Group - Diversity practitioners will meet bi-monthly to discuss ongoing work (Terms of reference of this group can be found at Appendix 'D')
- The Home Office Board Diversity Champion appointed by the Permanent Secretary will meet with board colleagues to discuss progress on a quarterly basis
- Each Home Office Board equality strand champion will attend key departmental events relating to their respective equality area (a description of their role can be found at Appendix 'E')
- Quarterly workforce diversity data reports with key messages will be provided to all Home Office Board members and key internal stakeholders
- Allocation of dedicated internal consultancy support to enable the department to meet its aims
- Provide Home Office Board members who lead on equality strands, as champions, with a quarterly newsletter updating them on their respective strands and forthcoming events

# Home Office 3-Year Diversity Strategy

## Strategic Aim 1

Managers at all levels demonstrate effective leadership on equality and diversity

### Introduction

If we are to embed diversity as part of the fabric of the Home Office, everyone in the organisation has a particular responsibility to take actions that will support the Home Office's commitment to Diversity and equality. The actions staff need to take will vary dependent upon where they are in the organisation but these are the key areas where we expect staff at all levels to be accountable:

#### *Senior Leaders*

1. Create a positive culture: set standards, challenge behaviour
2. Be a Diversity Champion for your part of the Office
3. Value the diversity of your staff by creating a diversity-friendly working environment
4. Institutionalise diversity into the way you manage your business

#### *Line Managers*

5. Demonstrate clear leadership on diversity issues
6. Manage your staff to promote a positive working environment where staff are treated fairly and diversity is valued
7. Integrate diversity into policy making, business plans and service delivery

#### *Staff*

8. Set a positive example to others in your team
9. Value the diversity of your colleagues
10. Think about the impact of diversity in every aspect of your work

### Objectives

1. To promote the importance of integrating diversity into PDR objectives for all staff and line managers
2. To promote the importance of resolving staff grievances and complaints expeditiously

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3. To promote the importance of keeping staff up to date on diversity and equality through training and development
4. To ensure that all submissions show consideration of equality and diversity
5. To ensure that diversity objectives are built into all unit and directorate business plans

### **Key Targets and Milestones**

1. Diversity objectives specific to an individual's working environment are in place for all staff within their PDR by 2010
2. All grievances and complaints are acted upon and resolved within the agreed policy timescales by 2010
3. All staff to have undergone diversity training within the 3-years preceding 2010
4. All submissions include a section on the equal treatment implications under a heading of 'Equality & Diversity ' by end 2007

## Home Office 3-Year Diversity Strategy

### Strategic Aim 2

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

#### Introduction

Recruiting, retaining and developing a diverse workforce has tangible organisational benefits. Having a workforce that reflects the UK population helps us to ensure that our policies and services take account of all perspectives in meeting the needs of diverse communities. A truly diverse workforce needs to have a balanced mix of men and women of all ages from different sexual orientations, ethnic and religious backgrounds, disabled and non disabled. The diversity of our workforce is further enriched by valuing and supporting other differences such as educational backgrounds, values, skills and life experiences

In July 2004, the Home Office launched its 5-year Race and Diversity Programme. Now, half-way through this initiative, we have one of the highest proportions of ethnic minority staff in any government department. Over one quarter of staff who have declared their ethnicity are from black and ethnic minority backgrounds. Furthermore, the Department is now the leading central government department on the Stonewall Workplace Equality Index as an LGB friendly employer following a benchmarking exercise

Progress has been made but more needs to be done to ensure fair progression for all. For example, the existing SCS is yet to represent the full diversity of our workforce, particularly at Director level

To underline our commitment to diversity, the Home Office has introduced tougher targets than those recommended by the Cabinet Office 10 point plan.

Our targets are:

- 40% of SCS to be women by 2008 – as at April 2007, 31.8%
- 30% of top management posts to be filled by women by 2008 as at April 2007, 35.3%%
- 8% of SCS to be from a minority ethnic background by 2008 as at April 2007, 3.9%
- 3.2% of SCS to be disabled people by 2008 – as at April 2007, 2%

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### **Objectives**

1. To meet the targets set out in the Cabinet Office Diversity 10-Point plan by 2008
2. To review and promote all balancing measures like development plus targeted at under represented groups who are both seeking and show potential for promotion within the next 18 months
3. To improve the representation of under-represented staff on mainstream training and development courses and programmes
4. To promote opportunities for staff from under-represented groups to apply for SCS posts

