



CABINET OFFICE
LONDON SW1A 2AS

William Wragg MP
Chair, Public Administration and Constitutional Affairs Select Committee
Houses of Parliament

13 October 2020

Dear Chair,

DEPARTMENTAL STRUCTURE AND PEOPLE SURVEY RESULTS

On 29 September I was happy to agree to the Committee's request to provide it with more detail on the current organisational structure of Cabinet Office and on what we are doing to tackle Bullying, Harassment and Discrimination, including details of programmes and interventions. Please find below the responses to the Committee's questions.

Organisation Structure

Our current organisation chart down to Director level is in **Annex A** (separate attachment).

Tackling Bullying, Harassment and Discrimination

In the 2019 People Survey 15% of our staff said they had been bullied and/or harassed and 14% discriminated against in the past 12 months. There was a large variance across business units. Bullying and/or harassment had the biggest range from 0% to 41% and discrimination ranged from 0% to 20% against our average of 14%.

Despite an unacceptable overall increase in those reporting experiencing bullying, harassment, or discrimination, as I told the Committee there were also some encouraging signs:

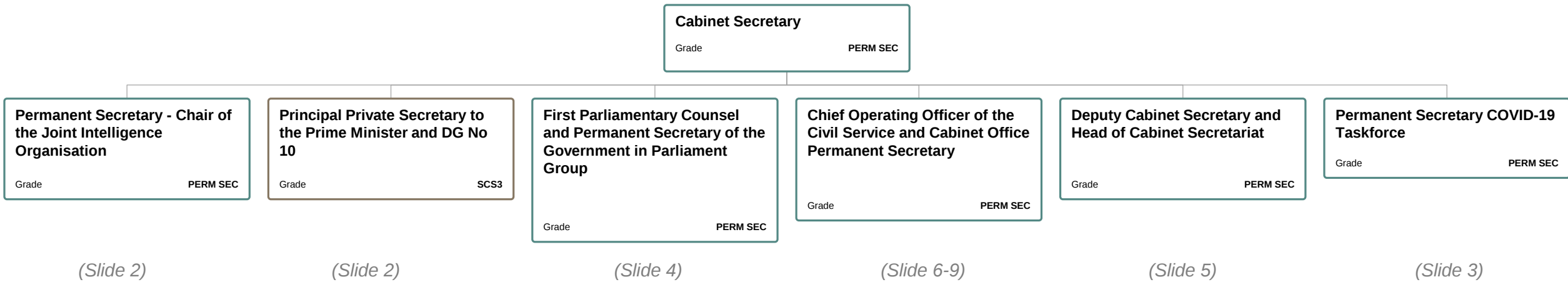
- 10% increase in those who said they had experienced it reporting it to 54%
- 63% believed their directorate was taking action to combat BH&D
- 72% indicated they make a point of tackling inappropriate behaviour when they see it happening (4pp greater than the average across CS)

The following diagram helps represents the key activity taken in relation to tackling BH&D since 2019 and ongoing plans for 2020. Since joining the department I have instigated a review of the overall approach to tackling bullying, harassment and discrimination, setting a workshop with members of our executive committee in June and a further conversation at the executive committee itself in July. For the Committee's benefit I provide below our detailed internal action plan at **Annex B** and a summary of specific workshops and take up in **Annex C**.

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Cabinet Secretary Direct Reports (Cabinet Office)



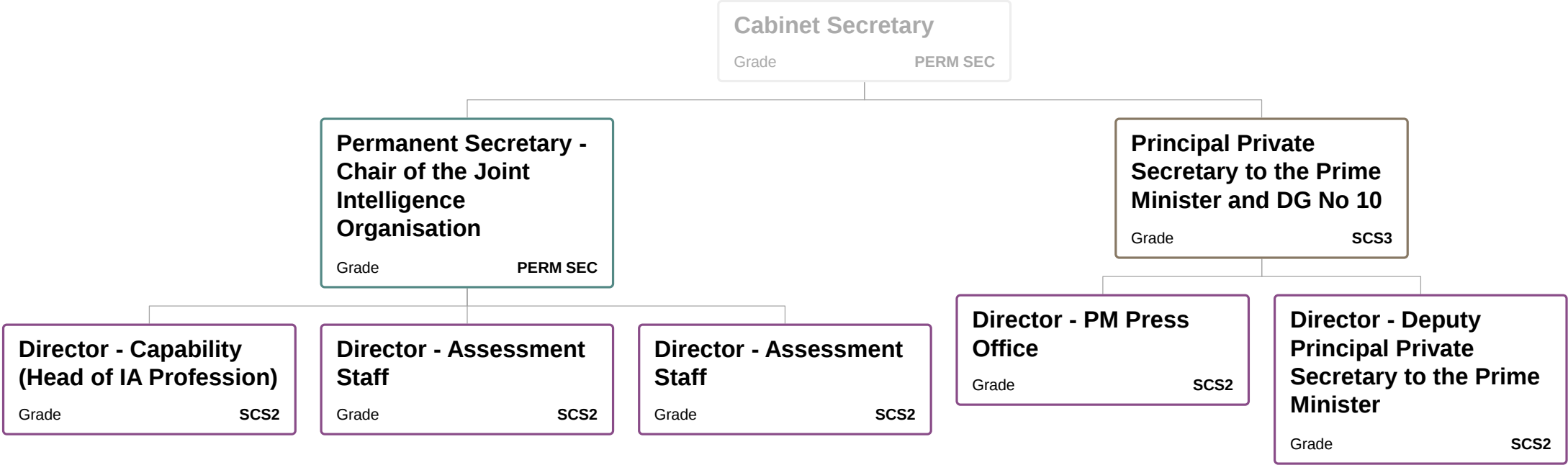
Joint Intelligence Organisation and Prime Minister's Office

