

**Race equality scheme for the
Health and Safety Commission
and Health and Safety Executive
2002-05**

Revised edition September 2003



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First published 2004

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This scheme was revised in 2003 to take account of responses received during consultation on the original scheme and to report progress on our actions in the first year of the plan. The Health and Safety Commission and Health and Safety Executive would like to thank all those who commented for their contributions.

Available free of charge at www.hse.gov.uk/hsc/res.pdf

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Scope of the race equality scheme

- 1 This scheme addresses equality between people from different racial groups. We have adopted the definition of 'racial group' contained in the Race Relations Act 1976: 'a group of people defined by their race, colour, nationality (including citizenship), ethnic or national origins'.

Race equality values, principles and standards

- 2 The Health and Safety Executive (HSE) and Health and Safety Commission (HSC) appreciate the roles we can play in eliminating racial discrimination and promoting equality. Our vision for health and safety is to gain recognition of health and safety as a cornerstone of a civilised society, and with that achieve a record of workplace health and safety that leads the world. Our recently updated mission, to protect people's health and safety by ensuring risks in the changing workplace are properly controlled, is central to this work and we want it to apply to everyone who may be affected by work activities, regardless of their race.
- 3 We are proud of the professionalism of our staff and the foundations that we have already put in place to eliminate racial discrimination. However, we recognise that as an organisation we can do more to ensure that we work in a way that is fair and accessible for all. We are committed to meeting the true spirit of the amended Race Relations Act and have underway a comprehensive programme of improvement that is outlined in this race equality scheme. Our commitment is further underpinned in two of our new overarching organisational aims (and related strategic thinking for 2004 and beyond):
 - We will develop new ways to establish and maintain an effective health and safety culture in a changing economy, so that all employers take their responsibilities seriously, the workforce is fully involved and risks are properly managed.
 - We will achieve higher levels of recognition and respect for health and safety as an integral part of a modern, competitive business sector and as a contribution to social justice and inclusion.
- 4 HSC and HSE each have a duty to publish a race equality scheme. However, because our work is so closely aligned, we have decided to issue a single scheme that commits both organisations to working in partnership to achieve improvement.
- 5 We have already done much to promote understanding about the value of differences among individuals as an asset to HSE's business. We urge people to recognise that every individual's contribution should be valued, that everyone should be treated fairly, with decency, dignity and respect, and that throughout

the organisation everyone's behaviour, as well as management styles and procedures, should be consistent with these principles. We will continue at every opportunity to ensure that this commitment is reflected in day-to-day practices and that all forms of harassment, discrimination, bullying or other unacceptable behaviour are excluded from working relationships. This is also underpinned by another of our new organisational aims:

- We will exemplify public sector best practice in managing our resources.

Our race equality strategic aims

- 6 We are committed to working towards:
 - identifying and closing any gaps in service provision, so that people have equal levels of protection, equal access to information, etc;
 - outside stakeholders who, regardless of their race, have similar levels of confidence in HSE and awareness of the part we play in occupational health and safety;
 - a workforce that is representative of the people we serve, with representation of those from ethnic minorities throughout the organisation, not just in junior grades; and
 - staff who, regardless of their race, are equally satisfied with their work at HSC/E.

- 7 Wherever we do find gaps in these areas we want to raise the standard for all to the level of the best.

How we will meet the general duty

Eliminating discrimination

- 8 We are committed to ensuring that we have eliminated racial discrimination in our policies and in the ways they are put into practice. A fundamental principle of both HSC and HSE is our aim to target our resources towards those sectors, occupations and work activities that present the most significant risks to health and safety. We will continue to do this while ensuring that we recognise the ethnic diversity among the employers and workers we target, and striving to reach out to all of them.

- 9 In the past we concentrated on treating all of our external stakeholders the same regardless of race. We recognise this is no longer sufficient because there are differences between people, particularly in terms of the networks and sources from which people gather information; the languages spoken; and the way people speak. We aim to ensure that we take account of these factors to help us deal fairly and equally with all of our stakeholders.

- 10 This does not mean there will be any special cases. If prosecution is warranted, it will be taken and if an employee's concerns about health and safety in their workplace are found to be unwarranted, they will not be pursued. But we will work to ensure that everyone, regardless of their race, can understand their rights and duties in terms of health and safety and has equal access to assistance and justice.

