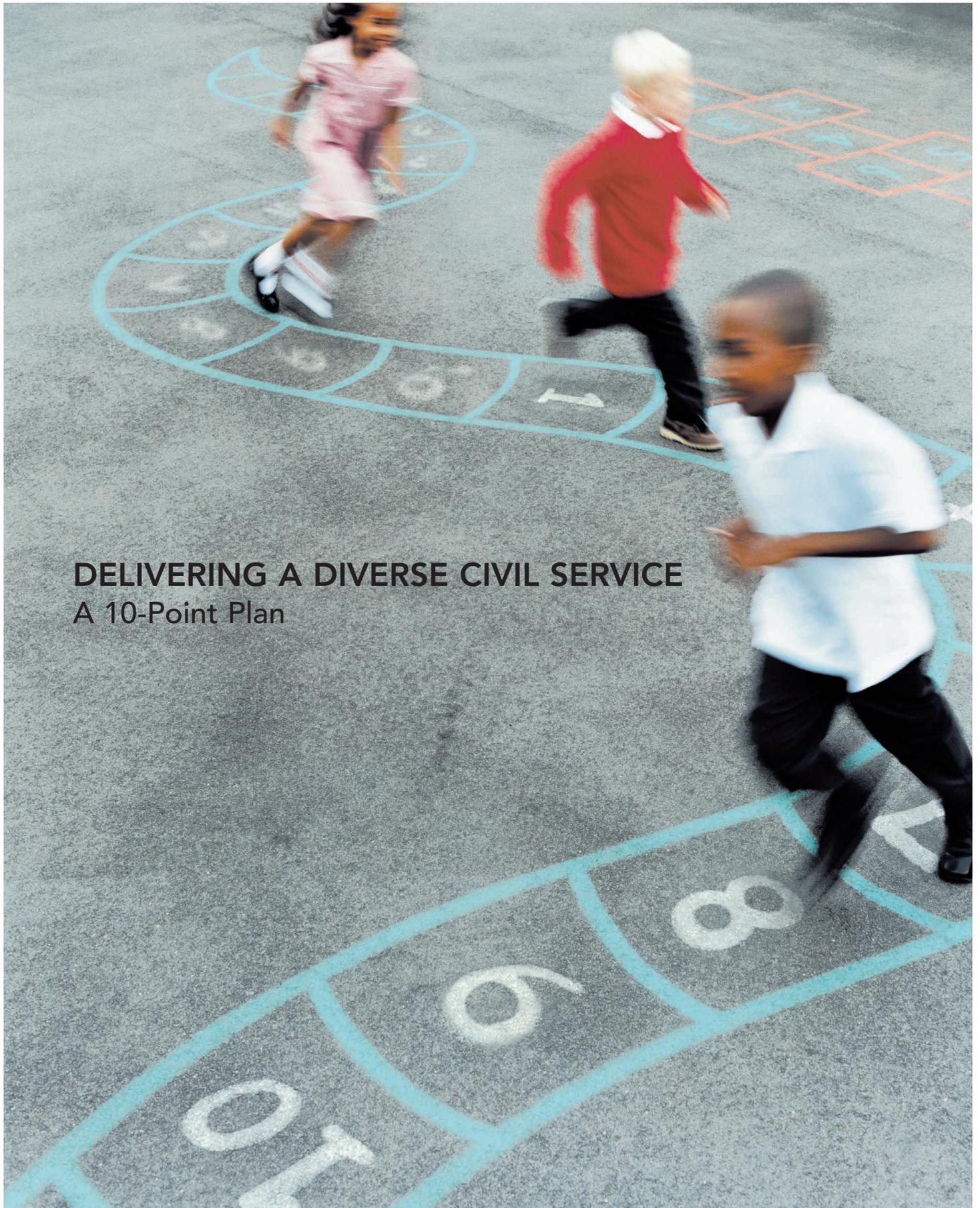


CIVILSERVICE



DELIVERING A DIVERSE CIVIL SERVICE
A 10-Point Plan

AIMS:

- To improve delivery of services for everyone in society through achieving a truly diverse Civil Service workforce at all levels, including our most senior.
- To achieve by 2008 the agreed targets of:
 - 37% of the Senior Civil Service to be women;
 - 30% of top management posts to be filled by women;
 - 4% of the Senior Civil Service to be from minority ethnic backgrounds;
 - 3.2% of the Senior Civil Service to be disabled people.
- To use this visible change to lead broader change across the Service in the way we manage and value equality and diversity at all levels, in all aspects of our business.

Front Cover Image:

The image of children in a school playground reflects diversity and education, key elements of Civil Service reform. The Civil Service is proud to serve a diverse society and is committed to reflecting this diversity in all that we do.

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FOREWORD

The Civil Service is changing to meet the needs of the 21st century. The changes are real and delivering on diversity is at the heart of my agenda. In a more diverse country that exists in a faster-paced and more competitive world, the pressure to change is inevitable and ongoing.

I want civil servants to be able to say “I’m proud to be a civil servant.” To make the Civil Service that sort of place means we must be inclusive and relevant to all our staff, citizens, and customers. We have to reflect the nation we serve. We must also be as efficient as possible by making the best use of available talent and better understanding our customers. In short, diversity improves our capacity to deliver.

Diversity, in all senses of the concept, is core to our ability to be proud, passionate and professional about all we do in the Civil Service.

This plan commits to 10 key areas and it particularly targets accelerated progress towards a more visible and diverse Senior Civil Service. This is a signal that this plan is ambitious and intended to achieve broad and deep cultural change. It depends on the commitment of everyone, at every level, in the Civil Service to deliver. It is an integral part of my vision for Civil Service reform and I am confident that through achieving a more diverse workforce we will be better equipped to deliver, adapt and innovate.



Sir Gus Donnell
Cabinet Secretary and Head of the Home Civil Service



DIRECTION AND SCOPE

DIVERSITY IN THE CIVIL SERVICE

Action on equality and diversity forms an integral part of our vision for Civil Service reform: not only in achieving a make-up that reflects the society we serve, but also in improving the Service's capacity to deliver through valuing and making the best use of the diversity of talent in teams and organisations.

Targets to address under-representation of key groups at the most senior levels of the Civil Service were set by the Government because levels of these groups at the top of the Service provide the most visible signal of change. We want to use change at the top to lead broader change in the way equality and diversity is managed and valued in the Service at all levels, across all equality and diversity strands. We want to shift the focus from particular groups to individual talent and to value the diversity of individuals in teams so that they are more effective in delivery.