Grade

PERM SEC

SCS2

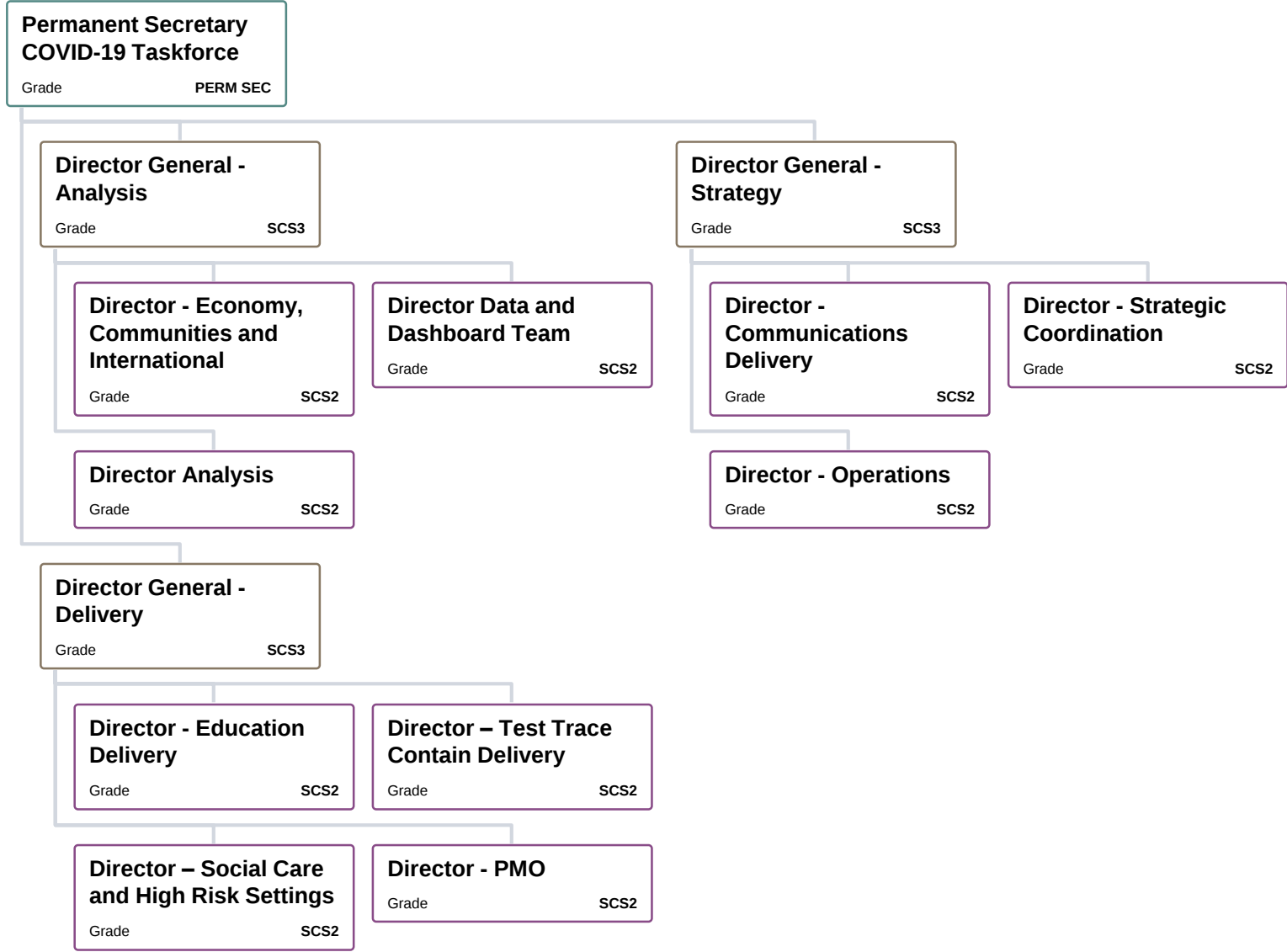
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Covid-19 Taskforce