- 11 A key step in helping us to ensure that we have eliminated discrimination will be monitoring the effect our policies have in practice. This will allow us to identify where indirect discrimination is taking place and help us to target our efforts more effectively. There are some very real challenges in making monitoring effective which have held back progress in the past. However, we see monitoring as one of our major race equality priorities for the next two years. Details of our approach are outlined below under 'How we will meet the specific duties'.
- 12 All staff have had the opportunity to attend 'Personal Challenge' diversity workshops where the effects of bias and prejudice in the workplace have been explored. The workshops were hugely popular, heightening awareness of unacceptable behaviours and further empowering staff to speak out where they are encountered. As a direct result, staff gave anecdotal examples of unacceptable behaviour that were discussed by the HSE Board, and subsequently senior managers and staff groups. While there is no evidence that unacceptable behaviour is rife within HSE, the anecdotes provided a useful, if uncomfortable and sometimes shocking, insight that has helped reinforce the importance of HSE-wide action to eliminate discrimination. The HSE Board's lessons centred upon the need for effective management, leading by example and taking swift action, encouraging an open culture, and dealing with situations quickly before they get out of hand. We are following up the diversity workshops with targeted training as necessary and will be working on lessons overall to maintain momentum.

Promoting equality of opportunity and good race relations

- 13 The specific duties to promote equality of opportunity provide a sound framework for HSC and HSE to make improvements in real terms. We will follow the spirit of the specific duties by taking action as outlined below under 'How we will meet the specific duties'. In developing this scheme we have analysed all our key policies and functions to identify the areas we need to target for improvement. The analyses identified that subtly different approaches are relevant to different parts of the organisation, and this is reflected in the action plan.
- 14 Internally, we have seen a significant increase in the number of staff who have benefited from level moves for development purposes. This follows the introduction of less bureaucratic procedures in our revised performance appraisal and vacancy filling systems that were introduced during 2000/01. Development moves give staff the opportunity to experience different aspects of HSE's business and give the individual exposure to new skills and career choices. We continue to encourage staff to express interest in these opportunities and are now monitoring our internal vacancy filling.

- 15 We will check our progress through regular staff surveys in which individuals will be encouraged to give frank responses to a series of questions about the impact of our policies. We will take action on areas where there are strong indications that improvements are thought necessary. The next pan-HSE staff attitude survey will take place in early 2004.

Promoting good race relations

- 16 We will continue with our regular participation in careers fairs, especially those that are aimed at ethnic minority communities. This includes career-specific events such as legal careers fairs and sponsorship of special fellowships.
- 17 We have already undertaken a good deal of work aimed at reaching out to ethnic minority communities. We will continue to forge links with schools and colleges in inner city areas and to build partnerships with local community business organisations. We will also continue to use our workplace contact officers to deliver seminars on a range of health and safety issues to local communities. We recognise the importance of interacting with communities and to this end each of the seven operational divisions within our Field Operations Division have produced plans identifying how they will engage with employers and workers from ethnic minorities on a local basis. Further details of plans can be obtained from local HSE offices. We have particularly identified the need to reach out to ethnic minority workers in the construction industry and are building on our experiences to move into this rapidly changing industry sector.
- 18 We plan to take more account of the views of different groups of staff on various issues. Our Director General introduced sessions where different groups of staff (eg ethnic minorities, those with disabilities, women) can come along and express their views and concerns in complete confidence and will pursue these sessions, taking up suggestions wherever possible. On appointment, the Director General also held an 'open line' where anyone could write to him to tell him of their experiences, what they liked/disliked about the organisation and offer suggestions for improvement. The desire for staff input to achieve continuous improvement has also been central to HSE's Change Programme in the last year or so. The head of our Resources and Planning Directorate has met with individuals who were successful on the 'Pathways' development programme to discuss options for the future. Further discussions will take place as opportunities arise.

How we will meet the specific duties

Our functions which are relevant to eliminating discrimination and promoting equality of opportunity and good race relations

Highly relevant to race equality

Policies and procedures affecting the public

- Publication and promotion of information regarding workplace risks etc, including via HSE Books and the Internet.
- Consultation with our stakeholders on proposed new policies.
- Promotion of our messages through the media.
- Local promotional initiatives and events.
- Statistical monitoring and analysis of risk.