Our targets are not 'quotas'. They are business targets requiring action as a workforce planning and business issue. They focus on women, black and minority ethnic and disabled staff, and are underpinned by a commitment to achieving a Civil Service that is representative of the population, in all its diversity, at all levels.

Diversity is a mainstream business issue. To succeed we must make it part of the organisation's day-to-day life. Diversity, what it means, what its effects are, and how it can make an organisation more successful must be on the agenda at all levels and in all areas of our business.

METHODOLOGY

This plan has been developed following a review of equality and diversity in employment in the Civil Service by Waqar Azmi, the Chief Diversity Adviser to the Civil Service. It takes account of thinking in this area by the Civil Service Management Board and senior Diversity Champions across the Service. HR Directors, the Council for Civil Service Unions, corporate staff networks and other key stakeholders have also had the opportunity to contribute to the development of the plan. We thank everyone who engaged in this process.

10 AREAS FOR CHANGE

WE BELIEVE THAT THE 10 KEY AREAS FOR CHANGE SET OUT HERE WILL, TAKEN TOGETHER, DELIVER A MORE DIVERSE CIVIL SERVICE: ONE THAT HAS A POLICY OF ZERO TOLERANCE OF DISCRIMINATION AND WHERE ALL STAFF FEEL VALUED FOR THEIR CONTRIBUTION. THESE KEY AREAS ARE SUPPORTED BY OUTCOMES AND DELIVERABLES.

1. TARGETS

Diversity targets are set for the Senior Civil Service (SCS) as a whole¹ and are now underpinned by departmental targets. Departments have responsibility for their own business and HR policies and processes, so the capacity to deliver corporate SCS diversity lies with departments. Setting stretching, challenging and ambitious internal departmental SCS targets for 2008, especially in those departments with high numbers of SCS staff, is a key driver for achieving the corporate targets. For some departments, stretching targets mean that they aim to be representative of the population at senior levels for at least some under-represented groups by 2008. In order to ensure a diverse talent pool for their SCS population, departments must also set diversity targets for their staff at levels just below the SCS, the "feeder grades", equivalent to grades 6 and 7.

Setting stretching targets is not enough. Departments must have consistent and robust delivery plans to meet their targets – plans that are fully integrated into business plans and current and emerging Equality Schemes.



¹ New targets for representation in the Senior Civil Service were set as part of the Spending Review 2004 as part of a wider commitment to build the capacity of the Civil Service to deliver the Government's priorities by improving leadership, skills and diversity, by achieving by 2008 the agreed targets of:

- 37% of the Senior Civil Service to be women;
- 30% of top management posts to be filled by women;
- 4% of the Senior Civil Service to be from minority ethnic backgrounds;
- 3.2% of the Senior Civil Service to be disabled people.

These targets are underpinned by a longer term aim for the Civil Service to reflect the population it serves at all levels.

DIVERSITY IN PRACTICE

How a diverse workforce helps us do a good job

Every year, tens of thousands of British Muslims travel to Saudi Arabia on their pilgrimage to Mecca. Performing the Hajj is part of a Muslim's vital duty, and he/she must do it once in their lifetime, if their situation allows. Around two million pilgrims visit the Holy Site each year. Of these, many are British-based Muslims, who may need help and support during their journey. This assistance is provided by the British Hajj delegation, which includes medical staff and counsellors, and is made up of volunteers from the UK's Muslim communities.

Last year, the delegation provided support to more than 4,000 pilgrims. To ensure a high standard of service is provided to UK citizens, a British Muslim member of staff from the Foreign and Commonwealth Office has been posted to Jeddah in Saudi Arabia.

Dawood Mayet works with the Hajj delegation and the British consulate in Jeddah to help and advise British pilgrims. Issues he might assist with include transferring money from the UK, contact details for local lawyers or hospitals and advice on passport and visa matters. Dawood's understanding of issues relating to Hajj mean he is ideally placed to perform his role, which is essentially to act as a link between pilgrims and officials.

If Dawood was not in post the consulate would otherwise have needed to source a non-UK Muslim officer to undertake this key role. Not only would this cost more, but such an officer would not be as effective in the job as Dawood is with his specialist, 'insider' knowledge.

Dawood's familiarity with the locations involved in the journey, and the problems that may be encountered there, mean a robust support service can be provided to pilgrims. His input ensures British Muslims on their Hajj are dealt with in an appropriate and highly sensitive manner. Dawood, who has served in Jeddah for more than two years, has been commended for his commitment and dedication to the role.

2. MEASUREMENTS AND EVALUATION

A robust system of measurement and evaluation, both at corporate and departmental level, will provide assurance that action plans are effective and provide checkpoints on progress, and opportunities to prioritise further or different interventions. We will continue to monitor progress against the 2008 targets at corporate level publicly, through the collection and publication of data every six months. We will continue corporate work to improve data quality, collection and coverage through working in partnership with departments and agencies, the Council for Civil Service Unions (CCSU) and corporate staff networks. This work will be mirrored at departmental level and supported by regular resurveys.

Departments will also measure their progress through staff surveys and through regular equality auditing of performance appraisal systems.



3. BUILDING CAPACITY TO DELIVER ON DIVERSITY THROUGH THE DIVERSITY CHAMPIONS' NETWORK

The Diversity Champions' Network (DCN) includes very senior and Board level members from all main departments in the Service. The Network enjoys support and commitment from Permanent Secretaries. It is chaired by the Civil Service Diversity Champion and supported by the Chief Diversity Adviser to the Civil Service.

The Network is a coherent team of senior people, who are passionate about equality and diversity. They are able to drive progress towards diversity targets and across the equality and diversity agenda more widely in their departments and agencies. The DCN is a key accountability mechanism for delivering change and has a substantial role in delivering this plan. Each Diversity Champion takes personal responsibility for delivering this plan and is accountable to their Permanent Secretary or Chief Executive equivalent for delivering their departmental targets. The DCN acts as a monitoring body as well as a supporting mechanism to achieve progress.



4. LEADERSHIP AND ACCOUNTABILITY

Visible leadership commitment to equality and diversity is a key enabler to success. Transparent accountability systems for diversity targets will support the demonstration of this commitment and ensure that action towards progress remains focussed. This senior commitment needs to be demonstrated across the whole equality and diversity agenda, including those strands for which there are no targets, for example sexual orientation, faith, age, gender identity and work life balance. We believe there is a clear link between top level commitment and achieving behaviour and culture change throughout the Service (see point 7).