### **Key Targets and Milestones**

1. Percentage/Women – total/SCS – target 40% of SCS by 2008
2. Percentage/Minority Ethnic staff – total/SCS – target 8% of SCS by 2008
3. Percentage/Disabled staff – total/SCS – target 3.2% of SCS by 2008
4. Percentage/Women in feeder grades (G6/7) – target of 45% by 2008
5. Percentage/Minority Ethnic staff in feeder grades (G6/7) – target of 10% by 2008
6. Percentage/Disabled staff in feeder grades (G6/7) – target of 3.2% by 2008
7. The roll-out of a revised balancing measures programme available to all staff from under-represented groups by end 2007
8. Ensure proportional representation of under-represented staff on MDP, IDP and feeder grade development programmes by 2010
9. Identify and implement measures to increase the number of staff from under-represented groups in the SCS by end 2007

## Home Office 3-Year Diversity Strategy

### Strategic Aim 3

A working environment where staff respect and value each other's diversity

#### Introduction

There is a lot more to diversity than just visible demographics like the colour of one's skin, gender or age. The diversity agenda seems to emphasise some differences more than others. In fact, a hierarchy of diversity with race, gender and disability has dominated at times to the exclusion of other equality strands. But it should be remembered that diversity is a broad concept and is equally about celebrating other more subtle differences, such as transferable skills, educational backgrounds and values

It is important to ensure that selection is based on experience, knowledge, expertise and personality, in addition to demographics. Such an approach can help dismantle shallow arguments that individuals were recruited because they were black, a woman, or disabled

In short, diversity must be about the recognition of and respect for the infinite variety of human types and experiences. We need to manage diversity with greater creativity and change assumptions about what it means. The challenge is to do this in a large and complex department where affairs of state and pressures of work can too easily take priority over equality and diversity issues. The Home Office has long recognised that diversity is at the heart of its business and it is essential that it engages a workforce that mirrors the diverse society it serves. This ethos serves as a driver for the work we are doing in this area

The Home Office works closely with staff support networks which, in turn, play an important role in fine-tuning communication with management. The organisation provides full financial support for three networks: The NETWORK for minority ethnic staff; HODS (Home Office Disability Support Network) for disabled staff and Spectrum for LGBT staff. The Home Office also provides financial support for a:gender, a civil service wide support network for transsexual and transgender staff. There are also a number of informal staff networks that receive ad hoc financial support including HOW, a women's network and some faith-based networks

#### Objectives

1. To promote and fund Home Office Staff Support Groups, HODS, Spectrum and The Network, particularly around staff support, educational programmes and stakeholder engagement

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2. To support other informal staff support groups like Home Office Women, the Christian Fellowship and the Home Office Islamic Network in marking significant national or cultural events
3. To promote Home Office Board member attendance at key equality and diversity events across the Department

### Key Targets and Milestones

1. Percentage of staff of yes responses to: *“In the past year whilst working for the Home Office I have been treated in a way which I would describe as bullying, harassment and discrimination”* to fall year on year
2. Percentage of staff of yes responses to: *“I believe the Home Office is committed to being an Equal Opportunities Employer”* – should increase year on year
3. Percentage of staff of yes responses to: *“Senior Management where I work value diversity and are committed to creating a diverse organisation”* – should increase year on year
4. Funded staff support groups produce annual business plans together with annual reports on progress
5. Attendance of Home Office Board Diversity Strand Champions at 80% of events run by staff support groups and diversity teams

## Home Office 3-Year Diversity Strategy

### Strategic Aim 4

Effective Home Office implementation of statutory obligations on equality and diversity

#### Introduction

##### *Disability, Gender and Race Equality Scheme*

The Strategic Diversity Action Team (SDAT) co-ordinated work regarding the Home Office's Race, Disability, and Gender Equality Scheme. The scheme incorporates the existing Race and Disability Equality Schemes and the new Gender Equality Scheme. The progress of the 3-year action plans within the equality scheme will be reported on quarterly at the Diversity Programme Board

- The Disability Equality Duty came into force on 4 December 2006. This legal duty requires all public bodies to actively look at ways of ensuring that disabled people are treated equally. All of those covered by the specific duties must also have produced a Disability Equality Scheme, which Home Office published in December 2006
- In 2001, the Race Relations Act was amended to give public authorities a new statutory duty to promote race equality. The aim of the duty is to help public authorities to provide fair and accessible services and to improve equal opportunities in employment. Following the introduction of the race duties, the Home Office produced a Race Equality Scheme in 2002. We revised and updated our Race Equality Scheme in 2005
- The Equality Act 2006 introduced a new duty on 6 April 2007 which requires public authorities, including Ministers and civil servants, to have due regard to the need to promote equality of opportunity for men and women (the Gender Equality Duty). Similar to the public sector equality duties on race and disability, the onus of responsibility will be shifted from the individual towards public authorities responsible for designing policies, practices and services

## Home Office 3-Year Diversity Strategy

Why a 3 strand scheme?