Policies and procedures affecting our own staff

- Performance appraisal.
- Performance management.
- Staff training.
- External recruitment.
- Internal vacancy filling and promotion.
- Provision of agency staff.

Fairly relevant to race equality

- Policies and procedures affecting the public
- Investigation of reported injuries, ill health and dangerous occurrences arising as a result of work activities in sectors enforced by HSE.
- Managing policy and practice for incident reporting, including the Incident Contact Centre.
- Investigation of complaints in businesses enforced by HSE.
- Inspection of work activities enforced by HSE.
- Enforcement against bodies corporate and individuals, including prosecution and enforcement notices (excluding elements of enforcement controlled by local authorities).
- Advice on work-related health and safety (oral or written), including via Infoline.
- Investigation and enforcement relating to working time legislation.
- Policy development of guidance, Codes of Practice and legislation.
- Research.

Policies and procedures affecting our own staff

- Pay and conditions (excluding performance-related pay, which is covered under 'Performance appraisal').
- Grievance procedures.
- Disciplinary procedures.

Slightly relevant to race equality

Policies and procedures affecting the public

- Investigation and enforcement relating to employers' liability compulsory insurance.
- Permissioning and licensing.
- Purchasing.
- Forensic service to HSE.

Policies and procedures affecting our own staff

- Absence and ill health management.
- Pensions and retirement.
- Exit monitoring.
- Internal health and safety.
- Expenses.
- Trade union representation (staff unions: Prospect, PCS, and FDA).
- Provision and support internally of information and communication technologies and other support.

Assessing and consulting on the likely impact of our proposed policies on the promotion of race equality

19 We recognised some time ago that we can do more to consult representatives of our ethnic minority stakeholders. As indicated in the action plan, we are actively working to ensure that decisions on future policies and practice take proper account of racial equality issues. The key points are:

- Our chief decision-making bodies are the Commission and the HSE Board. Papers to these bodies are now required to specifically identify what, if any, impact the policy is likely to have upon racial equality. This is supported by guidance and advice. Other decision-making bodies in HSC and HSE will shadow this approach.
- All significant policy changes are subject to consultation. This is normally carried out using consultative documents. We are already acting to improve the representation of ethnic minorities in our consultation directory. Guidance will be amended to require that all consultation exercises identify and include ethnic minority consultees where appropriate.
- We will review our consultation methods to consider how and where other forms of consultation may be appropriate. The need to effectively include representatives of ethnic minority stakeholders will be included as a priority issue in this review process.

Monitoring our policies for adverse impact on the promotion of race equality

- 20 While there are a multitude of possible measures, we have identified three key factors:
- whether people from different racial groups experience different levels of risk;
 - whether people from different racial groups have equal access to information and advice about health and safety; and
 - whether experiences of operational contact, including enforcement action, differ between racial groups.
- 21 In all three, differences may be justifiable on non-racial grounds, but it is important that we can identify what is happening. What we can say is that certain racial groups are concentrated in industrial sectors where we know there are higher levels of risk than average. We will continue to monitor these trends and use them to inform how we communicate our messages.
- 22 We have put considerable effort into trying to identify levels of risk for different racial groups. However, even our largest survey, which included 70 000 respondents, was too small for us to be able to confidently identify whether there are different levels of risk for different racial groups. We could introduce simple, but ineffective, systems for monitoring so that we can say we are complying with the law. However, we want to spend some time developing our monitoring systems so that they provide meaningful information that we can use to make a real difference to racial equality. We have therefore initiated a number of actions. Timescales for completion are given in the action plan.
- We have contracted researchers to carry out a review of the currently available data to see if there is any more we can say about risk differences between racial groups. This will help us to clearly identify the remaining gaps and how we can address them. It will also help set a baseline against which we can make comparisons in the future.
 - We have commissioned research to identify whether different racial groups experience different levels of occupational stress. An earlier study suggested that this might occur, but was not conclusive.
 - In certain circumstances where people suffer an accident or ill health as a result of work, a responsible person (usually their employer) is required to report this to the enforcing authority. It is possible that there will be differences in the rate of reporting according to the ethnicity of the affected person. There are difficulties with developing a monitoring regime that will provide meaningful results, particularly in terms of achieving an adequate response rate. We will identify and consult upon options as part of our RIDDOR review of reporting arrangements.
 - We want to be able to monitor by racial group those killed as a result of work activities. We explored the possibility of obtaining the relevant information

from the Coroner's system. However this does not appear to be a viable option. We are therefore devising a method for capturing this information on our own systems. This issue needs to be addressed with great sensitivity and we remain keen to work with other agencies so that the bereaved are not repeatedly asked for the same information.

