

Permanent Secretary Diversity and Inclusion Objectives

The Civil Service aims to be recognised as the most inclusive UK employer. To achieve this we need to ensure our most talented people succeed and reach the top positions regardless of who they are or their background. This will ensure that we provide the best service possible to our citizens as well as reflecting modern Britain. Last year we launched the Talent Action Plan which set out the Government's commitment to understanding the barriers to success faced by under-represented groups. We want to ensure that the Civil Service is an exemplary employer, providing fair and equal opportunity for all. One commitment was for Permanent Secretaries to publish personal objectives on diversity and inclusion. The objectives are data driven and measurable. This has meant there is a strong focus this year on those areas where our data is richest. We are confident, however, that the strong emphasis on inclusion, as well as diversity, will ensure that the measures articulated below will bring benefits to all civil servants, not just those with specific protected characteristics. We will continue to work to improve our data across the board including socio-economic status, a crucial measure to ensure that the Civil Service truly represents the people we serve. These improvements will be reflected in next year's' objectives.

To note:

- We do not currently collect information on socio-economic background of all civil servants. Research is currently underway into the effect of socio-economic patterning in the fast stream and on how best to

assess the socio-economic background of civil servants. Social mobility will be reflected more fully in next year's objectives, following completion of this research.

- We do not have robust centrally held data on sexual orientation declaration and representation rates, although some departments do collect this locally. This year the focus in objectives is therefore on engagement of LGB civil servants, as measured through the annual People Survey. Action has already been taken to ensure that declaration and representation data will be held centrally from October 2015.
- We do not collect centrally any monitoring information relating to gender reassignment, including through the People Survey. We continue to work with a:gender (the cross government transgender network) to understand the best way to support transgender civil servants, and the monitoring position is being kept under review.

Jeremy Heywood

Objective	How will progress be achieved and measured?
<p>1) To take overall responsibility for the rigorous implementation of the Talent Action Plan and achieve progress on key performance measures for diversity and inclusion through the Removing Barriers programme.</p>	<ul style="list-style-type: none">• Increase the proportion of women, BAME and disabled individuals across the Civil Service SCS workforce• Increase the proportion of women in SCS roles at Pay Band 2 and above across the Civil Service• Reduce the difference between disabled and non-disabled staff on the “inclusion and fair treatment” question in the Civil Service People Survey• Increase the proportion of women, disabled, LGB&T and BAME individuals on Civil Service departmental and wider public sector boards against the baseline for 2014/15• Significantly increase declaration rates for ethnic background and disability status for the

	<p>Civil Service workforce (particularly in those departments where declaration levels are below 80%)</p> <ul style="list-style-type: none">• Reduce over time the gender pay gap in the Civil Service
<p>2) Improve the diversity of the Civil Service corporate talent pipeline against the baseline for 2014/15</p> <p>To hold Permanent Secretaries to account for effectively delivering their departmental diversity and inclusion plans</p> <p>To be an exemplar leader on diversity as Head of the Civil Service</p>	<ul style="list-style-type: none">• Expand the apprenticeship programme and increase the proportion of successful applicants to the fast stream from a lower socio-economic background against the 2014/15 baseline• Hold permanent secretaries to account on a quarterly basis through the Removing Barriers Implementation Board and in performance discussions• Ensure permanent secretaries are equally active departmentally on this issue

DCMS – Sue Owen

Objective	How will progress be achieved and measured?
<p>1) In DCMS Implement DCMS diversity & inclusion plan, aligned with the Talent Action Plan, with agreed set of KPIs across gender, LGB&T, ethnicity, & disability.</p>	<ul style="list-style-type: none"> • DCMS to move declaration rates of LGB, BAME and disabled individuals to respective SCS or Civil Service average. Where the department already exceeds the respective average we will aim to increase it further • We will monitor all representation rates and aim to increase it • Create a new staff award to recognise the contributions of staff networks <p>Measured by:</p> <ul style="list-style-type: none"> ○ Permanent Secretary performance reviews ○ Bi-annual progress reports for Removing Barriers to Success Programme ○ Quarterly Diversity report ○ SCS workforce quarterly pack
<p>2) In DCMS narrow the gap from the DCMS People Survey data, which shows LGB respondents are 6</p>	<ul style="list-style-type: none"> • Tailored communications and awareness campaigns.

points less engaged than the departmental average.

- Appoint an Executive Team champion to develop understanding of issues facing LGB&T staff
- SCS leadership via “straight allies”.
- Increase in employees declaring LGB nearer to the expected demographic
- Strengthen support for LGB&T staff through a staff network

Measured by:

- Monitoring progress on People Survey results
- Progress reports for Executive and People Boards
- Permanent Secretary reviews
- Annual departmental review on diversity activities

3) As Civil Service Diversity and Inclusion Champion provide overall leadership on diversity and inclusion for the Civil Service as a whole, and LGB&T Civil Servants in particular. Ensure delivery of the Talent Action Plan across departments.