Permanent Secretaries are accountable for diversity in their departments and agencies, including agreed departmental diversity targets for their SCS and feeder grade populations and for ensuring that positive action programmes for junior staff are in place to support their feeder grade targets. They will be held to account for delivery of these targets as part of performance discussions between the Cabinet Secretary and Permanent Secretaries. Diversity Champions represent their departments and agencies within the Diversity Champions' Network and have a role in leading action on equality and diversity in their departments and agencies.



5. RECRUITMENT

Recruitment policies and practices are a key lever for change. We must maximise use of positive action provisions² to access the widest and most diverse talent pool and ensure that all our recruitment policies and practices – from providing adjustments for disabled candidates to eliminating cultural bias in assessment processes – support a truly level playing field for all.

This plan includes some examples of the broad range of different kinds of work the Civil Service and the people in it are engaged in. We will review our outreach and marketing initiatives to ensure that issues around external perception of the Civil Service as a whole and individual departments are addressed.

At a corporate level, the Fast Stream Development Programme, the graduate entry route for Senior Civil Service careers, will improve the diversity in the profile of its intake. The impact of this work will build greater diversity in the talent pool for the SCS in the longer term.

Departments will consider how they will bring in external people from under-represented groups and how they can ensure that their recruitment approaches below SCS will support building a diverse talent pool for the future. Where we use search consultants or recruitment advertising agencies, we will incorporate positive action criteria and targets on search and attraction of diverse candidates into awarding, managing and renewing of contracts.



² The positive action provision in equality legislation that allows employers and others to provide training and encouragement to people from particular under-represented groups.

DIVERSITY IN PRACTICE

How the Civil Service attracts talented people

After working in the private sector for three years Sayed Shah was looking for a more stimulating challenge. A graduate of Liverpool University, Sayed planned to get some commercial experience before pursuing a career in law at a later date.

An initial graduate trainee placement within the procurement department of Airbus UK saw him working on contracts and agreements with Air France and Emirates. He then went to work as a strategic consultant with Accenture UK, dealing with a wide number of organisations in both the public and private sectors. Sayed said: "I stayed in that position for around two years and then felt it was time to move on. "

"I wanted to work in a more stimulating and interesting environment, and a friend suggested the Civil Service. I had no experience of the public sector at all, and very little knowledge of what was involved. But then I spotted an advertisement for a post in the Cabinet Office, working on outreach and diversity – an area that I'm really interested in. I took the chance to apply and got the job – and I've not regretted the decision for a minute."

Sayed is currently head of the Diversity and Marketing Branch in the Cabinet Office. His work involves making sure the Civil Service Fast-Stream scheme attracts as diverse a range of applicants as possible – so outreach work is targeted at members of ethnic minority communities and disabled people.

Sayed says his new job is the one he's enjoyed most of all. He said: "I feel more engaged with my work here than I did in the commercial sector. I like the fact that what I'm doing has a real impact on the ground. I've no regrets about joining the Civil Service – I'm not sure where my career will lead me to in the future, but for now, I'm very happy where I am."

6. DEVELOPMENT

Identification and accelerated development of talented people from under-represented groups in the feeder grades to the SCS is a key element of departmental diversity target action plans. We must also ensure that people in under-represented groups below the feeder grades receive targeted and appropriate development to enable them to progress into the feeder grades and beyond. Corporate diversity development schemes for staff at feeder grades with potential to reach the SCS are being redeveloped and relaunched following a review. These schemes will focus on the requirements of the Professional Skills for Government (PSG) programme³. They will be underpinned by Compact Schemes between departments and staff who will be selected, through a rigorous process, to participate in the new corporate diversity development schemes. The Compact Schemes will provide that if a disabled member of staff both completes the development programme successfully – and demonstrates delivery, competency and skills on the job, through meeting measurable job related performance objectives over a set period of time – they will be invited to a departmental SCS promotion assessment centre interview panel. Women and black and minority ethnic staff will be invited to join the SCS competition. Appointments, however, will be based on merit.

Departments are responsible for designing and running positive action development schemes aimed at building a diverse talent pool at feeder grade level. They will work together to ensure that all appropriate staff have access to such schemes. Diversity Champions will be responsible for ensuring that such programmes are properly focused, run and monitored so that they support departmental diversity targets for feeder grades.



³The Professional Skills for Government programme: <http://psg.civilservice.gov.uk>

DIVERSITY IN PRACTICE

How the Civil Service spots and develops talented people

Business graduate Alpa Panchal joined the Civil Service in 2003 after completing her degree at Kingston University. She quickly progressed from her initial role as an Administrative Officer to become an Executive Officer for Martin Narey, then Chief Executive of the National Offender Management Service (NOMS). As Assistant Private Secretary to Martin, the issues Alpa was responsible for leading on included HR, diversity, drugs and alcohol and offender education.

In July this year, she felt the time was right to look for a new position, in order to further develop her skills. She applied for a post with the Victims & Confidence Unit in the Office for Criminal Justice Reform, and after enduring a tough, hour-long interview, was offered the job. The team she now works in has responsibility for developing the criminal justice reform's relationship with voluntary groups like Victim Support and Support After Murder and Manslaughter.

This enhanced relationship between the public and private sector will ensure that grant funding is sent in the best possible way and that victims of crime receive the right level of support. Alpa's new post gives her the opportunity to develop new skills in project support and financial monitoring as well as the chance to work on high profile policy development.

She is also taking part in the Management Development Programme, which could lead to a recognised qualification in management from Oxford Brookes University. Alpa said she's pleased with her progress and that she's glad systems are in place to help talented and ambitious people to rise through the ranks.

She said: "People were really helpful in pushing me forward and the systems were there to help me get on. "I plan to stay in the Civil Service and work my way up – and I feel confident that I'll be able to access the help and support I need to do that."

Martin Narey, who has supported Alpa's progress commented: "She is an exceptional prospect – with nurturing and support, she should reach the Senior Civil Service."

7. BEHAVIOUR AND CULTURE CHANGE

Cultural and behavioural change is at the heart of achieving success in diversity. It is crucial, not only to achieve the departmental targets agreed for 2008, but to support lasting, sustainable change. The Civil Service as a whole and each department and agency will demonstrate and pursue a policy of zero tolerance of discrimination and harassment and bullying on any grounds –for example on grounds of race, gender, gender identity, disability, sexual orientation, age, faith, working pattern, or social background.