- We will expand on current work to identify whether awareness of our work and satisfaction of our services differ between racial groups. This will concentrate upon awareness and usage rates for our services such as Infoline.
- We will devise a protocol for identifying whether employers from different racial groups have different experiences of operational contact, including enforcement. This work will draw upon published guidance from the Commission for Racial Equality (CRE), examples of best practice, and explore possible joined up work with other government departments to identify a monitoring regime that is proportionate to the risk from discrimination.

Publishing the results of consultations, assessments and monitoring

- 23 Each major policy change is considered by HSE and/or HSC. Formal papers include the significant findings of consultations and are published on our website as a matter of course.
- 24 Where consultations are particularly relevant to issues of race equality, we will take further steps to report back on the findings. Depending on the particular circumstances, steps may include: inclusion of a summary in the HSC annual report, a report in relevant ethnic minority media and an announcement on our website. We keep copies of all responses to consultations. All individual consultation responses can be viewed by members of the public on request, unless a consultee has specifically stated that they want their comments to remain private.

Ensuring public access to information and services

Enquiries

- 25 Infoline provides a source of free information to members of the public on occupational health and safety issues. It is run by a contractor to HSE, and has access to Language Line, a national 24-hour interpretation service. Staff at Infoline receive training in using Language Line. We recognise that we can do more to promote the availability of the service and make it accessible to non-English speakers, and plan to review and monitor this.

Meetings in person

- 26 We already have systems in place to provide interpretation and translation facilities for use by operational staff. We will review experience of using these services with a view to improving both uptake and effectiveness. Particular attention will be paid to staff competency in working with interpreters.

Publications

- 27 HSE publishes a vast range of publications, from leaflets explaining basic rights and duties to highly technical books. We have identified the need to get the right information to the right people in the right way and this is particularly true for those stakeholders whose first language is not English. We have had a policy on the provision of information in Welsh for some years. After detailed research and consultation we have agreed a policy for communication with non-English speakers. The policy focuses on effective communication of targeted messages rather than mass translation of our publications. The key points from the policy will be embedded in our internal publication manual and other relevant guidance to staff.

Media promotion

- 28 Our Press Office uses a wide variety of both specialist and general media to promote occupational health and safety messages. We recognise that different racial groups tend to access different media. We can do more to target the appropriate racial groups for each message and have made this a high priority in our action plan.
- 29 The racial mix relevant to different issues and industrial sectors will be identified to help target messages appropriately, and press officers are being provided with training and support in working with ethnic minority media organisations.

Training staff

- 30 The role at the centre is very much one of guidance and support. Our policy is to encourage our directorates and divisions, and staff within them, to take individual responsibility for issues relating to diversity. As previously outlined under 'eliminating discrimination', all staff have been given the opportunity of attending 'personal challenge' diversity workshops where the effects of bias and prejudice in the workplace have been explored. Directorates and divisions are planning further necessary training that will target specific issues relevant to racial equality in practice.
- 31 Those co-ordinating our approach to racial equality work keep their professional knowledge current through specialist workshops/seminars (eg through the CRE)

and other consultancy training on specific equality issues. All central contracts for training now require diversity to be addressed and training evaluation forms include assessment of compliance with diversity policies.