Grade

- PERM SEC
- SCS2
- SCS3



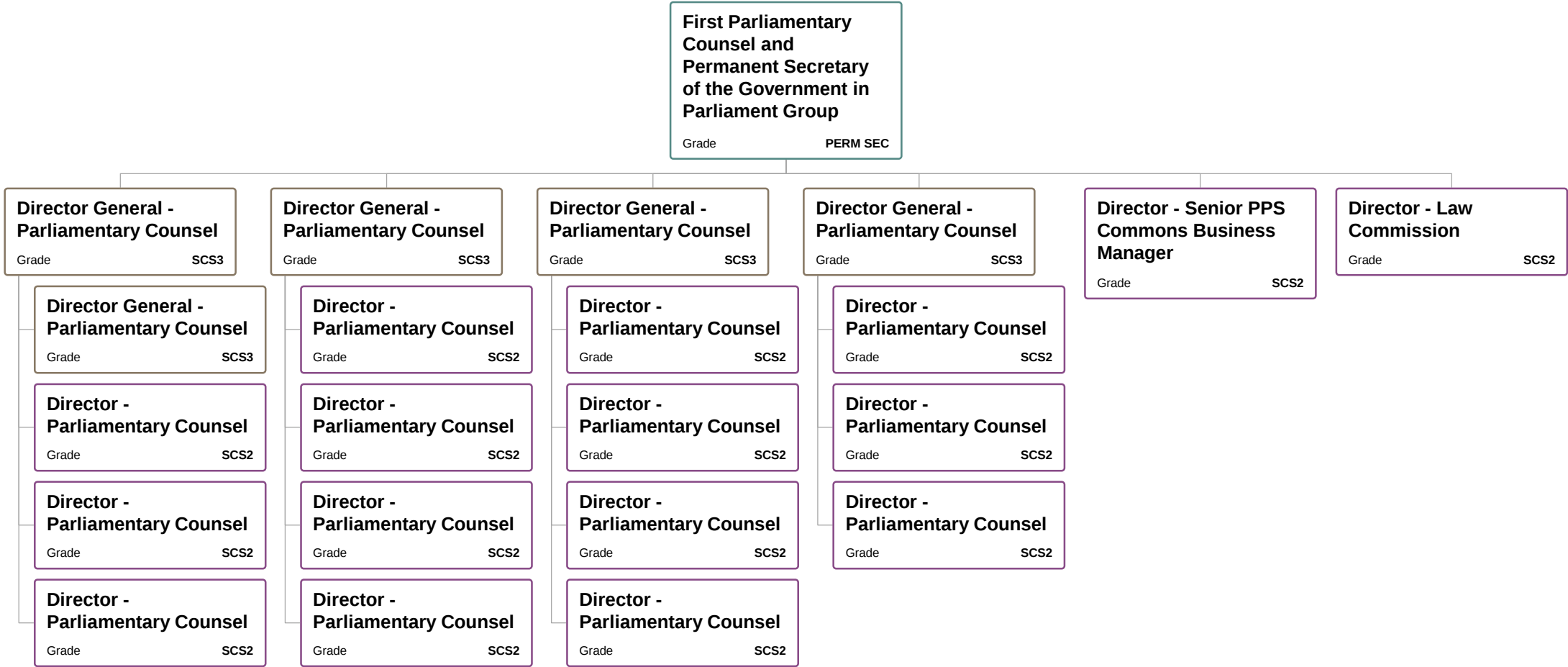
Parliamentary Group

Grade

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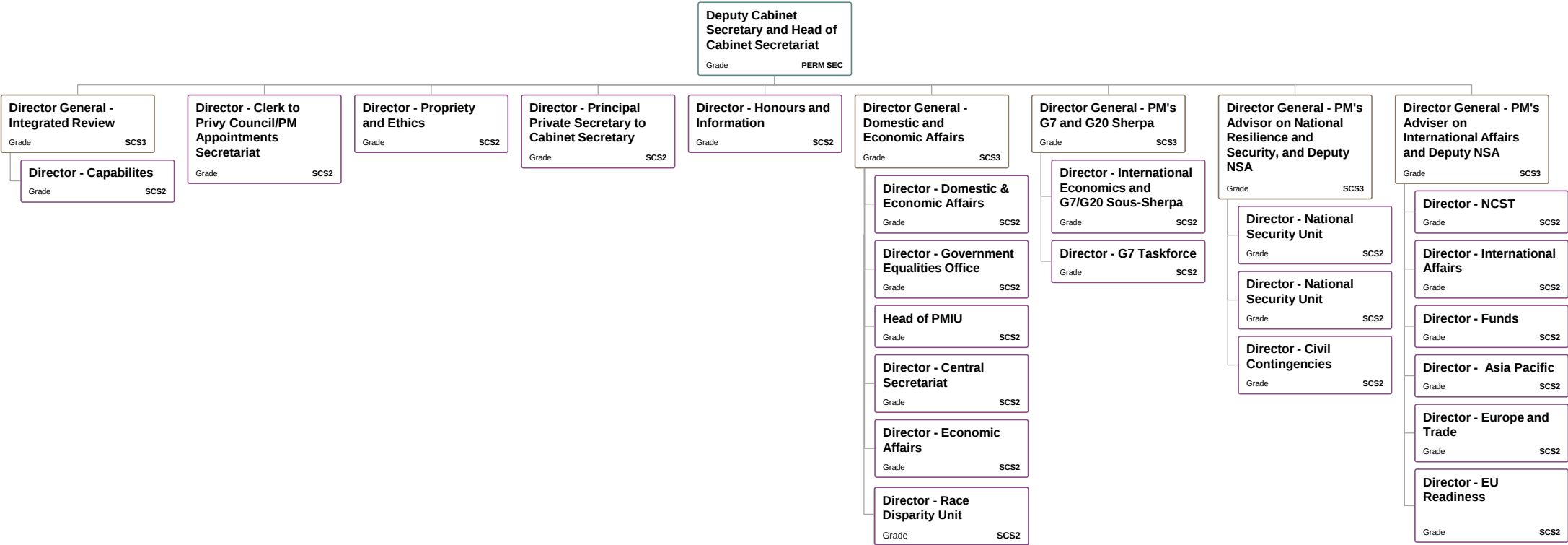
