

# Equality in our workforce

Equality data about the Care Quality Commission's staff

January 2012

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# 1. Introduction

## About CQC

The Care Quality Commission is the independent regulator of health care and adult social care services in England. We also protect the interests of people whose rights are restricted under the Mental Health Act. Whether services are provided by the NHS, local authorities or by private or voluntary organisations, we focus on:

- Identifying risks to the quality and safety of people's care.
- Acting swiftly to help eliminate poor-quality care.
- Making sure care is centred on people's needs and protects their rights.

## About this report

This report provides information about equality in the Care Quality Commission's workforce. It is based on data that we held about our workforce on 30 September 2011.

We have published this report because, under the Equality Act 2010, we have a duty to "publish information relating to persons who share a relevant protected characteristic who are its employees."<sup>1</sup>

We also have a duty to "publish information relating to persons who share a relevant protected characteristic who are other persons affected by its policies and practices."<sup>2</sup>

The main groups of people affected by our policies and practices are those who use health and social care services and those who provide such services. We have already published information about equality within our regulatory work in our Equality and Human Rights Scheme annual report, which you can read at: [www.cqc.org.uk/public/about-us/corporate-strategy-reports/equality-and-human-rights/equality-and-human-rights-schem](http://www.cqc.org.uk/public/about-us/corporate-strategy-reports/equality-and-human-rights/equality-and-human-rights-schem).

The separate appendices to the report focus on work that we have carried out to ensure that we meet the general equality duty for each protected characteristic. See [www.cqc.org.uk/sites/default/files/media/documents/20110712\\_ehrs\\_appendices\\_2\\_to\\_5\\_final.pdf](http://www.cqc.org.uk/sites/default/files/media/documents/20110712_ehrs_appendices_2_to_5_final.pdf)

1. Equality Act 2010 (Specific Duties) Regulations 2011, para 2(4)a.

2. Equality Act 2010 (Specific Duties) Regulations 2011, para 2(4)b.

## 2. Staff profile

### Key points

The staff profile shown in Table 1 is based on a 'snapshot' of all the staff working for CQC at 30 September 2011.

To follow good practice in data protection and ensure personal privacy, we have combined some categories so that there are at least 10 people in each category. This helps to protect the anonymity of staff. Combined sub-categories are shown in italics.

We send similar snapshot data to senior managers regularly, and hope to build on this to enable us to carry out lawful positive action steps to ensure that we improve diversity in our workforce.

We have carried out statistical analysis to check whether there are any statistically significant differences in gender, age and ethnicity between the CQC workforce and the population of England.<sup>3</sup> We do not have population data to carry out statistical analysis for the other protected characteristics.

**Age:** the proportion of people under 25 who work for CQC is lower than in the national workforce and this is a statistically significant difference. This may be because the majority of CQC job roles are inspector roles which require significant relevant experience. The proportion of staff aged 41-60 is significantly higher than would be expected from the population as a whole.

**Disability:** there are fewer disabled people in CQC's workforce than would be expected (compared with the Labour Force Survey 2009 data on workers with long-term health conditions). Though there may be slight differences in definition, the Employers' Forum on Disability estimates that 13% of public sector workers are disabled people, which is still higher than the 5.1% of CQC employees who are disabled people.<sup>4</sup> This under-representation in CQC's workforce may reflect the traditional under-representation of disabled people in the health and social care workforce generally – as this is the entry route that many people take into jobs at CQC. It may also be that disabled staff do not indicate that they are disabled people on monitoring forms, for a range of reasons.

**Ethnicity:** it is difficult to work out an exact figure of the number of Black and minority ethnic (BME) employees because there are some broad categories such as 'any other ethnic group' and 'White – unspecified'. These categories may contain both BME and non-BME staff. Looking only at clearly-defined categories, 11.9% of CQC employees are BME people, compared to 12.1% in the population as a whole (2007 figures). This is not a statistically significant difference.

3. We used a binomial proportions test, which compares two proportions and determines whether the difference between them is statistically significant, while taking into account the sample sizes (denominators) of each.