Arrangements to meet specific employment duties

Workforce data

- 32 Currently, our workforce data is generally analysed by gender, race, disability and job band. Our database can also provide information on age, directorate/division, length of service, date started in current post, salary, hours of work, temporary/permanent contract, etc.
- 33 We do not currently analyse our racial data by different racial group, although we have surveyed staff to ensure that the information we hold is as accurate as possible. In this survey we collected data by different racial group and will therefore in future be able to make the analysis on this basis.
- 34 However, not everyone has declared their racial origin to us, despite encouragement to do so. We currently have this information on around 63% of our workforce. We prefer to opt for a voluntary approach to collecting this information as we feel it would be extremely damaging to race relations within our organisation to force the issue now, but recognise that we need to improve significantly upon this figure to reach the 90%+ indicated by CRE guidance. Accordingly, all new entrants are asked to complete a questionnaire about their ethnic background. Those who do not will be approached again with a reminder. Line managers have been asked to explain to their staff how the information is used and to encourage them to provide this information. The 2004 staff attitude survey will ask about race and other diversity issues and will trigger a further survey if anomalies are found with current data. We will also seek to work with the HSE trade unions to encourage their members to provide this important data.

Recruitment, vacancy filling and promotion

- 35 We keep a very careful watch over our policies on recruitment, vacancy filling and promotion and the way in which they operate in practice and have put in place arrangements to monitor data by racial group where necessary. Through equality-proofing our procedures and monitoring results, we have identified a number of actions that we are taking forward:
- A mechanism for considering effects on ethnicity of changes to recruitment process will be addressed at Board level.
 - Continued monitoring of ethnicity of applicants to identify any arising issues.
 - Apart from the 'messages' given in our recruitment literature, it is important

that documentation is clear and short, using bullet points, summaries and step-by-step guides to the selection process.

- Continue with our approach of contracting out the sift process to experienced management consultants to ensure that everything possible has been done to eliminate discrimination at this stage of the process.
- Amend HSE's procurement rules that will require tenderers to set out their approach to race within the tender responses.
- Continue to monitor the impact of our recruitment literature (which has been carefully designed with the needs of different racial groups in mind). We will continue to take positive action by attending job fairs etc held in regions where ethnic minority groups are encouraged to apply. We will continue to review attendance at these events and locations.
- Introducing new exercises into the assessment process that will require review and adjustment to ensure discrimination is controlled as far as is reasonably practicable.

36 Although HSE undertook reduced recruitment in 2002-03 compared to previous years, we continue to attract high quality applicants and had considerable success in recruiting ethnic minority applicants (13%) in our trainee inspector of health and safety campaign earlier in the year. This is due to a combination of factors: continued promotional activities; continued improvement of targeted advertising; contracted out sifting of application and test marking; and we will continue with this approach to attract new applicants.

Training

37 Our in-house human resource data recording system is now recording the training activity for each individual member of staff so that training can be monitored, where appropriate, by racial group to ensure equality of opportunity.

Performance appraisal

38 A review on performance box marks is carried out annually, with the results being brought to the attention of the HSE Board. The performance guidance includes good practice information on avoiding discrimination and highlights steps which reporting officers must take to check quality of reports.

39 The new appraisal system, designed in consultation with staff and trade unions, has been equality-proofed by diversity consultants and is now subject to further piloting. Changes have been made to help reduce the disparity in high performance marks identified when box A awards for staff from ethnic minority groups are compared with the average for the whole of HSE. The pilot running in 2003-04 will be reviewed and when the system has gone live, ongoing monitoring will be undertaken in-house.

Grievances

- 40 A harassment contact adviser network has recently been set up to help provide front-line informal discussion and advice. Monitoring of all formal grievance complaints and selection board decisions is undertaken by Personnel Division, and there is now provision to analyse data by ethnic group if issues become apparent.
- 41 Appeals against performance assessment are monitored by racial group on a sample basis. Divisions are being encouraged to identify evidence of discrimination that does not reach the stage of a formal complaint.

Disciplinary action

- 42 We take disciplinary action where needed, including behavioural areas, and apply effective actions and remedies. All disciplinary cases are monitored and detailed records are kept identifying individuals, disciplinary issues, details of the formal investigation and outcome. A system is now in place to monitor issues by racial group where they become apparent.
- 43 Racial, and other forms of discrimination, by HSE staff are specifically identified in our staff handbook as examples of serious misconduct.
- 44 Further research is needed to determine divisional handling of informal casework.

Dismissals and other reasons for leaving

- 45 No formal monitoring is currently undertaken, although the facility is in place to provide statistical data by racial group.