Deputy Cabinet Secretary

Grade

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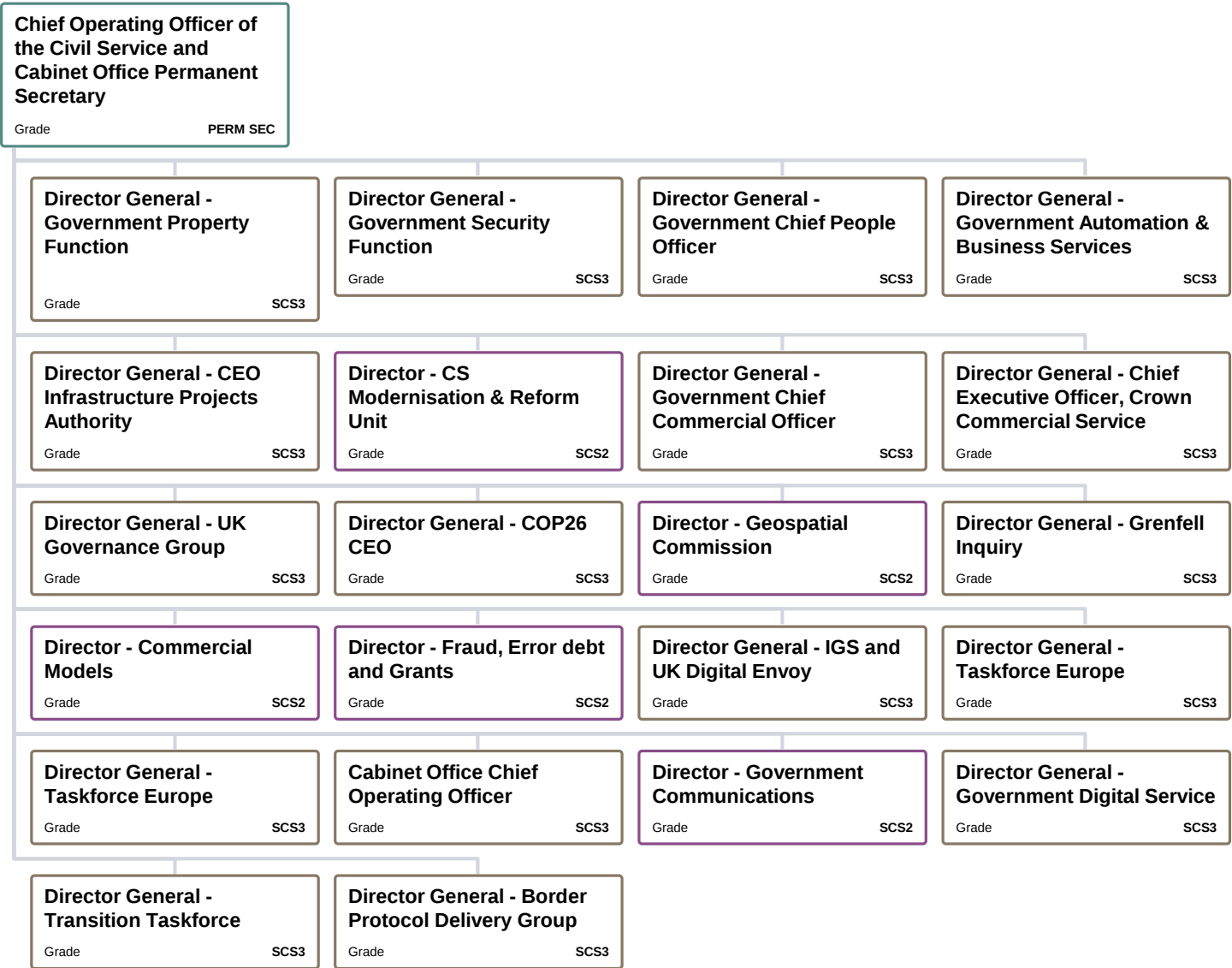
Civil Service Chief Operating Officer and Cabinet Office Permanent Secretary