4. [www.efd.org.uk/sites/all/files/Civil\\_Service\\_Workforce\\_Profile.ppt](http://www.efd.org.uk/sites/all/files/Civil_Service_Workforce_Profile.ppt)

However, CQC's head office is in London where the percentage of BME people in the population is higher. If this is taken into account, there may still be overall under-representation of BME people in the workforce. Asian and Asian British people are under-represented in the workforce; this is a statistically significant difference. The number of Black and Black British people and Irish people is higher than would be expected; this is a statistically significant difference.

**Gender:** the proportion of men working for CQC is significantly lower than in the national workforce. Many employees join CQC from other health and social care employers – this sector traditionally employs more women than men.

**Religion and belief:** we do not know the religion or belief of 64% of the workforce. We believe that this is mostly due to missing data (a legacy from different monitoring systems of predecessor organisations) rather than people actively choosing not to disclose their religion or belief. Encouraging staff to report their religion and belief is a key objective for CQC in the next reporting year (see page 18).

**Sexual orientation:** we do not know the sexual orientation of 50% of our workforce. Again, we believe this is mostly due to missing data rather than people actively choosing not to disclose their sexual orientation, and improving this data is a key objective for CQC in the next reporting year (see page 18).

**Table 1: CQC staff profile at 30 September 2011**

Age	Number of staff	% of total staff	ONS comparator mid-2009 <sup>5</sup>	Notes
<i>Under 25</i>	76	4.2	19.0	Age for 16-24 taken as comparator
26-30	158	8.8	9.5	
31-35	180	10.1	9.0	
36-40	188	10.5	10.4	
41-45	239	13.4	10.9	
46-50	349	19.5	9.9	
51-55	309	17.3	8.6	
56-60	214	12.0	8.2	
61-65	67	3.7	8.3	
66+	10	0.6	6.2	Age for 66-70 taken as comparator
<b>Total</b>	<b>1,790</b>	<b>100.0</b>	<b>100.0</b>	

5. 2009 mid-year population estimate for England from the Office for National Statistics (ONS).

Table 1: CQC staff profile at 30 September 2011 (continued)

Disabled person	Number of staff	% of total staff	National Labour Force survey 2009	Notes
No	1,605	89.7	82.0	
Yes	92	5.1	18.0	
Not known	93	5.2	N/A	
<b>Total</b>	<b>1,790</b>	<b>100.0</b>	<b>100.0</b>	

Ethnicity	Number of staff	% of total staff	ONS comparator mid-2007 <sup>6</sup>	Notes
White - British	1,128	63.0	83.6	Comparator based on figures for population in England
White - Irish	32	1.8	1.1	
<i>White (not British or Irish - includes White unspecified)</i>	<i>343</i>	<i>19.2</i>	<i>3.5</i>	
<i>White total</i>	<i>1,503</i>	<i>83.9</i>	<i>88.2</i>	
<i>Mixed race (dual heritage) total</i>	<i>25</i>	<i>1.4</i>	<i>1.7</i>	
<i>Asian and Asian British total</i>	<i>70</i>	<i>3.9</i>	<i>5.7</i>	
<i>Black And Black British total</i>	<i>77</i>	<i>4.3</i>	<i>2.8</i>	
<i>Any other ethnic group (including Chinese)</i>	<i>24</i>	<i>1.3</i>	<i>1.5</i>	
<i>BME total (Mixed, race, Asian and Asian British, Black and Black British, Chinese and Irish people)</i>	<i>213</i>	<i>11.9</i>	<i>12.1</i>	
Not known	91	5.1	N/A	
<b>Total</b>	<b>1,790</b>	<b>100.0</b>	<b>99.9</b>	

6. 2007 mid-year population estimate for England from the Office for National Statistics (ONS).