Working with diversity leads, Civil Service D&I team, network groups and permanent secretaries to:

- Improve engagement of under-represented groups
- Increase promotion rates of under-represented groups
- Improve perception of the Civil Service as an employer where all can reach their potential

Progress will be measured by:

- SCS People Survey data
- 360 feedback from relevant employee networks
- Removing Barriers to success KPIs

Cabinet Office – John Manzoni

Objective	How will progress be achieved and measured?
<p>1) Ensure the Civil Service is an attractive employer to all and that the functions reflect the community the Civil Service supports.</p> <p>a. Promote inclusion and address diversity challenges in professional functions cross government, with a commitment for each function to have a diversity inclusion plan, with progress reviewed every six months by functional leads.</p>	<ul style="list-style-type: none"> • Improvements as outlined in each functional plan, focused on priority underrepresented groups.
<p>2) Implement the Cabinet Office diversity and inclusion plans in line with the Talent Action Plan.</p> <p>a. Create a culture of inclusion, and achieve</p>	<ul style="list-style-type: none"> • Increase declaration rates for all grades in relation to ethnic background and disability status. • Improve SCS diversity, and bring representation for SCS women in line with women at all grades. • Collect and assess feedback on departmental

progress on key performance measures for diversity and representation through a departmental action plan agreed with the networks (*women, part-time/job share, Christian/religion, BME, LGB&T, disability*).

- b. Create a new business deal with the Employee Networks to include and champion the following:
- i. Chairing a new diversity and inclusion committee attended by representatives from each of the Cabinet Office Employee Networks to oversee and inform the on-going programme of work.
 - ii. Improving access to mentoring for all staff but particularly those from under-represented groups.

performance from Network leads.

BIS – Martin Donnelly

Objective	How will progress be achieved and measured?
<p>1) Achieve progress on key performance measures for diversity and inclusion through delivery of BIS diversity and inclusion plans. Ensure that these plans are aligned with the Talent Action Plan.</p> <p>Continue to develop and bring forward female talent across BIS, sharing across Whitehall the Department's successes on promoting and achieving gender balance with a focus on the SCS.</p>	<p>Increase in underrepresented groups nominated for, applying for and accepted on to talent and development schemes and programmes (internal and external schemes)</p> <p>Maintaining 50% representation of females in BIS SCS; working with senior women and central Diversity and Inclusion to share successes on promoting and driving forward agenda on gender balance.</p> <p>Milestones: Quarterly SCS workforce pack, Permanent Secretary performance reviews, Bi-annual progress reports for removing barriers to success programme</p> <p>Declaration rates increased by 20% to ensure the department can effectively track progress - tailored communications and awareness campaigns.</p>

2) Continue to create an engaged and accountable leadership team within the department to improve diversity, inclusion and progression of staff from all backgrounds, in particular those from BAME backgrounds, disabled and older staff

360 Feedback from network groups, in particular BAME and Disability networks, and monitor LGB staff engagement via people survey.

Improvement in representation of employees with protected characteristics at all grades; particularly focusing on BAME, disabled and older staff.

Identifying role models and case studies to be publicised across BIS, to build trust, confidence awareness and motivation – including the SoS as a role model.

Milestones: Progress reports for People Committee on declaration rates and improvement in diversity of staff at all grades

Permanent Secretary reviews, Quarterly SCS workforce data.

Senior leadership team regular and visible engagement with relevant staff network groups

DCLG – Melanie Dawes

Objective	How Progress will be achieved and measures
<p>Implement DCLG’s diversity and inclusion plan, ensuring alignment to the Talent Action Plan. Plans to improve and accelerate progress focus on:</p> <p><u>Diversity</u>: systematically ensuring that our talent pipeline to Grades 6&7 is representative of our diverse workforce at HEO/SEO level; and that talented BAME and disabled people at HEO/SEO level receive appropriate development and support to enable them to progress.</p>	<p>DCLG is already at or above the SCS and Civil Service average in terms of declaration rates and representation, including at senior levels, for most groups with the exception of disabled people at senior levels. Where the department already exceeds the respective average we plan to maintain this position and aim to increase it further.</p> <p>Measured by:</p> <ul style="list-style-type: none"> ○ SCS workforce quarterly pack ○ Permanent Secretary performance reviews ○ Bi-annual progress reports for Removing Barriers to Success programme ○ Quarterly reports to the DCLG Executive Team <p>The proportion of HEO/SEOs identified as talented through our roll out of the talent management process to this level is representative of the diversity profile of the population at those grades: women:</p>