We will take action to ensure that this message is understood; and that it is embedded in every aspect of people management systems at all levels, through meaningful and measurable criteria in the personal objectives, appraisal systems and competency frameworks that are linked to reward systems.

We will ensure that Civil Service wide initiatives affecting staff, such as the Professional Skills for Government programme, support equality and diversity. Departments will ensure that equality and diversity is embedded in their performance management systems. And that managers - who often have the greatest impact on culture change and are responsible for people management - understand that they and their staff have personal responsibility for challenging discrimination and unacceptable behaviour. Managers will receive challenging and participative training; and understand that they must behave in ways which promote a culture of inclusion and equality for all. Departments will monitor this through individual performance against meaningful and measurable personal objectives that are linked to reward systems.

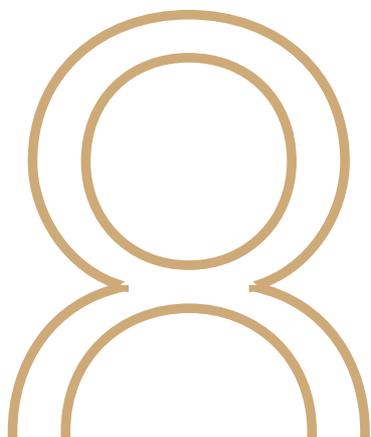
We will continue to work in partnership with Trade Unions and their equality structures that play a key role in influencing departmental culture and will continue to support staff networks.



8. DIVERSITY IMPACT OF THE EFFICIENCY AND RELOCATION REVIEWS

We know that there is real concern about the potential impact of efficiency savings and relocation on under-represented groups, particularly black and minority ethnic and disabled staff. Maintaining a diverse talent pool for the SCS is important in achieving the diversity targets for 2008 and for working towards a longer term aim of achieving a Civil Service which is representative of the population at all levels.

We want to ensure that the Civil Service remains representative of the population in terms of gender and ethnicity and that we continue to prioritise and improve representation of disabled people, where we know that significant challenges remain. We will maintain a corporate watch on the diversity impact of efficiency and relocation plans and departments are carrying out impact assessments to ensure that no particular group of staff is unfairly discriminated against.



9. MAINSTREAMING EQUALITY AND DIVERSITY

Mainstreaming or embedding diversity into all aspects of our business will be a key enabler in achieving success in diversity. This will not mean the dilution of different equality strands. The existing statutory equality employment duties on race – that will be mirrored for disability and gender – provide a useful starting point for introducing a discipline of integration of equality and diversity matters across the range of departmental policy and operational functions. Some departments and agencies, and indeed some organisations outside the Civil Service, have already made much progress in achieving this and we will learn from best practice in this area.



DIVERSITY IN PRACTICE

Helping ethnic minority communities claim benefit entitlements

Older people within ethnic minority communities thought they were unable to claim Pension Credit. According to research, many thought that they would not be eligible as they did not hold a national insurance number or receive a state pension. Other issues that prevented people applying for the credits was a lack of fluency in English and low self-confidence when dealing with official bodies.

To counter this, the Department for Work and Pensions (DWP) devised a tour of the UK that would encourage such people to take up their entitlement. The campaign took in eight local authorities, all of which had been shown to have a low take-up of Pension Credit and a high ethnic minority population. Advertisements publicising the events were posted in local newspapers and on community radio stations.

On the day of the tour, a mobile exhibition unit and marquee were used to put across the campaign's message. These were set up at high profile points at each destination – and colourful sandwich boards and posters were used to draw the public's attention.

Bilingual leaflets were designed exclusively for use on the tour and bilingual promotions staff were employed to invite passers-by to take part. The leaflets used proved so effective that they have now been added to DWP's standard portfolio of communications.

This initiative was the first of its kind to use a campaign tour to specifically target elderly people within ethnic minority communities. The approach clearly worked. More than 2,500 people visited the tour. Of these, around two thirds were from ethnic minority backgrounds. Pension Credit applications were taken on the spot from 142 people and a further 114 were referred to the application line or for a home visit. In addition, 3,212 people received a copy of the Pensioners' Guide and a leaflet explaining how Pension Credits work.

10. COMMUNICATION

There will be an effective communication strategy for clear internal and external messages in all communications including staff training, recruitment advertising, policy and service delivery, to ensure success of this plan. Communication plans will also form part of departmental diversity plans and will articulate the business, moral and ethical case for diversity.



DIVERSITY IN PRACTICE

Giving communities a voice in shaping policy

In 2002, when the Chief Crown Prosecutor (CCP) for Hampshire and Isle of Wight was asked to produce a draft policy on cases with a homophobic element, he was keen to get the views of those directly concerned. In addition to the Policy Department and the Equality and Diversity Unit, CCP Roger Daw asked any staff within CPS to come forward if they were interested in helping write the document.

The Department's new lesbian, gay, bisexual and transgender (LGBT) staff network was also approached to see if any of its members would be happy to assist. This trawl for volunteers resulted in a working group, made up of people who had a real and genuine interest in LGBT issues.

Their unique range of experience, knowledge and personal circumstances meant they were ideally placed to help draft the initial policy statement. And they performed a variety of roles at varying grades across the service, so were able to comment on how the completed policy might work from their individual perspectives.

Once set up, the group identified the key issues and positive messages they wanted the policy to convey to victims and witnesses of homophobic crime. Representatives from relevant organisations like the Lesbian and Gay Police Association and victim support groups were also called in to assist on certain policy areas, and they too became part of the working groups.

These outside agencies proved a great help to policy makers: they suggested changes to current drafts and introduced issues that had not previously been raised.

The result was that the CPS policy was prepared in record time - and it had taken the views of the LGBT community into account at every stage of the process. When it was launched in November 2002, the policy received positive coverage from the LGBT press. It serves as a great example of the Government's commitment to work closely with communities when developing the policies that affect them.

LESSONS LEARNED

IN 1998 THE GOVERNMENT MADE A COMMITMENT TO ENSURE THAT THE CIVIL SERVICE BECOMES MORE OPEN AND DIVERSE, BY ACHIEVING BY 2004-05 THE AGREED TARGETS OF:

- 35% of the Senior Civil Service to be women;
- 25% of top management posts to be filled by women;
- 3.2% of the Senior Civil Service to be from minority ethnic backgrounds;
- 3% of the Senior Civil Service to be disabled people.