Table 1: CQC staff profile at 30 September 2011 (continued)

Gender	Number of staff	% of total staff	ONS comparator mid-2010	Notes
Female	1,265	70.7	50.7	Comparator based on figures for population in England
Male	525	29.3	49.3	
<b>Total</b>	<b>1,790</b>	<b>100.0</b>	<b>100.0</b>	

Religion and belief	Number of staff	% of total staff	Census 2001 data	Notes
Atheism	65	3.6	15.0	"No religion" as comparator
Christianity	426	23.8	71.8	
<i>Non-Christian religions (Buddhism, Hinduism, Islam, Judaism, Sikhism)</i>	51	2.8	5.1	
Other	101	5.6	0.3	
I do not wish to disclose my religion/belief	51	2.8	7.8	
Not known	1,096	61.2	N/A	
<b>Total</b>	<b>1,790</b>	<b>100.0</b>	<b>100.0</b>	

Sexual orientation	Number of staff	% of total staff	No national statistics available	Notes
<i>Lesbian, gay or bisexual</i>	45	2.5		A number of small scale studies suggest that between 5-10% of the population identify as lesbian, gay or bisexual
Heterosexual	853	47.7		
I do not wish to disclose my sexual orientation	131	7.3		
Not known	761	42.5		
<b>Total</b>	<b>1,790</b>	<b>100.0</b>		

### 3. Staff joining CQC

Table 2 shows the monitoring data for 122 new members of staff who joined CQC between 1 October 2010 and 30 September 2011.

To follow good practice in data protection and ensure personal privacy, we combined some categories so that there are at least 10 people in each category. This helps to protect anonymity of staff monitoring data. Combined sub-categories are shown in italics.

We have carried out statistical analysis to check whether there are any statistically significant differences in gender, age and ethnicity between the staff joining CQC and the population of England.<sup>7</sup> We do not have population data to carry out statistical analysis for the other protected characteristics.

**Age:** the profile of staff joining CQC in the period 1 October 2010 to 30 September 2011 is 'younger' than the overall staff profile. Although people under 25 make up only 4.2% of staff overall, 18.9% of the new staff CQC recruited in this period were under 25. CQC recruited more staff aged 26-35 than there were in the workforce as a whole. Compared to the population of England, CQC recruited a significantly greater proportion of staff aged 26-35 and 41-45; but the proportion of under 25s recruited was not significantly different.

**Disability:** fewer than 10 disabled people were recruited, so it is not possible to provide exact figures. However, this figure may be affected by new staff not completing monitoring information. The figures suggest that recruitment is not making an impact on the under-representation of disabled people in CQC's workforce as a whole (the number of disabled people recruited represents only 8.2% of all recruits). If we are going to increase the representation of disabled people in the workforce, we need to recruit a higher percentage of disabled people. We currently advertise externally-recruited posts using [diversityjobs.uk](http://diversityjobs.uk) alongside other routes, and we have a system for meeting reasonable adjustments during the recruitment process.

**Ethnicity:** this profile is also affected by staff not completing monitoring information. Of the new staff recruited, 9.8% indicated that they were from backgrounds other than White British. However, this figure could be higher or lower if completion rates were improved. Overall, 31.9% of newly-recruited staff are in categories other than "White British" or "unknown", but this includes 19.2% categorised as "White – unspecified" due to differences in previous monitoring systems, so the comparator figure may be nearer 12.7%.

**Gender:** the gender profile of CQC staff may be changing slightly; 40.2% of new staff were men – although men make up only 29.3% of CQC staff as a whole.

**Sexual orientation:** fewer than 10 lesbian, gay and bisexual people were recruited, so it is not possible to provide exact figures. However, this figure may be affected by staff who did not complete monitoring information.

7. We used a binomial proportions test, which compares two proportions and determines whether the difference between them is statistically significant, while taking into account the sample sizes (denominators) of each.

**Religion and belief:** 12.2% of new staff who answered the religion and belief monitoring question said that they were atheists, compared to 9.4% of CQC staff overall, and 61.4% said that they were Christian, compared to 64.9% of staff overall.

**Monitoring newly-recruited staff:** 27.9% of new staff did not complete the question about disability. This is similar to the percentage that did not complete the ethnicity question (28.7%) and the sexual orientation question (27.9%). Fewer people completed the question about religion and belief (39.3% did not complete this question). This data is collected at the point of application, using the NHS Jobs website. Some people may be cautious about providing monitoring data during the recruitment process. We are therefore considering explaining why we ask for this information and how we use it, and assuring people about confidentiality to improve completion rates during the recruitment process. We will also consider collecting this information again from successful candidates early into their employment with CQC, when they may be more prepared to complete these questions.