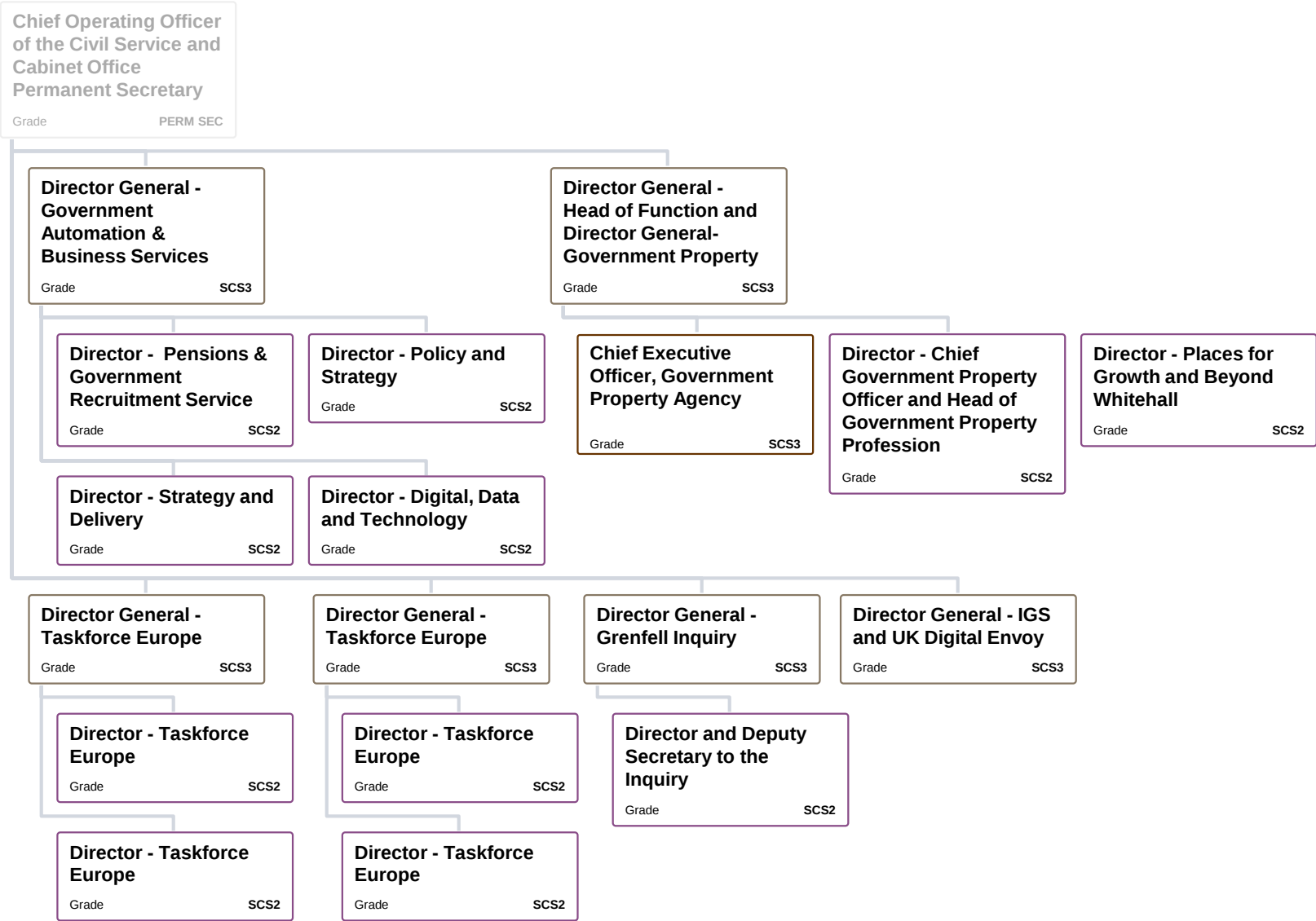
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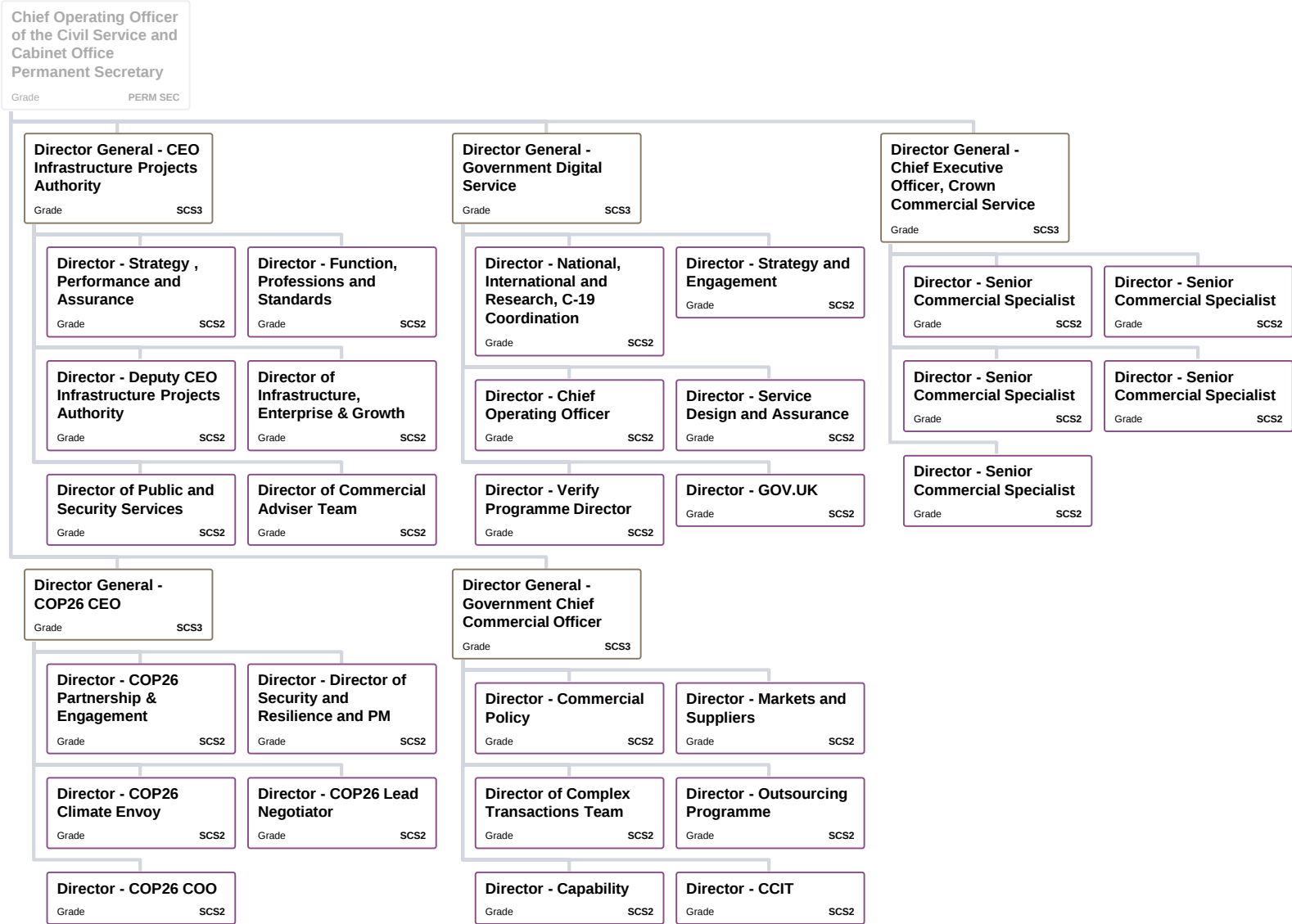
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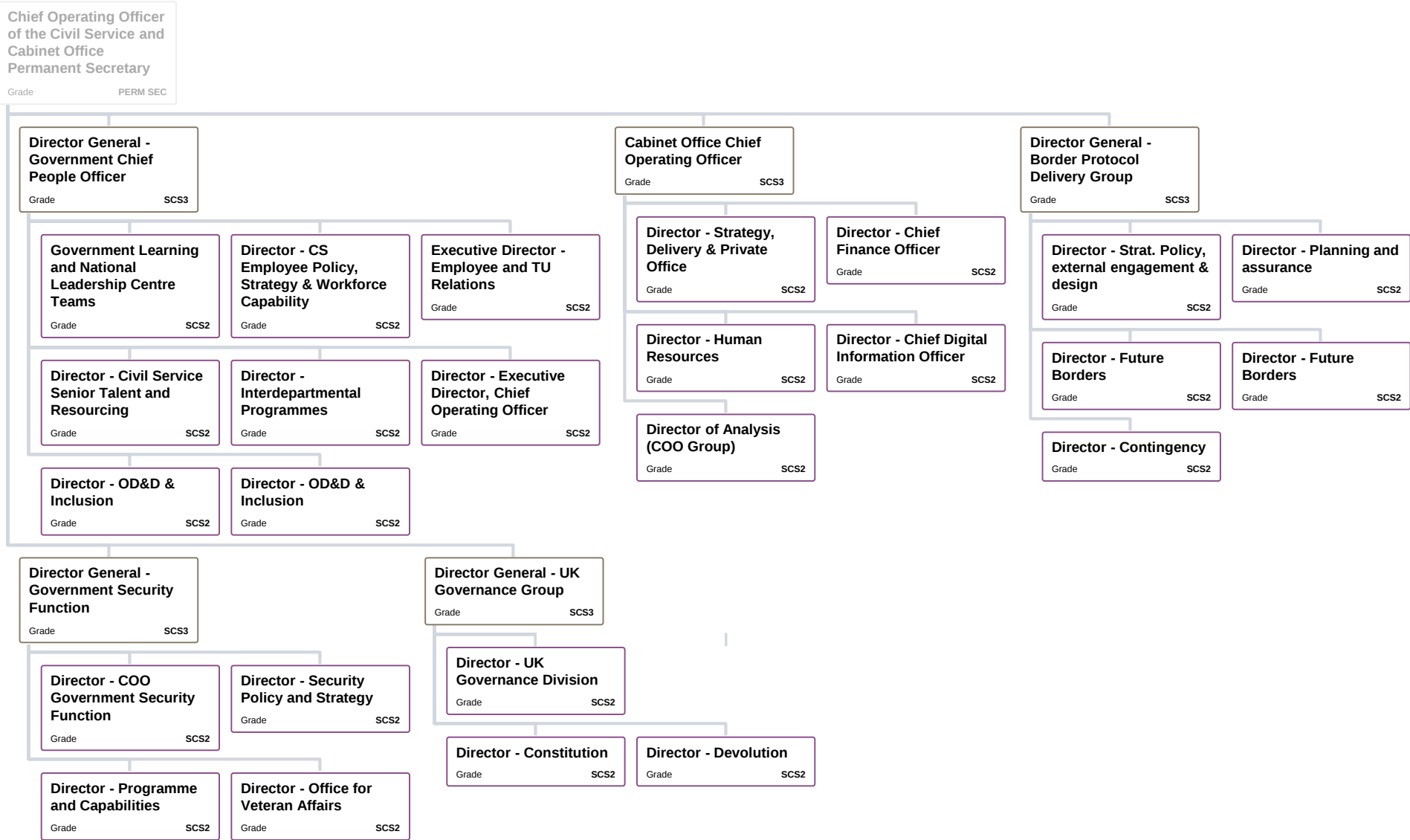