Our action plan and timetable

46 We have carried out detailed analyses of our policies and procedures on a directorate-by-directorate basis. The analyses identify specific actions to be taken by individual teams. Full details are not included here for the sake of brevity. Below are the key actions that have a wide effect on the work of HSE, with a brief note on the outcome of actions for year one.

Year one (completion by 31 May 2003)

Policies and procedures affecting the public

- Actively consult on the contents of this race equality scheme with ethnic minorities and other stakeholders, including the trades unions representing our staff, and issue a revised scheme taking account of the feedback.
Completed.
- Implement guidance requiring all Commission and Board papers containing proposals for new policies to specifically address the likely effects of the policies on promoting racial equality. *Completed.*
- Produce and distribute formal guidance to staff on three key issues:
 - using interpreters and translators;
 - taking enforcement action where differences in language significantly contribute to the risk; and
 - recording and reporting evidence of racial harassment that operational staff encounter during their routine work.*Completed in part.*
- Field Operations Directorate will use available information to determine the racial mix of the people it serves on a local/regional basis and will then devise a brief plan for engaging with stakeholders from different racial groups.
Completed.
- Publish and promote core information on occupational health and safety in key languages other than English and Welsh for both workers and employers.
On track for completion by end 2003.
- Carry out training for all press officers to assist them in working effectively with the ethnic minority media. *Completed July 2003.*
- Complete a research project into methods for determining key occupational health and safety risks for different racial groups. *Final report due October 2003.*
- Each sector (those responsible for operational policy relating to specific occupational areas, eg health services, construction etc) will produce a brief plan that indicates the racial mix in their industrial sector, the likely

implications for policy and the actions required to ensure that proper regard is given to racial equality. *Completed.*

- Determine the racial mix of workers in the rail industry and identify key implications for HSC/E policy and practice in this sector. *Ongoing*
- Complete research into attitudes to, and awareness of, occupational health and safety among employers from ethnic minority groups. *Completed. Report published September 2003.*
- Review how policy on the employers' duty to communicate information to their employees in a comprehensible form (Management of Health and Safety at Work Regulations 1999, regulation 10) is promoted and enforced in practice. *Ongoing*
- Review policy relating to personal protective equipment (hard hats, breathing apparatus, gloves etc) to identify if particular racial groups are disadvantaged in a way that is unjustifiable. *Completed.*
- Develop and implement a model for assessing the relevance of racial equality to complex issues of health policy. *Ongoing*

Policies and procedures affecting our staff

- Carry out an annual review of the relationship between ethnicity and performance appraisal markings. *Review completed and monitoring ongoing*
- Monitoring of pay through an expanded equal pay audit. *Review completed and monitoring ongoing*
- Evaluate and eliminate potential discrimination in the development of a new staff performance management system. *Ongoing*
- Deliver targeted diversity training were identified as necessary by the evaluation of the personal challenge workshops. *Ongoing*
- Introduce ethnic monitoring of staff training activities. *Completed and monitoring ongoing*
- Review key aspects of our recruitment policy, including recruitment literature, promotional activities, and the use of assessment centres for recruitment purposes. *Partially complete and work ongoing*
- Introduce ethnic monitoring of applicants for internal vacancy filling and promotion including application, sift and interviewing. *Completed system and monitoring ongoing*
- Monitor arrangements for the provision of agency staff to HSC/E. *Completed arrangements and monitoring ongoing*

Year two (completion by 31 May 2004)

Policies and procedures affecting the public

- Establish a methodology for determining if people from different racial groups are subject to different levels of risk to their health and safety.
- Complete research into whether workers from different racial groups are exposed to different levels of occupational stress, including what influence workplace harassment may have on levels of stress.
- Implement monitoring to determine if there are inequalities in those making enquiries to HSE.
- Deliver seminars for all operational staff in the Field Operations Directorate and Railways Inspectorate explaining recent amendments to guidance relevant to racial equality, including use of interpreters etc.
- Deliver a seminar to staff in Policy Group and CoSAS on the relevance of social inclusion issues, including racial equality, to their policy development work.
- Following review, implement new internal guidance to improve consultation with ethnic minority stakeholders during the general policy development process.
- Ensure that all HSC priority programmes have included consideration of racial equality issues in their plans.
- Establish a system for monitoring complaints made against HSC/E by racial group of complainant.