**Table 2: Staff joining CQC from 1 October 2010 to 30 September 2011**

Age	Total new staff	% of new staff	% of total CQC staff at 31/09/11	
<i>Under 25</i>	23	18.9	4.2	
26-30	24	19.7	8.8	
31-35	23	18.9	10.1	
36-40	13	10.7	10.5	
41-50	23	18.9	32.8	
51-65	16	13.1	33.5	
<b>Total</b>	<b>122</b>	<b>100.0</b>	<b>100.0</b>	

Disabled person	Total new staff	% of new staff	% of total CQC staff at 31/09/11	
Not possible to provide data as fewer than 10 disabled people				

Ethnicity	Total new staff	% of new staff	% of total CQC staff at 31/09/11	
White British	75	61.5	63.0	
<i>Any group other than White British</i>	12	9.8	31.9	CQC comparator includes White-unspecified (19.2%)
Not known	35	1.9	5.1	

Table 2: Staff joining CQC from 1 October 2010 to 30 September 2011 (continued)

Gender	Total new staff	% of new staff	% of total CQC staff at 31/09/11	
Female	73	59.8	70.7	
Male	49	40.2	29.3	
<b>Total</b>	<b>122</b>	<b>100.0</b>	<b>100.0</b>	

Religion and belief	Total new staff	% of new staff	% of total CQC staff at 31/09/11	% of declared
Atheism	12	9.8	9.4	12.2
Christianity	48	39.3	23.8	18.9
Not possible to provide further data as no category greater than 10 people				N/A
I do not wish to disclose my religion/belief	48	39.3	2.8	N/A
<b>Total</b>	<b>122</b>	<b>100.0</b>	<b>100.0</b>	

Sexual orientation	Total new staff	% of new staff	% of total CQC staff at 31/09/11	
Not possible to provide data as fewer than 10 LGB people				

## 4. Staff leaving CQC

Table 3 shows the profile of 175 staff who left CQC between 1 October 2010 and 30 September 2011.

To follow good practice in data protection and ensure personal privacy, we combined some categories so that there are at least 10 people in each category. This helps to protect anonymity of staff monitoring data. Combined sub-categories are shown in italics.

**Age:** although people under 25 make up only 4.2% of staff, 8% of the staff who left CQC were in this age group. The 'leaver rate' is also higher among staff aged 26-30. Table 2 shows that a higher proportion of younger staff was recruited (18.9%), which shows a greater turnover of younger staff.

**Disability:** it is not possible to provide figures for disabled staff leaving CQC, as fewer than 10 disabled people left in this period. However, the percentage of disabled staff that left CQC was lower than the percentage remaining in the workforce. This indicates that retention of disabled staff is slightly higher than would be expected.

**Ethnicity:** slightly fewer Black and minority ethnic (BME) staff left than would be expected; 10.3% of staff leaving were from BME backgrounds, whereas the proportion of all staff from BME backgrounds is 11.9%.

**Gender:** retention of male staff is slightly lower than female staff – though male staff make up a higher percentage of new recruits (see Table 2).

**Religion and belief:** retention of Christian staff is higher than expected on average, 23.8% of staff were Christian at 30 September 2011, but only 17.1% of staff leaving in the year were Christian.

**Sexual orientation:** the retention of lesbian, gay and bisexual (LGB) staff was slightly lower than would be expected from the number of LGB staff in the workforce. Again, it is not possible to give figures due to Data Protection Act requirements.

**Table 3: Staff leaving CQC from 1 October 2010 to 30 September 2011**

Age	Total staff leaving	% of staff leaving	% of total CQC staff at 31/09/11
<i>Under 25</i>	14	8.0	4.2
26-30	17	9.7	8.8
31-35	13	7.4	10.1
36-40	19	10.9	10.5
41-45	21	12.0	13.4
46-50	15	8.6	19.5
51-55	20	11.4	17.3
55-60	31	17.7	12.0
<i>61 and over</i>	25	14.3	4.3
<b>Total</b>	<b>175</b>	<b>100</b>	<b>100.0</b>

Disabled person			
Not possible to provide data: fewer than 10 disabled people left CQC			

Ethnicity	Total staff leaving	% of staff leaving	% of total CQC staff at 31/09/11
White British people	114	65.1	63.0
<i>Black and minority ethnic people</i>	18	10.3	11.9