The Cabinet Office carried out an evaluation of progress against these targets at the end of 2003 to identify key barriers and issues emerging from work to date on delivery of the targets. The findings were discussed by Permanent Secretaries. They agreed to further action in the light of key issues identified and they also helped to inform the approach and action being taken on corporate action on leadership and skills. The key issues identified were:

- Strengthening accountability - ensuring that there is leadership commitment to drive action in departments. The Diversity Champions' Network is a group of very senior and Board level people in departments with responsibility for driving the diversity agenda in their organisation and their focus is aimed at ensuring those at the top of the organisation own and report on progress in their department. Robust structures for strengthening accountability for equality and diversity form a key part of this plan.
- The importance of strategic links in bringing on talent – Corporate initiatives targeted towards bringing on staff from under-represented groups have seen some success in supporting the career development of participants. But it has been less clear whether such schemes are linked to departments' broader talent development and succession planning. A review of development for staff from under-represented groups has identified ways in which those links can be strengthened.
- Data quality - the review identified issues affecting diversity data collection and quality that hinder robust measurement of progress modelling future trends. In particular, data on ethnicity and disability in the SCS is reliant on voluntary self-classification. The coverage of data on the SCS has been improving, but there is still more to do. Much depends on departments and SCS members themselves supplying good data. This plan includes specific action to improve the quality and coverage of disability data (see Monitoring).

Various other progress reports and evaluations took place to inform our approach to this plan. These included:

- Progress reports from the Head of the Home Civil Service to the Prime Minister. These set out latest data, progress on central activity to promote diversity, and examples of departmental work in this area.
- In 2003 discussions were held with the thirteen departments with the largest SCS populations, exploring enablers and barriers to diversity. The outcome from these meetings included a report, shared with departments, with proposals that offer the best chance of success in meeting the targets.
- In 2004 there was an evaluation for the Civil Service Management Board (CSMB) of corporate activity to progress diversity at senior levels and, in the light of this evaluation, suggested areas where efforts to accelerate progress could be focussed.

THE CHALLENGE

THE CURRENT POSITION

The Civil Service is broadly representative of society in terms of gender and ethnicity. Overall, more than half of its employees are women; 8.2% of staff come from black & minority ethnic backgrounds. Civil Service staffing statistics show that over 4.2% of staff are disabled, but data from the Civil Service Diversity Survey suggests that around 15% of staff have a disability or long-standing illness. So we know that there are cultural barriers to declaring disability in the Civil Service that we must overcome as an urgent priority.

While we have made substantial progress – for example doubling both the proportion of women in top management posts and the proportion of black and minority ethnic staff in the SCS since 1998 – there is still much further to go.

THE CHALLENGE

As part of the Spending Review 2004 (SR04), the Government set new targets for representation in the Senior Civil Service, as part of a wider commitment to build the capacity of the Civil Service to deliver the Government's priorities by improving leadership, skills and diversity, by achieving by 2008 the agreed targets of:

- 37% of the Senior Civil Service to be women;
- 30% of top management posts to be filled by women;
- 4% of the Senior Civil Service to be from minority ethnic backgrounds;
- 3.2% of the Senior Civil Service to be disabled people.

The Government has specifically committed to departments implementing plans to improve recruitment and promotion of members of black and minority ethnic groups⁴.

2008 DIVERSITY TARGETS:

| | Baseline (Oct 03) | Current (April 05) | Target (2008) |
|-------------------------------|-------------------|--------------------|---------------|
| Women | 27.5% | 29.1% | 37% |
| Women in top management posts | 23.9% | 25.5% | 30% |
| BME staff | 2.4% | 2.8% | 4% |
| Disabled staff | 2.1% | 2.9% | 3.2% |

Source: Cabinet Office personnel statistics

⁴ Improving Opportunity, Strengthening Society: The Government's strategy to increase race equality and community cohesion: Home Office January 2005

MAKING IT HAPPEN

THERE IS ENTHUSIASTIC BUY-IN AT THE HIGHEST LEVELS OF THE SERVICE TO THE EQUALITY AND DIVERSITY AGENDA.

FORMAL ACCOUNTABILITIES

- The Prime Minister, as Minister for the Civil Service, is accountable for Government commitments made on Civil Service management issues, including SCS diversity targets. The Minister for the Cabinet Office has day-to-day responsibility for Civil Service issues and is ultimately responsible for the delivery of the Cabinet Office Spending Review 2004 PSA targets that include diversity targets.
- The Cabinet Secretary and Head of the Home Civil Service is accountable to the Prime Minister for the Delivery and Reform programme, of which action on diversity and the achievement of the targets on under-representation are a part.
- The Permanent Secretary of each department is responsible for ensuring the delivery of each target. Departmental targets and positive action programmes for junior staff will be included in performance discussions between the Cabinet Secretary and each Permanent Secretary.
- The Director-General of Corporate Development Group in the Cabinet Office is accountable to the Head of the Home Civil Service for action on people aspects of the reform agenda, including diversity.

TOP LEVEL ENGAGEMENT

The Head of the Home Civil Service and all Permanent Secretaries have signed up to this plan. There are regular discussions at the Civil Service Management Board on diversity. Additionally, a Reform Programme Board provides an advisory and co-ordinating role for the strategic direction of the Reform work overall.

The Diversity Champion for the Civil Service, supported by the Chief Diversity Adviser to the Civil Service, leads a network of senior Diversity Champions in departments and agencies. The Diversity Champions represent their Permanent Secretaries and departmental Boards at the Network and are responsible for embedding the plan into organisational business planning processes and for driving change in their departments and agencies.

LEVERS FOR DELIVERY

In addition to formal accountabilities and top level engagement, there are other levers for delivery of this plan:

THE CENTRE

The Cabinet Office leads on strategic Human Resource issues, including equality and diversity in employment, and oversees the central framework for management of the Civil Service. Day-to-day responsibility for the majority of HR issues is delegated to departments and agencies under the Civil Service (Management Functions) Act 1992. This includes responsibility for recruitment, selection and development of staff, including at senior levels.

The Cabinet Office works in partnership with other departments, agencies, Unions and corporate staff networks. At a high level it provides a group HR function for the Service, promoting training and development and helping to build capacity to deliver in departments.

The Cabinet Office is positioned to offer strategic and inter-departmental perspectives and interventions. It works through influencing the separate employers who make up the Civil Service. It can work with key departments to help develop policy interventions to bring in and bring on talent in their organisations.