- House the three separate schemes in the same publication
- Synchronise all schemes to a single anniversary
- Ability to review all three schemes at the same time
- Opportunity to identify cross strand discrimination issues
- Integrated and consistent approach across the group

### Objectives

1. All new policies and functions together with existing ones which are deemed to be highly relevant to the Equality Duties undergo an Equality Impact Assessment and to facilitate this, all policy leads from HEO to Grade 6 undergo equality impact assessment training
2. Equality schemes together with action plans are published and reviewed within the statutory timescales and those actions contained within the plans are implemented and reported on regularly
3. To promote the importance of ensuring appropriate measures are in place in our delivery and policy areas demonstrating due regard to our general equality duties
4. To publish employment monitoring data as set out in our specific equality duties on an annual basis and encourage its use across the department
5. To take account of changes in equality legislation resulting from the Discrimination Law Review and put in place measures to implement new requirements across the Home Office

### Key Targets and Milestones

1. All HEO to Grade 6 staff with policy responsibility trained in Equality Impact Assessing by 2010
2. All new policies and bills between 2007 and 2010 have been equality impact assessed
3. 3-strand Equality Scheme Published end April 2007 and reviewed annually with a commitment to produce a single integrated equality scheme by the end of 2008

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4. Progress on action plans reported quarterly at the Diversity Programme Board
5. Agreed minimum data sets are in place for all policy areas to help assess due regard to equality duties by 2010
6. The Home Office and its agencies publish annual employment monitoring reports in compliance with employment duties

## Home Office 3-Year Diversity Strategy

### Strategic Aim 5

Services delivered in a way that promote equality and respect diversity

#### Introduction

The delivery and improvement of our services requires an ongoing understanding and consideration of internal and external customer groups to ensure both high standards in service delivery and the minimisation or mitigation of adverse equality impact

The Home Office's ongoing initiatives are a clear demonstration of the strong focus that we as an organisation have developed to ensure we proactively promote equality within business activities

Our aim is to create a working environment where diversity is recognised, valued and celebrated. In delivering our business through our functions we, on a daily basis, engage with our increasingly diverse society. In order to respond to this dynamic environment and the ever new and exciting challenges it presents, we recognise that services must be relevant, responsive and sensitive and that the organisation must develop its skills and experience to bring about high quality public services

We similarly expect that our providers take equality into account in service delivery, and they monitor their services in accordance with public sector equality duties. In doing so they must ensure their analysis uses qualitative and quantitative data to monitor the needs of different groups. Our commissioning guidance must therefore ensure that the monitoring of the take-up of services by different population groups is done to good effect and as a result, will enable providers to give recognition to the fact that diversity is important to business success in today's increasingly diverse society

## **Home Office 3-Year Diversity Strategy**

### **Objectives**

1. To ensure all contractual arrangements with suppliers explicitly require them to monitor their services in accordance with public sector equality duties
2. To undertake external benchmarking of equality and diversity with organisations like Opportunity Now, Stonewall, Disability Standard and Race for Opportunity
3. To promote the importance of customer satisfaction surveys that assess our performance on accessibility of our services to diverse communities
4. Business areas to identify external key stakeholders, or stakeholder groups, for strategic business issues and ensure their engagement and involvement in developing and delivering our key services

### **Key Targets and Milestones**

1. All guidance and standard contractual arrangements explicitly outline supplier's responsibilities to monitor services in accordance with the general equality duties by end 2008
2. To demonstrate progress year on year on departmental performance on equality and diversity as compared to other government departments
3. Customer satisfaction surveys to show that people from under-represented population groups demonstrate similar satisfaction rates to the majority population group

## Home Office 3-Year Diversity Strategy

### Marketing Strategy

#### Background

Marketing is a key tool in the integration of diversity throughout the Home Office. A clear vision for the marketing strategy will maintain focus, clarity and consistency to ensure that everything that we do feeds into our wider objectives