<p><u>Inclusion</u>: promoting an inclusive culture and approach throughout the department.</p>	<p>53.2%; BME 9.4%; disabled staff 5.8%. Measured by:</p> <ul style="list-style-type: none"> ○ Roll out of the talent identification process to HEO/SEOs by Jan 2016 ○ Development offer launched April 2016 ○ Positive Action Pathway nominations – ongoing in accordance with schedule <p>Improvements in the “inclusion and fair treatment” theme in the People Survey 2015 for protected groups: 81% for men, 78% for women; 81% for white staff, 74% for BAME, 57% for disabled staff, 81% for non-disabled staff. Monitor LGB staff engagement via people survey</p> <p>Measured by:</p> <ul style="list-style-type: none"> ○ Diversity and Inclusion event for SCS by end 2015 ○ Mandatory face to face unconscious bias training for all SCS in July and Sept 2015 ○ Mandatory face to face unconscious bias training for all line managers by April 2016 and regular refresh of online training at key decision points: recruitment, promotion, performance and talent moderation processes
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Sustainability: improving the capability of staff networks for priority protected groups, through strong partnership with their Diversity Champions, so that they are able to maximise their contribution to the department.

- Workshops on bullying, harassment and discrimination open to all staff, promoted to staff networks, Sept to Oct 2015
- Diversity Champions to develop and publish personal pledges in consultation with their networks by September 2015

Measured by:

- Priority areas and workplans agreed between networks and their Champions, underpinned by an internal diversity communication plan, by December 2015
- Diversity Champions to engage in reverse mentoring partnerships with individuals from the relevant groups
- DCLG networks to collaborate with each other and be fully engaged with the Civil Service umbrella networks
- Relaunched women’s network September 2015
- Cross network publication: “We are DCLG” for our external website, promoting DCLG as an inclusive employer by October 2015

Further improve the engagement score for disabled staff in DCLG; and reduce the differential between

Measured by:

- Improved engagement scores for DCLG

disabled staff reporting that they have experienced discrimination in the last 12 months and non-disabled staff.

- disabled staff in the People Survey 2015 (39% in the People Survey 2014)
- Reduced differential in the People Survey 2015 between disabled and non-disabled staff reporting that they had experienced discrimination in the last 12 months (25 percentage points in the People Survey 2014)
- Launch of survey to explore issues underlying low engagement scores for disabled staff and responses on experiencing discrimination, in October 2015
- Take up and effectiveness of Disability Passport scheme, launched in March 2015
- Feedback from disability network on ease of access to reasonable adjustments
- Workshops and events led by the disability network on raising awareness with line managers around reasonable adjustments and mental health issues (ongoing)
- Continued roll out of Mental Health First Aider training events and line manager awareness events (ongoing)

As Gender Champion for the Civil Service to work with

Measured by:

diversity leads, Civil Service D&I team, networks groups and Permanent Secretaries to lead improvements in gender diversity and make the Civil Service a truly inclusive employer.

- Gender data dashboard refreshed and shared with departments on a quarterly basis
- Maternity toolkit published in all departments, and improvement identified for departmental parental leave policies following a cross-Government review
- Analysis of gender pay gap concluded and action plan agreed to address any issues identified
- Engagement with external diversity experts, private sector organisations, and civil service employees to identify best practice and enhance measures to increase promotion rates and talent pipelines of women
- Gender networks in departments more engaged and empowered, and 'Setting up an Employee Network Guide' published and promoted across the Civil Service
- 360 feedback obtained from women's and gender employee networks