The Cabinet Office can also make corporate interventions that focus on the internal supply side by developing pools of talent – for example through the corporate leadership programmes provided by the National School of Government – to complement departments' own work.

DEPARTMENTS AND AGENCIES

The Diversity Champions' Network is a network of very senior and Board level Diversity Champions across departments and agencies. It is chaired by the Civil Service Diversity Champion and supported by the Chief Diversity Adviser to the Civil Service. The role of the Network is:

- to maximise the value of lessons learned in individual departments, by sharing good practice and ensuring that it is implemented in the most effective ways;
- to support individuals to provide effective leadership on diversity in their organisation by helping them to keep up with the latest thinking and to find support from others in a similar role; and
- to help drive behavioural and cultural change and articulate the business case for diversity across the Service.

Accountability for success in diversity in individual departments and agencies rests with Permanent Secretaries, but the Diversity Champions act as representatives for their Permanent Secretaries and corporate boards and in this way are also accountable and responsible for driving forward work at departmental level.

The Diversity Champions' Network meets quarterly as a whole network. Network members have responsibility for implementing the plan within their departments through engaging with their departmental Boards; embedding the plan in departmental business and HR planning and processes. They report back to the Network.

Individual work strands on key elements of the plan are taken forward by sub-groups of the DCN, chaired by Network members and supported by the Chief Diversity Adviser. The sub-groups meet regularly between whole Network meetings and report progress on their work to the Civil Service Diversity Champion and the DCN. A list of DCN sub-groups and their remits is at Annex A.

In addition to the Diversity Champions' Network, HR Directors across the Civil Service understand their contribution to delivery and take forward specific work to drive and monitor delivery.

We are working to ensure that SCS members and other Civil Servants understand this plan and what it means for them.

PARTNERS

We work in partnership with Trade Unions and consult with staff networks in taking forward equality and diversity. The Cabinet Office manages the relationship with the Council for Civil Service Unions (CCSU) at a national level and engages with its equality structures at national level. HR Directors and Diversity Champions are responsible for engaging with Trade Unions at departmental level.

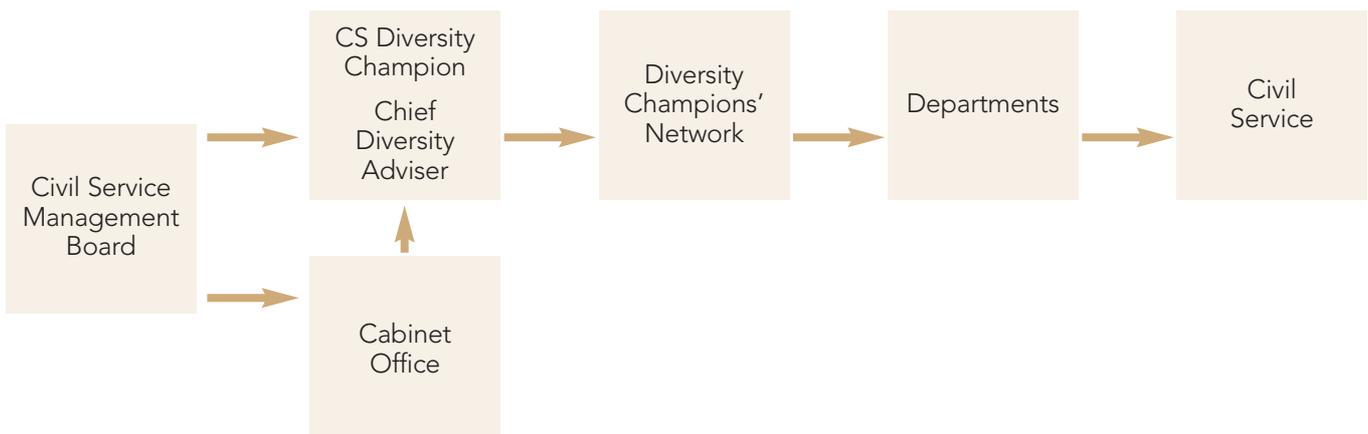
Staff networks are instrumental not only in providing a forum for mutual support, but also in advising on corporate and departmental functions, policies and practices. The Cabinet Office manages relationships with the corporate staff networks that typically represent departmental staff networks on various diversity strands across Government. Diversity Champions and HR Directors manage and are involved in departmental diversity networks, which are often championed at departmental level by Permanent Secretaries.

The Chief Diversity Adviser to the Civil Service has established a Diversity Partners Network for the CCSU and corporate staff networks that will meet regularly to discuss progress and seek views.

The Equality Commissions: the Commission for Racial Equality, the Equal Opportunities Commission and the Disability Rights Commission, are all key stakeholders and we are committed to continuing to work in partnership with them; we are similarly committed to continuing to work with other key external stakeholders, such as Stonewall. The Civil Service Diversity Champion and Chief Diversity Adviser to the Civil Service will continue to hold regular bi-lateral meetings with the Equality Commissions and other key external stakeholders.

THE DELIVERY CHAIN

The key deliverers for this plan are in departments- principally their HR functions, recruiters and line managers, in partnership with key stakeholders such as Trade Unions - but responsibility and accountability ultimately rests with Permanent Secretaries and their Diversity Champions.



MEASURING SUCCESS

We will continually monitor delivery of the plan so that actions and interventions are reviewed and changed if necessary.

MONITORING PROGRESS TOWARDS SCS DIVERSITY TARGETS

The specific targets for the SCS as a whole, along with a clear quantitative baseline, are subject to direct statistical measurement. The Cabinet Office will continue to collect and publish data showing progress against these targets every six months. Work is in place to improve the accuracy, timeliness and relevance of the statistics we collect.

Projects are under way to work with departments to bring coherence to both the fields collected and the underlying processes and technology used in collection.

We are also continuing to work towards improving coverage and quality of data on ethnicity and disability, especially around addressing cultural issues and barriers to declaration. Additionally, we will run a pilot monitoring exercise to extend current diversity monitoring to cover sexual orientation, gender identity and faith. Regular staff surveys achieving high response rates will be another tool for monitoring progress on the plan.

MONITORING PROGRESS TOWARDS IMPLEMENTATION OF THE PLAN

The Diversity Champions' Network (DCN) will monitor progress on delivery of the plan within their organisations and report back regularly to the Network. The DCN will also report annually on progress across the Service to the Civil Service Management Board through the Civil Service Diversity Champion and the Chief Diversity Adviser to the Civil Service.