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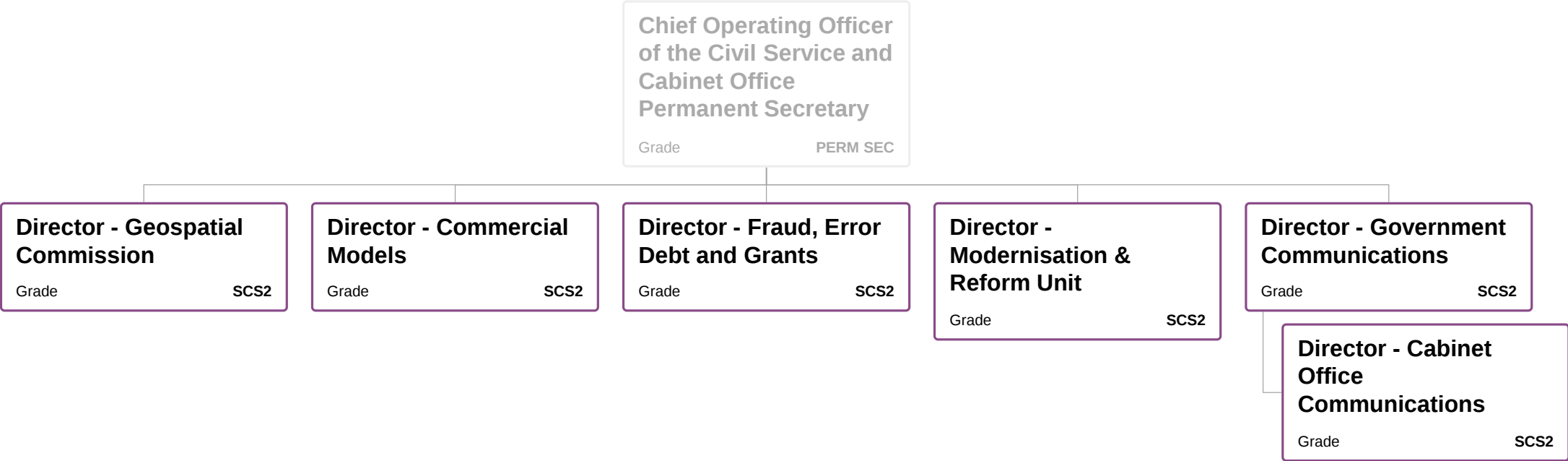
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Annex B - Action Plan Update