DECC – Stephen Lovegrove

Objective	How will progress be achieved and measured?																																				
<p>1) To achieve progress on key performance measures for diversity and inclusion on increasing representation rates of women in SCS roles at Pay Band 2 and above, and representation rates of BAME, LGB&T and people with disabilities at all grades in the department. This will be through delivery of DECC’s Vision, Goals and Action Plan 2015/16. Ensure that these plans are aligned with the Talent Action Plan.</p>	<p>Achievement of DECC’s agreed year 1 Diversity representation Goals by April 2016 (published in April 2015) as follows:</p> <table border="1" data-bbox="1106 659 1899 1385"> <thead> <tr> <th></th> <th>Grade</th> <th>1 Year Goal</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Women</td> <td>SCS PB2+</td> <td>31%</td> </tr> <tr> <td>SCS</td> <td>41%</td> </tr> <tr> <td rowspan="4">Disability</td> <td>SCS</td> <td>3%</td> </tr> <tr> <td>Grade 6</td> <td>5%</td> </tr> <tr> <td>Grade 7</td> <td>5%</td> </tr> <tr> <td>SEO</td> <td>7%</td> </tr> <tr> <td rowspan="4">BAME</td> <td>SCS</td> <td>3%</td> </tr> <tr> <td>Grade 6</td> <td>6%</td> </tr> <tr> <td>Grade 7</td> <td>7%</td> </tr> <tr> <td>SEO</td> <td>8%</td> </tr> <tr> <td rowspan="3">LGB</td> <td>SCS</td> <td>7%</td> </tr> <tr> <td>Grade 6/7</td> <td>5%</td> </tr> <tr> <td>SEO/HEO</td> <td>4%</td> </tr> <tr> <td></td> <td>EO/AO</td> <td>4%</td> </tr> </tbody> </table>		Grade	1 Year Goal	Women	SCS PB2+	31%	SCS	41%	Disability	SCS	3%	Grade 6	5%	Grade 7	5%	SEO	7%	BAME	SCS	3%	Grade 6	6%	Grade 7	7%	SEO	8%	LGB	SCS	7%	Grade 6/7	5%	SEO/HEO	4%		EO/AO	4%
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	<ul style="list-style-type: none">• Requesting that the Executive Committee ensure senior leaders encourage their teams to complete their diversity data by July 2015, explaining the rationale for this• Increasing declaration rates for overall departmental workforce to 90% by September 2015 as agreed in DECC's year 1 Diversity Action plan 2015/16• Exco review progress on key performance measures for diversity and inclusion on a quarterly basis throughout 15/16
<p>2) Ensuring that DECC meets its Diversity Vision by taking action on recruitment and selection, talent and development, improving our diversity data and supporting our staff networks.</p>	<ul style="list-style-type: none">• Personally, acting as a mentor for individuals with protected characteristics and ensure all DECC SCS do the same• Drive a DECC wide communications campaign, running monthly events, stories and blogs to maintain momentum from June 2015• Implementation of a partnership agreement with Diversity Networks by October 2015• Personally championing and role-modelling Diversity within DECC, proactively support the Diversity networks agenda, including speaking at their events• Ensuring the department tracks the action by managers of employees with consecutive box

	<p>3 ratings via quarterly reviews at Executive Committee meetings from June 2015 onwards</p> <ul style="list-style-type: none">• Promoting the Civil Service in the wider community through engaging local schools and organisation in the wider community (e.g. Schools Outreach Programme) as and when required• Requesting that all SCS undertake 3 days volunteering focused on improving diversity outcomes e.g. Schools Outreach, Dementia friends• Agreeing to the funding c70 places (as for 2014/15) on positive action schemes e.g. positive action pathways, crossing thresholds, META, Stonewall leadership programme• Agreeing that DECC takes on c.20 Summer Diversity Internships, c.12 Movement to work or work experience students and c.6 Fast track apprentices• Ensuring DECC advertise vacant SCS roles externally using accessible language and sourcing that attracts the most diverse audience• Ensuring all DECC full time posts include opportunity for job-share and greater consideration of role design to fit part time
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DEFRA – Clare Moriarty

Objective	How will progress be achieved and measured?
<p>1) Achieve progress on key performance measures for diversity and inclusion through delivery of departmental diversity and inclusion plans. Ensure that these plans are aligned with the Talent Action Plan</p>	<ul style="list-style-type: none"> • Increasing all diversity information/declaration rates for all department workforce, to the respective Civil Service or SCS average or better. Where Defra already exceeds the respective average, we will aim to increase it further • Increasing representation of women, BAME, LGB&T & disabled individuals in department workforce, to the respective Civil Service or SCS average or better (where known). Where Defra already exceeds the respective average, we will aim to maintain this position and increase it further
<p>2) Build understanding of how people from under-represented groups feel about working in Defra (and delivery bodies) and take action to address issues they identify.</p>	<ul style="list-style-type: none"> • Personal engagement with staff networks and informal groups in Defra leading to identification of proposed actions. Clear and implementable plans for at least two actions with defined milestones • Regular Executive Committee discussion on diversity and inclusion

	<ul style="list-style-type: none">• Measured by improved engagement scores to the Civil Service average or better, improved results on relevant People Survey questions and workforce monitoring data
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DfE – Chris Wormald

Objective	How Progress will be achieved and measures
<p>To implement DfE’s Equality and Diversity Plan, aligned to the Civil Service Talent Action Plan. Key actions include:</p> <ul style="list-style-type: none"> • Increasing declaration rates • Building line management capability • Active engagement of the department's staff networks • Support development of staff from diverse backgrounds 	<ul style="list-style-type: none"> • Improved staff declaration on ethnicity, disability in line with the SCS or Civil Service average respectively for SCS and non SCS workforce • Improvement in diversity of employees at all grades, including SCS • Managers to complete Unconscious Bias training • All staff networks' plans linked to delivering Talent Action Plan actions; increased visibility of network activity • Support talent scheme participants including on Positive Actions Pathways • Increased engagement levels of all groups
<p>Increase levels of engagement of disabled staff through engagement with and empowerment of staff networks, supporting awareness raising events, including a diversity and inclusion month and targeted action on disability and mental health.</p>	<ul style="list-style-type: none"> • Personal engagement and visibility of Management Committee members, including through mentoring, and visible leadership of Diversity Plan actions • Diversity Champions’ sponsorship of staff networks • Increased Diversity and Inclusion scores in People Survey results and improved

engagement of disabled staff: run a survey in the early Autumn to explore the underlying issues of low engagement for disabled staff