OUTCOMES AND DELIVERABLES

1. TARGETS

| | | |
|----------------------------|---|---|
| <p>OUTCOME</p> | <p>All departments achieve stretching internal diversity targets for women, black and minority ethnic staff and disabled people at SCS by 2008, with some achieving an SCS that represents the economically active population in terms of gender and ethnicity.</p> | |
| <p>DELIVERABLES</p> | <ul style="list-style-type: none"> • Departmental targets for SCS and feeder grades for women, black and minority ethnic staff and disabled people to achieve by 2008 and positive action programmes for junior staff to support feeder grade targets. • Guidance on best practice approaches on action planning to achieve targets. • Departmental action plans to achieve targets, linked to business plans and equality schemes, including milestones targets. • Quality assurance review of action plans. | <p>TIMESCALE</p> <p>Sept 05</p> <p>Sept 05</p> <p>Dec 05</p> <p>Jan 06</p> |

2. MEASUREMENTS AND EVALUATION

| | | |
|--------------|---|--|
| OUTCOME | Clear accountability for progress and priority areas addressed through regular progress tracking; better data quality and coverage. | |
| DELIVERABLES | <ul style="list-style-type: none"> • Six monthly publication of corporate diversity statistics. • Departmental targets for minimum survey response rates by 2008. • Staff surveys that capture issues related to culture change and barriers to inclusivity • Regular equality audits of performance appraisal outcomes • Best practice guidance building on the work of the Disability Working Group to address barriers to declaration. • Best practice guidance aimed at improving data gathering mechanisms, quality and coverage. • Regular resurveys, focussing on non-respondents. • Resurveys on disability every two years. • Pilot monitoring exercise on sexual orientation, gender identity and faith. | <p>TIMESCALE</p> <p>Six monthly Dec 05</p> <p>Continuous</p> <p>Annual Jan 06</p> <p>Feb 06</p> <p>Continuous</p> <p>Continuous Start by Feb 06</p> |

3. BUILDING CAPACITY THROUGH THE DIVERSITY CHAMPIONS' NETWORK

| | | |
|--------------|---|---|
| OUTCOME | The Diversity Champions' Network leads the drive to deliver equality and diversity outcomes across the Civil Service. | |
| DELIVERABLES | <ul style="list-style-type: none"> • DCN sub groups implement and achieve results in their priority areas, supported by a programme of work including report-back arrangements. • DCN launches a programme of peer reviews within departments. • DCN receives and monitors progress against the plan in each department and supports where necessary in achieving results. • DCN drives change, delivers the plan and achieves diversity targets by 2008. | <p>TIMESCALE</p> <p>Continuous</p> <p>Jan 06</p> <p>Six monthly after Jan 06</p> <p>Continuous</p> |

4. LEADERSHIP AND ACCOUNTABILITY

| | | |
|----------------------------|---|---|
| <p>OUTCOME</p> | <p>Visible top-level leadership commitment to, and accountability for, all equality and diversity strands, including race, gender, gender identity, disability, sexual orientation, age, faith, work life balance and social background.</p> | <p>TIMESCALE</p> |
| <p>DELIVERABLES</p> | <ul style="list-style-type: none"> • Departmental SCS and feeder grade targets included in the Cabinet Secretary’s performance discussions with Permanent Secretaries. • Six monthly reports from DCN on departmental action plans to the whole Network. • Mechanism for interim exception reporting. • Annual report from DCN to the Civil Service Management Board. | <p>April 06 and on-going</p> <p>Six monthly from Jan 06</p> <p>Jan 06</p> <p>Annual</p> |

5. RECRUITMENT

| | | |
|----------------------------|--|---|
| <p>OUTCOME</p> | <p>Positive action recruitment⁵, across the Civil Service that supports the diversity targets , including outreach and assessment procedures</p> | <p>TIMESCALE</p> |
| <p>DELIVERABLES</p> | <ul style="list-style-type: none"> • Best practice toolkit on positive action recruitment policies and practices, taking account of the management of contracts with recruitment advertising agencies and search consultants. • Further improvements in the diversity profile of the Fast Stream. • All SCS and feeder grade posts to be available on a flexible working pattern basis unless robust and objective justification is provided. • The SCS recruitment process to be "equality proofed", either through panels being representative of the candidate field, or where this is not possible, through the involvement of an internal/external diversity adviser or HR Director throughout the whole process. | <p>Feb 06</p> <p>Continuous</p> <p>Immediate</p> <p>Immediate</p> |

⁵ The positive action provision in equality legislation that allows employers and others to provide training and encouragement to people from particular under-represented groups.

6. DEVELOPMENT

| | | |
|--------------|---|---|
| OUTCOME | Talented people from all under-represented groups are managed and developed appropriately. | |
| DELIVERABLES | <ul style="list-style-type: none"> • Implementation of outcomes of the review of corporate diversity development schemes for those women, black & minority ethnic and disabled staff at feeder grades who have the potential to reach the SCS. • Compact Schemes between departments and staff who are selected, through a rigorous selection scheme, on a new corporate diversity development programme for talented people in under-represented groups at Grades 6 & 7 with potential to reach the SCS. These Compact Schemes will provide that if a disabled member of staff both completes the development programme successfully and demonstrates delivery, competency and skills on the job, through meeting measurable job related performance objectives over a set period of time; they will be invited to a departmental SCS promotion assessment centre or interview panel. Women and black and minority ethnic staff will be invited to join the SCS competition. Appointments, however, will be based on merit. • Proposals and guidance for implementation of the Compact Scheme in departments • Positive action schemes in departments that complement corporate diversity development and work to build a diverse talent pool below feeder grades. • Co-ordination of departmental schemes so that schemes run by larger departments are open to smaller departments. | <p>TIMESCALE⁶</p> <p>First quarter 06</p> <p>First quarter 06</p> <p>Feb 06</p> <p>March 06</p> <p>March 06</p> |

⁶ Timescales refer to calendar years.