Policies and procedures affecting our own staff

- Review HSC/E pay policy issues not already addressed in the review of performance management above.
- Review policy on staff taking time off.

Year three (completion by 31 May 2005)

Policies and procedures affecting the public

- Develop a methodology aimed at determining if the rate of accident and ill-health reporting varies according to the ethnicity of the person affected.
- Review the effect of revised HSC/E policies on people from different racial groups in the offshore oil and gas industry.
- Review the effect of revised HSC/E policies on people from different racial groups in hazardous installations (large chemical works etc).
- Review good practice on race equality established elsewhere in HSC/E and adopt relevant practice in the Nuclear Safety Directorate where appropriate.
- Complete the testing of significant issues of pre-existing health policy against the assessment model and identify remedial action as identified to be necessary.

Policies and procedures affecting our own staff

- Review the remaining aspects of staff recruitment policy, including advertising, application forms, sift mechanisms and search agencies.
- Review monitoring arrangements for staff grievance procedures.
- Review monitoring arrangements for staff conduct and disciplinary procedures.
- Review policy on further education for staff.
- Review staff absence procedures.
- Review procedures and practice for referral of staff to occupational medical advisors.
- Monitor our arrangements for managing the performance and development of staff in their first 12 months of employment probation procedures.
- Review monitoring arrangements relating to staff leaving HSE.
- Review staff expenses code.

How we will review our action plan and timetable

- 47 We will review our progress against plans at the mid-year and end of year stages, revising and adjusting plans where necessary to keep up the momentum and to take account of new factors. Each review will be presented to, and considered by, HSC and the HSE Board.
- 48 At the end of each financial year we will contribute to a Cabinet Office progress report to the Prime Minister on progress with diversity issues across the civil service. Our report includes progress on under-representation issues as well as racial monitoring.

Race equality targets and performance indicators

External targets

- 49 The absence of existing data on the effects of HSC and HSE policies makes it impossible to set appropriate specific targets and indicators at this stage. Therefore, initially our targets will be those set out in our action plan, and our performance indicators will be the effective completion of the tasks in accordance with the timescale.
- 50 The establishment of effective monitoring regimes is a high priority in our action plan and one with which we are making progress. As monitoring provides baseline information on our current performance, we will amend our equality targets and performance indicators accordingly.
- 51 The target we have set ourselves for internal ethnic minority representation for 2005 was established following publication of the Cabinet Office benchmark for the Senior Civil Service (SCS) in April 1999 under the Modernising Government agenda. Their benchmark for ethnic minority representation in the SCS by 2005 is 3.2%.
- 52 It was clear, however, from our analysis that it would be virtually impossible for HSE to achieve the target. This is mainly due to the low base from which we are starting. There are very few staff from ethnic minority groups in our main feeder bands (B1 and B2) and there is little external recruitment at present to these levels. Our turnover, especially in senior head office posts, is relatively low and vacancies that do arise rarely attract applicants that we seek to target. In part, this is a reflection of the fact that many of the industries from which we recruit are predominately white male.

- 53 We have therefore proposed a target of 1.8% for the SCS in HSE that we believe is both stretching and achievable but also takes into account HSE's particular circumstances. Our target was determined using an analysis of factors such as the current situation across all job bands; age profiles; likely promotion rates; the effects of increased recruitment activity in attracting ethnic minority applicants; and the impact of awareness-raising activities, particularly on the development of ethnic minority staff. To these factors we then applied an element of 'stretch' to ensure our target is genuinely challenging.
- 54 The targets for ethnic minority staff below the SCS have been calculated on the same basis. As these bands are the main source of talent for the SCS, it is clear that our success in achieving these targets will have a significant impact on our ability to achieve the desired levels of representation in the SCS. For this reason, a large part of our diversity action programme is aimed at improving the mix of people we appoint in the main recruitment bands (B3, B4 and B6), and at their subsequent development. The arrangements we are setting in place are more likely to have a longer-term effect and we should see far greater representation at senior levels within the next 7-10 years. The table below shows our progress in the four years since the targets were set.