Gender	Total staff leaving	% of staff leaving	% of total CQC staff at 31/09/11
Female	119	68.00	70.7
Male	56	32.00	29.3
<b>Total</b>	<b>175</b>	<b>100.0</b>	<b>100.0</b>

Religion and Belief	Total staff leaving	% of staff leaving	% of total CQC staff at 31/09/11
Christianity	30	17.1	23.8
Other	13	7.4	5.6
Not possible to provide further data: no category greater than 10 people			

Sexual orientation			
Not possible to provide data: fewer than 10 LGB people left CQC			

## 5. Staff profile by pay

Tables 4a and 4b show a 'snapshot view' of the pay levels for all CQC staff at 30 September 2011.

To follow good practice in data protection and ensure personal privacy, we combined some categories so that there are at least 10 people in each category. This helps to protect anonymity of staff monitoring data. Combined sub-categories are shown in italics.

CQC is implementing a job evaluation and reward project in April 2012, which means that there will be a transparent and fair plan to remove the pay inequities that CQC inherited from its predecessor commissions.

Therefore, it is important to note that in order to maximise the data that can be reported at this time, we have provided illustrations of pay bands that allow an amalgamation of the various pay structures that we inherited. These pay bands will be altered from 1 April 2012.

We have used different pay bands on different tables. Reporting on pay by gender poses the least risk of breaching anonymity, so we can use more pay bands in this table. We have also given non-exact figures such as "less than 10%" where some comparison is helpful, but where we still need to protect the anonymity of the data.

Where possible, we have removed London weighting from pay to make a national comparison. However, the Healthcare Commission used separate payscales in and out of London, so it has not been possible to remove the weighting for staff on Healthcare Commission London payscales.

As part of the job evaluation process, we carried out a gender equal pay audit. The analysis carried out in September 2010 showed that headline gender pay gaps varied significantly between the predecessor commissions, with the greatest difference being for staff on Mental Health Act Commission (MHAC) payscales. To get a better idea of pay for like work and work of equal value, we broke down the analysis by pay grade. This shows that women on the MHAC payscale are paid comparatively well compared to men in the lower grades, but there are far fewer women in the higher grades. In CSCI, no grade showed a difference of more than 3%. The Equality and Human Rights Commission recommends this as the minimum size of gap that needs to be investigated and, if necessary, addressed. In the Healthcare Commission, group gaps of more than 3% were found in all grades analysed, though in most cases the gap was in favour of women.

These inequalities will be corrected when we implement the job evaluation and reward project in April 2012.

**Table 4a: Annual salary by gender (expressed as full-time equivalent for part-time staff)**

	Female	% female staff in this pay band	Male	% male staff in this pay band	Total staff in this pay band	% of total CQC staff
Under £20k	178	14.1	114	21.7	292	16.3
£20,001 - 30,000k	142	11.2	69	13.1	211	11.8
£30,001 - 40,000k	610	48.2	176	33.5	786	43.9
£40,001 - 50,000k	200	15.8	89	17.0	289	16.1
£50,001 - 60,000k	86	6.8	36	6.9	122	6.8
£60,001 - 70,000k	28	2.2	15	2.9	43	2.4
£70,001k +	21	1.7	26	5.0	47	2.6
<b>Total</b>	<b>1,265</b>	<b>100</b>	<b>525</b>	<b>100</b>	<b>1,790</b>	<b>100</b>
<b>Total staff with equality characteristic</b>	1,265	70.7	525	29.3	1,790	100.0

**Key points about gender and pay:**

- Men are over-represented in both the lowest paid and the highest paid salary brackets compared with the workforce profile as a whole.
- 21.7% of male staff earn under £20k, compared to only 14.1% of female staff.
- 5% of male staff earn over £70k compared to only 1.7% of female staff.
- In the higher pay scales, men start 'overtaking' women (in terms of percentage rather than numbers) in the annual salary band from £50,001-60k onwards.
- 48.2% of women are in one annual salary band (£30,001-40,000) and only 33.5% of men are in this band.
- This data is not an equal pay audit – it is not looking at equal pay for equal work, but at pay distribution.