- Measures would be increased engagement index scores for disabled staff in the 2015 staff survey

DFID – Mark Lowcock

Objective	How will progress be achieved and measured?
1) Achieve progress on key performance measures for diversity and inclusion through delivery of departmental diversity and inclusion plan. Ensure that this plan is aligned with the Talent Action Plan.	<ul style="list-style-type: none">• Of DFID SCS, 45% women, 7% BAME and 5% disabled by March 2016 (measured by departmental diversity dashboard)• Over 70% of DFID staff identifying as disabled feel included and fairly treated in 2015 People Survey (Civil Service average 2014 65%)• Monitor LGB staff engagement via people survey
2) Develop departmental diversity dashboard to drive progress against key indicators.	<ul style="list-style-type: none">• Dashboard developed by September 2015• Monthly updates provided to Executive Management Committee thereafter, and to Cabinet Office as required

DfT – Philip Rutnam

Objective	How will progress be achieved and measured?
<p>To tackle barriers to progression for under-represented groups through implementation of DfT's Inclusion Action Plan and the Agency Action Plans which sets out 3 priority areas: leadership, inclusive behaviours and career management. The DfT Plan is aligned with the Talent Action Plan.</p>	<ul style="list-style-type: none">• Increasing declaration rates for ethnic background, disability status and for sexual orientation for the overall departmental workforce and SCS (including executive agencies) to reach the respective Civil Service or SCS average. Where DfT already exceeds the respective average we aim to increase it further• Increasing representation rates of women in SCS roles at Pay Band 1 and above (including executive agencies) to become closer to the SCS average• Increased promotion rates for under-represented groups, particularly for BAME staff• Visible leadership by DfT Champions and thriving staff networks• Progress will be reported via the SCS workforce quarterly pack and the bi-annual reports for Removing Barriers to Success

	programme.
<p>To make DfT an outstanding Department in its employment of disabled staff through delivery of the Disability Action Plan.</p> <p>To hold Agency Chief Executives to account for making progress in the specific challenges facing their Agencies</p>	<ul style="list-style-type: none"> • Engagement scores for disabled staff in the People Survey move closer to the average • Upward trajectory of promotion and recruitment of disabled staff • 360 feedback from relevant employee networks • Progress will be reported via reports for Executive Committee and through the DfT Group People Committee and review meetings held twice a year with Agency Chief Executives.
<p>Across the Civil Service provide leadership on diversity and inclusion for the Civil Service, and for disabled Civil Servants in particular. Ensure delivery of the Talent Action Plan across departments.</p>	<p>As Disability Champion for the Civil Service to work with diversity leads, Civil Service D&I team, networks groups and Permanent Secretaries to make the Civil Service a truly inclusive employer of disabled people:</p> <ul style="list-style-type: none"> • Improve engagement of individuals with a disability • Increase promotion rates of individuals with a disability • Improve perception of the Civil Service as an employer where all can reach their potential.

Progress will be measured by:

- People Survey data
- 360 feedback from relevant employee networks
- Removing Barriers to success KPIs

DH – Una O’Brien

Objective	How will progress be achieved and measured?
<p>1) Achieve progress on key performance measures for diversity and inclusion through delivery of departmental diversity and inclusion plans. Ensure that these plans are aligned with the Talent Action Plan.</p> <p>1.1 Increase representation rates of BAME and disabled individuals in departmental SCS workforce (including executive agencies) to Civil Service average or above</p> <p>1.2 Increase representation rates of BAME, disabled and LGB&T individuals in workforce to Civil Service average or above, with particular focus on increasing representation rates of BAME and disabled individuals in grades HEO and above</p> <p>1.3 In the People Survey (inclusion and fair treatment scores), retain comparable performance with Civil Service high performers.</p>	<ul style="list-style-type: none"> • Increase the proportion of BAME and disabled individuals in the SCS • Ensure the Department has a diverse talent pipeline. At the next SCS promotion gateway, identify a pool of successful “ticket holders” that has a representation of BAME and disabled staff exceeding that in our current cohort of permanent SCS • Maintain current BAME representation at levels above Civil Service average and make progress toward closing the gap between DH and CS average for disabled and LGB characteristics • Increase participation by disabled individuals in the People Survey • Ensure the Department maintains its excellent inclusion and fair treatment score.

2) Improve positive engagement amongst disabled and LGB individuals.