#### Objectives

The key outcomes for marketing are:

- Diversity is mainstreamed - Diversity is not seen as a discrete subject/optional extra but is genuinely embedded into the work of the department
- To raise the profile of diversity issues across the Home Office Group, Whitehall and beyond
- To be regarded by employers in the public, private and third sector as leaders on diversity
- Managers recognise that promoting diversity is critical to improving performance

#### Delivery

To deliver these objectives, marketing has a number of work-streams which link to the outcomes of the 3-year Diversity Strategy

- Communication Strategy and plan
  - A robust strategy in order to maintain focus on outcomes and avoid an ad-hoc approach
  - Calendar for the year of our events as well as others where board members could have a presence
  - Use mainstream communications vehicles to ensure that diversity is not marginalised

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- Producing a number of communications events throughout the year
  - High profile bi-monthly subject-specific events
  - Events to promote specific diversity activities e.g. Development Plus, EIA training
  - Production of 'Diversity Delivers' Newsletter twice yearly
- Effective use of Diversity website that
  - provides easy access to diversity toolkit
  - projects the professional image of the department
  - reflects the way the department works
  - is accurate and relevant and up to date
  - uses technology to ensure that key messages are accessible to all
- Effective use of diversity messages
  - Explore ways in which SDAT and the staff support networks can promote our work (e.g. attendance at directorate away days/team briefs, use of DVDs and CD ROMs etc)
  - Explore ways in which SDAT can mainstream diversity messages e.g. by using mainstream stories with a diversity angle

## Home Office 3-Year Diversity Strategy

- Effective use of all internal communications systems
  - Inside Track
  - HOT
  - HOT TV
  - Illuminated poster displays in Marsham Street
  - Use of Atrium
  - HR Newsletter
  - HR Bulletin
  - Network Newsletters
  - Civil Service diversity awards
  
- Making effective use of diversity champions to promote policies and tools
  - Use website to promote Champions
  - Maintain contact with Champions through regular e-mail updates on their area
  - Ensure Champions are invited to events which relate to their area
  - Define role of Champions

### Measuring the effectiveness of the marketing strategy

- Using evaluation forms after events
- Annual customer research using sample of customers
- Staff survey questions on valuing diversity

### Key Stakeholders

Audience	Home Office Board Senior Managers Staff from under-represented groups Staff in policy areas Unions Staff Support Networks HR Cabinet Office
Internal contacts	HR Comms advisers – bi-weekly meetings to discuss plans and explore links to other media  Website – CD

### Home Office 3-Year Diversity Strategy

	HOT stories – Home Office Today
External Contacts	Opportunity Now – magazine/benchmarking Race for Opportunity – Benchmarking/annual dinner Employers Forum on Disability Stonewall Benchmarking Commission for Equality and Human Rights Wider stakeholders identified by the Home Office Stakeholder database

## Home Office Diversity Assessment Template

The Quarterly Diversity Assessment Template can be found on Horizon at the following location:

[http://horizon/race\\_diversity/index.asp](http://horizon/race_diversity/index.asp)

### Terms of Reference – Diversity Strategy Programme Board

#### Purpose

The programme board will be responsible for overseeing the delivery of the 3- Year Diversity Strategy and will meet quarterly to review the performance against the following five outcomes:

1. Managers at all levels demonstrate **effective leadership** on equality and diversity
2. Potential of under-represented groups developed to create a **representative workforce** at all levels
3. A **working environment** where staff respect and value each other's diversity
4. Effective Home Office implementation of **statutory obligations** on equality and diversity
5. **Services delivered** in a way that promote equality and respect diversity

The programme board will be chaired by the Diversity Champions Network Representative

#### Terms of Reference

- To review the performance against the 5 outcomes of the Diversity Strategy of each reporting area each quarter using the self assessment framework
- To agree the objectives and business benefits of the Programme and ensure they are achieved, including ensuring the Home Office complies with its statutory equalities duties
- To ensure the availability of required resources; adherence to the Programme budget and value for money
- To authorise changes to the Programme and advise on developing practices and standards that should be incorporated
- To ensure all areas of the Home Office Board are represented at Programme Board meetings and at least a director level representative attends
- To meet as a programme board on a quarterly basis