7. BEHAVIOUR AND CULTURE CHANGE

| | | |
|----------------------------|---|--|
| <p>OUTCOME</p> | <p>A lasting and sustainable culture change across the Civil Service, where there is zero tolerance of discrimination and bullying and harassment on any grounds; where the promotion and valuing of equality and diversity is embedded in every aspect of people management policies and processes at all levels; and where everyone feels valued for their individual contribution.</p> | |
| <p>DELIVERABLES</p> | <ul style="list-style-type: none"> • Review of departmental performance management systems to ensure that equality and diversity is embedded within them. • All civil servants to have meaningful and measurable diversity objectives that are linked to reward systems. • Review of SCS competence framework to include equality and diversity. • Review of work life balance issues with the SCS with recommendations for change. • Equality and diversity embedded in Professional Skills for Government core skills. • Members of SCS to be appropriately supported to engage in mentoring relationships with junior staff. • Senior and middle managers to receive high quality, challenging and participative training in equality and diversity. • Equality and diversity integrated in all training. • Capacity of departmental staff networks supported to enable them to advise and contribute to equality and diversity policies and practices. • Capacity of corporate staff networks supported to enable them to advise and contribute to corporate equality and diversity work. | <p>TIMESCALE</p> <p>March 06</p> <p>Feb 06</p> <p>March 06</p> <p>April 06</p> <p>Immediate</p> <p>March 06</p> <p>Continuous</p> <p>Continuous</p> <p>Continuous</p> <p>Continuous</p> |

8. DIVERSITY IMPACT OF THE EFFICIENCY AND RELOCATION REVIEWS

| | | |
|--------------|--|---|
| OUTCOME | A Civil Service that is broadly representative of the population in terms of gender and ethnicity; and that continues to improve representation of disabled people. | |
| DELIVERABLES | <ul style="list-style-type: none"> • Departmental implementation plans including equality and diversity impact assessments for all aspects of efficiency and relocation. • Timely and transparent communication of key issues affecting staff. • Corporate overview of diversity impact maintained. | <p>TIMESCALE</p> <p>Jan 06</p> <p>Continuous</p> <p>Continuous</p> |

9. MAINSTREAMING DIVERSITY

| | | |
|--------------|---|---|
| OUTCOME | Equality and diversity embedded in all corporate and business plans and processes. | |
| DELIVERABLES | <ul style="list-style-type: none"> • An integrated equality and diversity impact assessment tool. • Report on best practice on mainstreaming from both within and outside the Civil Service. • Identification and analysis of barriers to effective mainstreaming. • 10-Point Plan embedded in departmental business and plans and equality schemes. • Best practice guide to equality and diversity in procurement. | <p>TIMESCALE</p> <p>Feb 06</p> <p>March 06</p> <p>Jan 06</p> <p>Jan 06</p> <p>April 06</p> |

10. COMMUNICATION

| | | |
|--------------|--|--|
| OUTCOME | Clear and consistent internal and external messages on equality and diversity. | |
| DELIVERABLES | <ul style="list-style-type: none"> • Departmental action plans for delivering 10-Point Plan that include diversity communication plans. • Corporate equality and diversity communication plan. • Corporate content-rich equality and diversity website. • Civil Service equality and diversity achievement award event | <p>TIMESCALE</p> <p>Jan 06</p> <p>Immediate</p> <p>Continuous</p> <p>Feb 06</p> |

ANNEX A

DIVERSITY CHAMPIONS' NETWORK SUB-GROUPS

Diversity Champions' Network sub-groups⁷ take forward priority work relating to the 10-Point Plan. They are chaired by individual DCN members. The Chief Diversity Adviser chairs the Behaviour and Culture Change sub-group and is available to provide a strategic steer and advice to other sub-groups. Policy advice from the Cabinet Office is also available to each sub-group. Sub-groups may include experts from outside the DCN and will consult with key stakeholders, such as the Trade Unions and staff networks, at appropriate stages of their work.

All sub-groups have responsibility for conducting a peer review of a set of Diversity Delivery Plans from other departments in the DCN as a priority objective.

MAINSTREAMING & WORKFORCE STRATEGY SUB-GROUP CHAIRED BY NICK SMEDLEY (DCA)

Aim: Equality and diversity embedded in all corporate business plans and processes

MEMBERS

Neil Kinghan, ODPM
Alison French, HMRC
Nick Stern, HMT
John McKervill, NICS
Susan Thomas, DfES
Debbie Heigh, DWP
Bernard Galton, NAW
Jim Rickleton, NAO
Richard Hatfield, MOD⁸
Seamus Taylor, CPS

⁷ The members of each sub-group are shown here as the Diversity Champion for each department or agency. Champions may nominate a representative to participate in sub-groups on their behalf.

⁸ Acting MOD Diversity Champion

RECRUITMENT SUB-GROUP CHAIRED BY SEAMUS TAYLOR (CPS)

Aim: Positive action recruitment across the Civil Service that supports diversity targets, including outreach and assessment procedures

MEMBERS

Colin Balmer, Cabinet Office
David Roe, DCMS
Martin Donnelly, FCO
Philip Kent, TSol
Nicola Munro, Scottish Executive

BEST PRACTICE SUB-GROUP CHAIRED BY MARK LOWCOCK (DFID)

Aim: Maximise the value of lessons learned in individual departments, by sharing good practice and ensuring that it is implemented in the most effective ways

MEMBERS

Desmond Flynn, Insolvency Agency
Colin Balmer, Cabinet Office
Martin Donnelly, FCO
Stephen Gale, GCHQ
Mary Canavan, British Library
John Nicholson, HMLR
John Astbury, MCGA

DEVELOPMENT SUB-GROUP, CHAIRED BY HUGH TAYLOR (DOH)

Aim: Talented people from all under-represented groups managed and developed appropriately.

MEMBERS

Chris McCoy, Defra
Colin Mowl, ONS
Sir Brian Bender, DTI
Avril Beynon, DVLA
Robert Hannigan, NIO
David Roe, DCMS

BEHAVIOUR AND CULTURE SUB-GROUP CHAIRED BY WAQAR AZMI (CHIEF DIVERSITY ADVISER)

Aim: A lasting and sustainable culture change across the Civil Service, where there is zero tolerance of discrimination and bullying and harassment on any grounds; where the promotion and valuing of equality and diversity is embedded in every aspect of people management policies and processes at all levels; and where everyone feels valued for their individual contribution.

MEMBERS

Alison French, HMRC

David Rowlands, DfT

Susan Thomas, DfES

John Nicholson, HMLR

Bart Smith, OFT

Jane Saint, Jobcentre Plus

Gareth Hadley, HM Prison Service

Richard Hatfield, MOD

**Cabinet Office
Admiralty Arch
The Mall
London
SW1A 2WH**

www.diversity-whatworks.gov.uk

Published: November 2005
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