The People Survey showed that disabled and LGB respondents are less positively engaged than the departmental average. This will be addressed this through:

- Regular and visible engagement with relevant staff network groups from the senior leadership team. In particular, all DGs will sponsor a diversity staff network
- Promoting mentoring of staff in under-represented groups and ensuring that mentoring is in place for all individuals on Positive Action Pathway programme who want one
- Maintaining and increasing the percentage representation of disabled, LGB&T, and BAME individuals joining the EO/SEO and HEO/SEO cohorts for the Positive Action Pathway during 2015/16
- Developing a tailored diversity and inclusion communications and engagement campaign
- Encouraging the senior leadership team to review progress on a quarterly basis and take action on issues raised by staff.

DWP – Robert Devereux

Objective	How Progress will be achieved and measures
<p>1) Achieve progress on key performance measures for diversity and inclusion through delivery of departmental diversity and inclusion plans. Ensure these plans are aligned with the Talent Action Plan.</p>	<p>Measures:</p> <ul style="list-style-type: none">• Increasing declaration (diversity personal information) rates for all grades in relation to disability and ethnicity to the respective SCS or Civil Service average. Where the department already exceeds the respective average to aim to increase it further• Aiming to ensure representation rates of women, BAME and disabled individuals in all grades are comparable to the respective SCS or Civil Service average. Where the department already exceeds the respective average to aim to increase it further• Reducing the difference between disabled and non-disabled staff on the ‘inclusion and fair treatment’ theme in the Civil Service People Survey and monitor LGB staff engagement via people survey <p>Milestones:</p> <ul style="list-style-type: none">• Permanent Secretary performance reviews

	<ul style="list-style-type: none"> • Bi-annual progress reports for Removing Barriers to Success programme
<p>2) People Survey data shows some less favourable responses from disabled and BAME staff, and my objective is to reduce the difference between the number of people who:</p> <ul style="list-style-type: none"> • Have declared a disability and say they have experienced discrimination (21%) and/or bullying (20%) and non-disabled staff (8%) • Are BAME and encountered discrimination (25%) and non BAME colleagues (17%) 	<p>Measures:</p> <ul style="list-style-type: none"> • Tailored communication and awareness campaigns • Diversity Champions and senior leadership visible engagement with staff and network groups • Active promotion of training opportunities <p>Measures:</p> <ul style="list-style-type: none"> • People Survey results • Analysis of qualitative People Survey data and feedback from colleagues and staff networks

FCO – Simon McDonald

Objective	How will progress be achieved and measured?
<p>1) Achieve progress on key performance measures for diversity and inclusion through delivery of FCO diversity and inclusion plans. Ensure that these plans are aligned with the Talent Action Plan.</p> <p>Deliver this through the modelling of inclusive and accountable leadership by Board and senior management.</p>	<p>Increased representation rates of women, BAME, LGB&T and disabled individuals in senior management working towards FCO's 2019 targets.</p> <p>Increased recording and declaration rates for LGB, disability status, flexible working and caring responsibilities for overall departmental workforce, working towards respective SCS or Civil Service average, in order to tailor and track progress on policies in support of diversity.</p> <p>Monitored by:</p> <ul style="list-style-type: none">○ 360 feedback on Leadership statement for SMS○ People survey results○ Bi-annual progress reports for CS Removing Barriers to Success programme○ Permanent Secretary, Board and SMS performance reviews

2) Remove barriers for all under-represented talent focusing on where our data highlights particular challenges:

- Targeted outreach and a new talent scheme to support the recruitment and progression of Black, Asian and Minority Ethnicity talent in the FCO, still under-represented in senior management (4.1%)
- Improving the experience of our disabled workforce by raising awareness and championing difference, responding to the less positive People survey responses of staff declaring themselves to be disabled vs non-disabled staff, particularly around reported bullying, harassment and discrimination.

Extend the FCO's BME campaign to support the recruitment and progression of Black and Minority Ethnicity talent in the FCO

Measured by:

- Successful implementation of a new career development scheme designed to assist BME staff through internal promotion systems BME uptake of and feedback on existing L&D offers
- BME Applications and pass rates for CS Faststream and FCO Internship programmes
- Visible support and engagement by senior management with MEAG (BME staff association) and BME staff
- Piloting of new promotions models with BME staff and sift/pass data for new models

Actively promote unconscious bias training for all managers, modelling this by ensuring Board and all senior staff undertake face to face training by end 2015

Measured by:

- CSL elearning completion rates match Line Manager numbers
- Board completes face to face training by end 2015
- Senior Management based in UK and overseas network complete face to face training by end 2015

Improve the day to day experiences of our disabled workforce by raising awareness and championing difference

Measured by:

- Visible senior management support and engagement with managers and ENABLE (disability staff association)
- Uptake of FCO and CSL training for teams/managers on disability awareness
- Staff survey scores for disabled staff