Theme	Key Activity	Progress Update
Signalling from the top	Executive Committee and Senior Leadership Group to have regular conversations around their role in addressing BH&D	Conversations at SLG in July on Race and September on Change and Culture
	SCS and Grade 6 leadership objective to include specific requirements relating to tackling BH&D	Issued in August and guidance updated as part of mid-year communications in September
Incentivising the right behaviour	Senior Civil Service panel chairs to ensure that behaviour and performance taken together in reviews.	Final moderation panels now complete and preparations begun for moderation panel approach for 20/21
	Embedding the Cabinet Office Values in the employee policy to reinforce expectations	Values have been incorporated into the new in-year reward policy and performance management process
Safe to Challenge	Role of BH&D Champion (Director level) introduced to provide oversight	Monthly meeting set up with Champion to review BH&D plan
	Update dispute resolution policy with more targeted advice for BH&D	Discussed at People and Operations Committee in September, Due to launch imminently
	Increase the number and diversity of investigators and decision managers	65 investigators currently identified to be trained by ACAS
	'Active Bystander' training recommended to business units	Business units are arranging sessions locally
Understanding the drivers of BH&D	Casework review to understand the data, identify trends and progress cases	Data dashboard now in place with case tracking and alert system.
	In-depth work with BH&D Champion and COHR with specific business units	Work on-going with units including bespoke BH&D surveys, meetings with Champion and HR intervention
Recognising what is and isn't BH&D, with specific	Rollout of 'Let's Talk About Race' initiative	SLG race discussion on 8 July and rollout of virtual Let's Talk About Race sessions