Job band	1 April 1999	1 Nov 2000	1 April 2001	1 March 2002	31 March 2003	Target 2005*
SCS	0	0	0	0	0	1.8
B1 (G6)	0.8	0.8	0.8	2.3	1.5	2.3
B2 (G7)	1.2	1.1	1.1	2.5	2.3	✓ 2.1
B3 (SEO)	3.0	3.5	3.5	4.4	4.4	✓ 3.8
B4 (HEO)	3.1	4.1	4.5	7.3	9.0	✓ 4.4
B5 (EO)	7.6	7.8	8.0	8.2	10.0	✓ 9.3
B6 (AA/AO)	8.6	8.1	7.8	11.2	10.9	✓ 9.9
TOTAL	4.7	4.8	4.8	6.5	6.9	✓ 5.9

* Projected figures at 1 April 1999

✓ = Targets met or exceeded

Promotion targets

- 55 To meet the target we have set for the SCS we need to ensure that ethnic minority staff are adequately represented in the feeder bands. However, our internal vacancy filling procedures are based solely upon merit and it would be wrong therefore to set targets. What we propose to do is to evaluate promotions since our new internal vacancy filling procedures were introduced in 1996 and to closely monitor results so that we can establish what needs to be done and where (eg mentoring, coaching).

Geographical targets for ethnic minority representation

- 56 In terms of geographical targets, we are not looking at feeder bands to the SCS. The targets we are looking for are for overall representation for any given locality. We are advised by our economists/statisticians that the 'working population' taken from the latest population census (1991), although somewhat dated, is the most appropriate place to start. We could use the labour force surveys, which are more current, but they are only based on sample snapshots rather than total population. DWP (our sponsoring Department) have advised their agencies to use the population census. Therefore for the sake of consistency we have used the same approach.
- 57 As a starting point, we compared our staffing profile in HSE offices across the country to see where there is under-representation. The picture is disappointing, with only a handful of local offices reflecting the ethnic population figure for the locality. As local offices generally only recruit locally at B5/6 level, directorates/divisions do not have much scope to influence these figures. However, directorates/divisions can do much to raise the profile of HSE within their local communities, eg engaging in outreach activities in areas where there is a high proportion of ethnic minority residents, developing links with schools and colleges and holding open days.
- 58 The geographical targets will be for HSE to achieve. They are not aimed at any particular directorate/division in the locality and it will be for all to make efforts to do whatever they can to increase representation.
- 59 We will review our targets, to take into account the results of the 2001 Population Census in autumn 2003.

How we will deal with complaints about this scheme or of racial prejudice by HSC or HSE

- 60 We have well-established formal systems for handling complaints about HSC, HSE or their staff. These apply to all complaints against the organisations, including those of racial prejudice. They are detailed in free publications including *The Health and Safety Executive and you* HSE37.
- 61 Our policy on communicating with non-English speakers identifies that we will produce core documents in key languages that explain basic rights and duties. We propose to include details of how to make a complaint in the core documents.
- 62 Internally there are a number of routes through which complaints may be handled. For example, we have established a harassment contact adviser network, which individuals can approach, entirely confidentially, about any issues of harassment or unacceptable behaviour. In the first instance, this is an avenue where complaints can be discussed without having to move on to more formal procedures. However, where there are grievances or complaints that cannot be resolved informally, we have a grievance procedure which individuals can follow. Issues can be raised by the individual concerned or through trade union representation. Our diversity team are also happy to discuss and give advice on issues raised by individuals.

Consulting our staff and public on the scheme and keeping them informed of progress

63 This scheme was revised following consultation in the first year (May 2002-May 2003). Responses were generally very supportive of our initial draft and so the revisions are relatively minor. The scheme also takes account of some structural changes in HSE.

The public

64 We will involve representatives of our stakeholders in the process of reviewing our progress on an annual basis. We plan to do this by holding annual forums for the key interest groups.

65 A report of progress against our action plan will be published on an annual basis and will be available on our website and will be summarised in our annual report.

Staff

66 We will continue to consult our staff on significant changes by publishing our action plans on our 'Diversity matters' bulletin board and invite comments through our network of diversity liaison officers and from our trade unions.

67 Articles have been, and will continue to be, published in our monthly in-house magazine 'Express'. Articles will not only give an overview of the changes that are coming, but also report progress against our action plan.