HMRC – Lin Homer

Objective	How will progress be achieved and measured?
<p>1) Achieve progress on key performance measures for diversity and inclusion through delivery of departmental diversity and inclusion plans. Ensure that these plans are aligned with the Talent Action Plan.</p>	<ul style="list-style-type: none">• Increasing declaration rates for ethnic background and disability status for overall departmental workforce (including executive agencies) to Civil Service average• Increasing declaration rates for ethnic background and disability status for departmental SCS workforce (including executive agencies) to SCS average• Increasing representation rates of women, BAME and disabled individuals in departmental SCS workforce (including executive agencies) to Civil Service average• Increasing representation rates of women in SCS roles at Pay Band 2 and above (including executive agencies) to Civil Service average• Reducing the difference between disabled and non-disabled staff on the “inclusion and fair treatment” theme in the Civil Service People Survey and monitor LGB staff

	engagement via people survey.
<p>2) The HMRC ExCom has agreed the departmental priority is to address issues affecting BAME and Disabled staff. People Survey data shows HMRC had an overall positive score of 69% on inclusion and fair treatment but this falls to 67% for BAME staff and 64% for disabled staff.</p> <p>As part of our work to strengthen leadership I will address this through:</p> <ul style="list-style-type: none"> • Promoting take-up of Inclusive Leadership development for all SCS and G6&7s as part of Leadership Academy • Promotion of relevant Civil Service Learning products • Communication to support HMRC participation in National Inclusion Week 2015 (21st - 25th September) • Actively encouraging the identification and visibility of SCS Inclusive leader role models • Supporting the communication of good practice in HMRC Lines of Business involving effective use of Inclusive Leadership toolkit. 	<ul style="list-style-type: none"> • Regular progress reports to ExCom on take-up of Inclusive Leadership inclusive learning and development products offered by Leadership Academy and CSL • Review of 2015 People Survey results - significant increases in percentages of survey respondents registering positive responses in both areas of the survey • Positive staff feedback from Phase 3 Building Our Future events (autumn 2015), staff diversity networks through ExCom diversity champions, monitoring of Hot Seat questions, feedback following publication of case studies

HMT – Nicholas Macpherson

Objective	How will progress be achieved and measured?
<p>1) Implement an ambitious Diversity and Inclusion Plan for the Treasury consistent with the wider Civil Service Talent Action Plan</p>	<p>Achieve progress on key performance measures for diversity and inclusion (measured by 6-monthly internal management information, the quarterly SCS workforce data and staff survey engagement scores), including:</p> <ul style="list-style-type: none"> • Marked improvement in diversity of employees at all grades, including SCS • Increase in numbers of under-represented groups applying for and accepted onto CS-wide and Treasury talent programmes
<p>2) Strengthen the Treasury’s approach to identifying and progressing talented and high-performing people from under-represented groups</p>	<p>Specific initiatives in place to identify and develop talented staff from minority ethnic backgrounds and staff who have a disability.</p> <p>Reach or exceed 10% target for range E (grade 7) staff from BAME backgrounds by April 2016 (up from 5.5% in September 2014)</p>

Home Office – Mark Sedwill

Objective	How will progress be achieved and measured?
<p>1) By April 2017, through the implementation of the “Removing Barriers Programme”, to increase representation in the SCS of women and BAME staff.</p>	<p>To be measured by MI showing:</p> <ul style="list-style-type: none"> ○ Representation rates across the Home Office by directorate on a quarterly basis aiming for parity with the respective SCS and civil service average for representation and declaration rates ○ Increased applications to SCS from BAME and female staff ○ Reducing the disparity in PDR outcomes for BAME staff ○ Increasing the proportion of female and BAME staff on talent programmes.
<p>2) To ensure that the Home Office is seen as a leading employer through increasing staff engagement for disabled and LGB&T staff in the 2016 staff survey and continuing to achieve external recognition</p>	<p>To be measured by:</p> <ul style="list-style-type: none"> ○ The staff survey results for engagement. (eg raise overall engagement index) ○ Continue to apply for and obtain external benchmarks or awards as appropriate

Ministry of Defence – Jon Thompson

Objective	How will progress be achieved and measured?
1) MOD Defence Diversity and Inclusion Programme (aligned with the Talent Action Plan) delivered to agreed programme timeframe.	<p>For delivery of the TAP:</p> <ul style="list-style-type: none">• Increasing declaration rates for disability status for overall departmental workforce (including executive agencies) to Civil Service average declaration rate. As declaration rates for ethnicity within the MOD are currently above the Civil Service average aim to increase this further• Increasing declaration rates for ethnic background and disability status for departmental SCS workforce (including executive agencies) to SCS average• Increasing representation rates of women and BAME individuals in departmental SCS workforce (including executive agencies) to the Civil Service average• Increasing representation rates of women in SCS roles at Pay Band 2 and above (including executive agencies) to SCS average