and separate actions relating to discrimination	Work with different Networks and Champions to bring together events, education and services to tackle discrimination	Series of joint events as part of National Inclusion Week in September; monthly Employee Voice Forum attended by Champions
	'Understanding the Unacceptable' sessions delivered within business units	HR officials trained in June to deliver virtual version

Annex C - Key interventions and take up

Intervention	Take-up
Let's Talk About Race Workshops on understanding issues relating to race and how to address those in a work context	Approximately 800 Departmental staff have taken part or will take part by end October with 15 sessions already delivered
Race Allies Sessions to discuss race rights in the UK covering specific scenarios.	300 members of staff have attended 3 sessions so far. Over 200 people have signed up for weekly events during Black History Month. The training will be offered monthly going forwards.
LGBT Allies Session giving non-LGBT individuals the opportunity to understand the issues faced by lesbian, gay, bisexual and transgender staff.	Over 900 members of staff have attended so far, including people across other government departments. UK security vetting have held a dedicated training for all 200 vetting officers and their executive committee.
Understanding the Unacceptable Workshop designed to discuss what constitutes appropriate behaviours in the workplace and to give delegates a clear idea of what constitutes Bullying, Harassment and Discrimination as well as how to report it. The session is delivered by HR Business Partners and has been re-designed to be delivered virtually.	42 workshops delivered across the Department.
Active Bystander Workshop to help people understand what to do when they experience or observe bad workplace behaviours.	Not coordinated centrally so numbers not available but being taken up by a number of teams across the Cabinet Office.