## **Home Office 3-Year Diversity Strategy**

### **Key Objectives**

- a) Ensure that the implementation and delivery of the 3-Year Diversity Strategy is integrated and consistent across the department
- b) Compliance with equalities legislation and duties across the group which include the publication and review of equality schemes
- c) To make use of balancing measures within the law to create training and development opportunities for staff from under represented groups

### Heads of Equality & Diversity Forum

#### Purpose

A strategic forum consisting of Heads of Equality, Diversity or equivalent that will ensure that the Home Office Group secures an integrated and systematic approach to delivering the 3-Year Diversity Strategy

It will cover the following areas:

1. Legal Compliance issues and general and specific public duties
  - a) Equality Schemes
  - b) Employment Monitoring Duty
  - c) Equality Impact Assessment
2. Progress against 3-Year Diversity Strategy
3. Sharing of good practice

#### Terms of Reference

- Work towards securing an integrated and systematic approach to equality and diversity across the Home Office Group
- Sharing and promoting good practice across the Group
- Promote the importance of achieving a representative workforce
- Raise profile of Home Group on its commitment to tackling inequality and championing justice and fairness
- Influence corporate policy on equality and diversity
- Where appropriate discuss and advise on external service delivery equality and diversity policy issues

#### Key Objectives

- Delivery of the 3-Year Diversity Strategy
- Ensure compliance with equalities legislation and duties across the group

### Diversity Experts Group

#### Purpose

A bi-monthly forum, where diversity practitioners share best practice and discuss ongoing work to deliver the aims of the 3-Year Diversity Strategy

1. Managers at all levels demonstrate **effective leadership** on equality and diversity
2. Potential of under-represented groups developed to create a **representative workforce** at all levels
3. A **working environment** where staff respect and value each other's diversity
4. Effective Home Office implementation of **statutory obligations** on equality and diversity
5. **Services delivered** in a way that promote equality and respect diversity

#### Terms of Reference

- Supporting the Heads of Equality in securing an integrated and systematic approach to equality and diversity across the Home Office Group
- Working collectively to deliver the Strategy's key objectives, targets and milestones
- Sharing and promoting good practice across the Group
- Keeping abreast of developments in equality legislation
- Aiding the identification of risks and opportunities for equality and diversity within the department

#### Key Objectives

- Delivery of the 3-Year Diversity Strategy
- Ensure compliance with equalities legislation and duties across the group

# Home Office 3-Year Diversity Strategy

## Appendix E

### Home Office Internal Diversity Champions

The internal Diversity Champions act as change agents, responsible for reiterating Home Office commitment to becoming one of the leading departments in promoting good practice on diversity in employment policy delivery. The Diversity Champions will fulfil an advocacy role and exemplify taking personal responsibility for valuing diversity

#### **Role of a Diversity Champion:**

- To report to the HOB on all aspects of their diversity strand and to ensure that implications of Home Office policies for that strand are considered
- To work to ensure that systems and processes are aligned with the organisation's diversity goals and the 3-Year Diversity Strategy
- To ensure that they are aware of any recent departmental and legislative changes in respect of their diversity strand
- To support the work of the staff network/s associated with their diversity strand (where applicable)
- To actively support the diversity strand within the department by:
  - regularly communicating the benefits of diversity
  - attending events, such as conferences, workshops, internal and external meetings which link into the strand
  - role-modelling appropriate behaviours
  - encouraging a climate where staff can challenge inappropriate behaviour and reinforce the principles of dignity and respect
  - reinforcing leadership commitment at meetings by mainstreaming diversity into all policy areas
  - mentoring one or more staff members from within appropriate diversity strand

#### SDAT support to Diversity Champions

- Provide quarterly updates to HOB Champions on diversity strands
- Assist Champions to promote policies and tools developed by the team
- Quarterly meetings to discuss business performance

## Home Office 3-Year Diversity Strategy

- Promote role of champions through the SDAT intranet site and other media

<b>Strand</b>	<b>HO Board Member responsible</b>	<b>Associated Staff Network</b>
<b>Race</b>	Sir David Normington	The Network
<b>Gender</b>	Helen Kilpatrick	Home Office Women
<b>Gender Identity</b>	James Hall	Spectrum/ a:gender
<b>Disability</b>	Lin Homer	HODS
<b>Sexual Orientation</b>	Peter Makeham	Spectrum
<b>Age</b>	Ursula Brennan	None
<b>Religion or belief</b>	Moira Wallace	Informal faith networks include Home Office Islamic Network/Christian Fellowship