**Table 4b: Annual salary by other equality characteristics (expressed as full-time equivalent for part-time staff)**

Other equality characteristics	Under £20k	% of staff in pay band	£20 - 40k	% of staff in pay band	£40 - 60k	% of staff in pay band	over £60k	% of staff in pay band
<b>Ethnicity</b>								
White total	231	15.4	828	55.1	359	23.9	85	5.7
Mixed total	<10	N/A	<10	N/A	10	40.0	<10	N/A
Asian total	<10	N/A	45	64.3	16	22.9	<10	N/A
Black total	<10	N/A	56	72.7	14	18.2	<10	N/A
BME total (Mixed, Asian, Black, Chinese and Irish people)	20	9.4	137	64.3	50	23.5	<10	(<3.0)
<b>Disability</b>								
Disabled person	6	6.5	65	70.7	17	18.5	<10	(<5.0)
Not a disabled person	236	14.7	904	56.3	385	24.0	80	5.0
<b>Sexual orientation</b>								
Lesbian Gay Bisexual total	<10	<20%	21	46.7	13	28.9	<10	(<7.0)
Heterosexual	200	23.4	446	52.3	163	19.1	44	5.2
<b>Age</b>								
Under 25	64	84.2	12	15.8	0	0	0	0
26-50	193	17.3	606	54.4	261	23.4	54	4.8
Over 50	35	5.8	379	63.2	150	25.0	36	6.0
<b>Total</b>	<b>292</b>	<b>16.3</b>	<b>997</b>	<b>55.7</b>	<b>411</b>	<b>23.0</b>	<b>90</b>	<b>5.0</b>

**Age:** Young workers aged under 25 are concentrated in the lower pay bands, with no staff in this age group earning over £40k and almost 85% earning under £20k. The proportion of staff aged over 50 in the higher pay bands is slightly higher – however, the difference is not as great as may be expected in terms of career progression to highest paid roles – 6% of staff over 50 earned more than £60k compared to 4.8% of staff aged 25-50.

**Disability:** less than 5% of disabled people earn more than £60k, compared to 5% of non-disabled staff in this top pay band. In the next band down (£40-60k) 24% of staff are non-disabled but there is only 18.5% of disabled staff in this bracket. There is also a lower percentage (only 6.5%) of disabled staff in the lowest pay band (under £20k) compared to 14.7% of non-disabled staff. This may partly be linked to age, as people may acquire an impairment during their working life, so the proportion of disabled staff is likely to be higher in older workers, and young workers make up the majority of staff in the lowest pay band.

**Ethnicity:** although 5% of CQC staff earn more than £60k a year, less than 3% of Black and minority ethnic (BME) staff earn this amount. In the next pay band down (£40-60k) 23% of staff earn this, compared to only 18.2% of Black staff. However, 22.9% of Asian staff and 40% of dual heritage staff are in this band. These figures may also ‘hide’ further differences, in that a higher percentage of BME staff are on Healthcare Commission pay bands where it is not possible to remove the London weighting. Only 9.4% of BME staff earn under £20k a year compared to 15.4% of White staff – this may be because most of the posts under £20k are based in CQC’s National Customer Services Centre in Newcastle-upon-Tyne, which is an area where the BME population is low.

**Religion and belief:** a greater number of atheists earn £40-60k and over £60k than may be expected from the overall staff profile. A higher proportion of people with non-Christian religions are in the £20-40k pay band (68.6% compared to 55.7% of the staff as a whole). There are fewer of this group in the higher pay bands than may be expected from the overall staff profile.

**Sexual orientation:** Only 50.2% of staff completed the question monitoring sexual orientation (see Table 1). Based on staff who have completed the question, there is a higher percentage of lesbian, gay and bisexual (LGB) staff in the top two pay bands compared to heterosexual staff – for example, 28.9% of LGB staff are in the £40-60k bracket compared to 19.1% of heterosexual staff. However, if the monitoring completion rates were higher, this could change the percentages considerably, so we should be cautious about drawing conclusions from these figures. For example, it may be that LGB staff in lower paid work may be more cautious about completing monitoring information.

## 6. Grievance, complaints and disciplinary issues

Because of the small numbers involved, it is not possible to break down grievances, disciplinaries and complaints from staff by protected characteristics without potentially breaching confidentiality.