	<ul style="list-style-type: none">• Reducing the difference between disabled and non-disabled staff on the “inclusion and fair treatment” theme in the Civil Service people survey• Monitor LGB staff engagement via people survey <p>Above to be in line with civil service averages or to maintain current position of above average performance.</p> <p>The above will be measured through:</p> <ul style="list-style-type: none">○ Your Say survey scores○ SCS database○ Defence recruitment, retention, performance and promotion statistics
2) To improve MOD civilian leadership, bring on talent and develop line manager capability, embracing diversity and inclusion.	<p>Through the following deliverables:</p> <ul style="list-style-type: none">• Line management capability programme• Band B (Grade 6/7) and SCS conferences with a focus on diversity and inclusion• Talent management programme reviews• Mentoring programme <p>The above will be measured through:</p> <ul style="list-style-type: none">○ SCS 360 feedback

	<ul style="list-style-type: none">○ Your Say survey○ 9 box Grid distribution○ Review of the Performance Appraisal Report distribution at the end of the year, to ensure an equal distribution across all box markings○ Regular review of the nominations, outputs and outcomes of talent management programmes across all grades
3) As Social Mobility Champion, working with diversity leads, Civil Service D&I team, network groups and permanent secretaries to champion social mobility.	Champion improving social mobility in the civil service, including overseeing the delivery of the research into fast stream recruitment process.

MoJ – Richard Heaton

Objective	How will progress be achieved and measured?
<p>Achieve progress on key performance measures for diversity and inclusion through delivery of the MoJ Diversity and Inclusion Plan, ensuring this is aligned with the Civil Service Talent Action Plan.</p> <p>In particular to increase, the proportion of BAME and disabled staff progressing to the SCS, along with the ‘feeder’ grades below to ensure a sustained flow of diverse talent.</p>	<ul style="list-style-type: none"> • MoJ D&I Plan Actions will deliver progress on the objective, and this will be assessed (quarterly) by the Equality Forum <p>Measures</p> <ul style="list-style-type: none"> ○ Improved representation of BAME and disabled staff in the SCS, Band A (G6/7) and Band B (SEO) level, for the MoJ workforce: <p>BAME – by March 2016, aim for: SCS: 6% (from 5% March 2015) Band A (G6/7): 8% (from 7% March 2015) Band B (SEO): 11% (from 10% March 2015)</p> <p>Disability – by March 2016, aim for SCS: 4% (from 3% March 2015) Band A (G6/7): 5% (from 4% March 2015) Band B (SEO): 5% (from 4% March 2015)</p> <ul style="list-style-type: none"> • Increase in overall diversity declaration levels; of

	<p>those who have declared, to 65% for disability and to 85% for ethnicity</p> <ul style="list-style-type: none"> • 10% Increase in take up of targeted development, coaching and mentoring programmes, from 14/15 baseline.
<p>Ensure leaders at all levels champion and value difference and promote an inclusive and engaged workplace, where all staff feel able to be themselves at work.</p> <p>In particular this will be reflected in MoJ People Survey engagement scores where under-represented groups and their comparators become increasingly aligned</p>	<ul style="list-style-type: none"> • Regular awareness raising and capability building on diversity across the year • Initiating activity that recognises difference, in relation to protected characteristics, and the advantages of bringing your real self to work • Senior team commitment to championing and valuing difference; and regular engagement by SCS Diversity Champions, Staff Networks and D&I leads <p>Measures:</p> <ul style="list-style-type: none"> ○ Improved MoJ People Survey scores for Inclusion & Fair Treatment compared to 2014 baseline: <ul style="list-style-type: none"> ○ To see an improvement in the overall MoJ I&FT score of 67 (2014 baseline) to 72pp. More specifically to see a 5pp increase for the following specific groups of staff; for disabled staff to

increase from 60 to 65pp; gay and lesbian staff from 68 to 73pp; bisexual staff from 58 to 63pp; and on ethnicity to increase from 70 to 75pp

- MoJ People Survey engagement scores for under-represented groups more closely aligned with comparators year on year, particularly between disabled and non-disabled staff, aiming to narrow the gap by 5pp for Disabled/Non-Disabled; BAME/White; and Women/Men compared to the 2014 People Survey
- Monitor LGB staff engagement via People Survey
- 360 degree feedback from Staff Network groups.

As Race Champion provide cross Civil Service leadership on diversity and inclusion, and for BAME Civil Servants in particular.

Push for delivery of the Talent Action Plan across departments. Chair Minority Ethnic Dimension Talent association board. Ensure that BAME voices are heard at senior levels and forums. Challenge majority culture.

Work with diversity leads, Civil Service D&I team, network groups and permanent secretaries to:

- Improve engagement of individuals from a BAME background
- Increase promotion rates of individuals from a BAME background
- Improve perception of the Civil Service as an employer where all can reach their potential

Progress will be measured by:

- People Survey data
- 360 feedback from relevant employee networks
- “Removing Barriers to Success” KPIs