Overall, for the year ending 30 September 2011 there were:

- 34 disciplinary cases.
- 17 grievance cases – three of these cited harassment.
- 8 Employment Tribunal cases – four of these cited discrimination law, two of them were later withdrawn by the member of staff, one was settled and one is still pending.

It may be useful in future to 'benchmark' these numbers against similar organisations.

## 7. Policies and programmes in place to address equality issues

The details of these programmes for 2011-2012 are in our annual review and update report on our Equality and Human Rights Scheme, which can be downloaded from: [www.cqc.org.uk/public/about-us/corporate-strategy-reports/equality-and-human-rights/equality-and-human-rights-schem](http://www.cqc.org.uk/public/about-us/corporate-strategy-reports/equality-and-human-rights/equality-and-human-rights-schem). This publication covers both equality in our workforce and equality in our operational functions, such as regulation.

We used the workforce information to define the key priorities in relation to CQC staff, for 2011-2012. These priorities were:

### **Priority 8: Value our staff: ensure that the leadership development programme and the 'employee offer' promote equality and human rights.**

- Ensure that the leadership development programme considers actions to improve the diversity of staff at management levels (progression action plan).
- Deliver mandatory training for all staff on the Equality Act 2010 and wider equality and human rights issues.
- Involve our own staff in equality and human rights by making sure that the staff equality networks and staff forum have strong voices that are heard.
- Consider equality analysis when reviewing all human resources policies and monitor the impact of policies on protected groups.
- Collect, analyse and make better use of employee data, meeting our responsibilities under the Equality Act 2010.
- Participate in accreditation schemes to develop good practice in equality in employment – including Mindful Employer, Employers for Carers and Stonewall Champions.
- Following the job evaluation process, carry out an equal pay audit to eliminate gender pay gaps between men and women carrying out equal work.

Our progress in implementing our Equality and Human Rights Scheme is monitored by 'eQuality Voices', a group of people who use health and social care services. During 2011-2012, one focus of its work has been workforce equality. The group has looked at workforce data, spoken to staff equality networks and made a number of recommendations. These include suggestions for improving the number of disabled people working for CQC and ensuring that CQC removes employment barriers for disabled people who face the greatest barriers – such as those eligible for the Access to Work scheme support on an ongoing basis. Outstanding recommendations will be considered and taken forward in 2012-2013.

We are also using this workforce data to define measurable equality objectives for April 2012 onwards to comply with specific duties of the Equality Act 2010. For example, to determine priorities in any positive action regarding recruitment and in progressions action planning (positive action in preparing staff for promotion opportunities). We will publish these objectives before 6 April 2012.

## 8. Improving workforce equality data in the future

One of the key priorities in our Equality and Human Rights Scheme in relation to our workforce is that we "Collect, analyse and make better use of employee data, meeting our responsibilities under the Equality Act 2010". We have developed this work into a specific project, which aims to develop processes and products for staff equality monitoring that:

- Enable us to fulfil our duties under the Equality Act 2010 by improving equality monitoring across all protected characteristics and along the whole 'employee pathway' from applying for a job at CQC to being an employee to leaving CQC employment.
- Enable us to fulfil our other legal duties, such as handling personal data under the Data Protection Act.
- Ensure that staff have confidence in the system, to improve monitoring returns.
- Can be used efficiently to produce regular, useful reports.

In 2011, we have:

- Agreed the overall plan to achieve these aims.
- Agreed 'Principles of workforce equality monitoring in CQC' with trade unions, staff equality networks and the CQC Staff Forum.
- Developed our reporting of workforce data.

In 2012 we plan to:

- Improve the forms we use to collect information about staff to monitor equality characteristics, and the way we explain to staff how we use this monitoring information. We will also emphasise that any data they supply is confidential.
- Carry out a data collection campaign – encouraging staff to complete monitoring data so that we have fewer 'unknowns' especially for religion and belief and sexual orientation, and to increase the confidence of disabled staff to declare this on monitoring forms.
- Further develop our reporting along the 'employee pathway', based on improved data collection – for example, improving our ability to report on outcomes of requests for flexible working and for learning and development opportunities.

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