



DCMS DIVERSITY AND EQUALITY STRATEGY

2008 – 2011

December 2008

DCMS aims to be a place which is dynamic and creative, where people can develop in their jobs and progress through their careers. We aim to listen to and value people for what they bring to the job and encourage innovation and not be afraid to celebrate our successes or learn from our mistakes. Ultimately we aim to treat each other with dignity and respect.

Jonathan Stephens

Chapter 1



What do we want to achieve?

DCMS VALUES, VISION AND OUR PEOPLE

Our Values

Our new values (launched in December 2009) set out how we aim to work in DCMS

They were devised as a result of a collaborative exercise involving staff.



We are one DCMS

- We are committed to a shared vision
- We value everyone
- We share knowledge and learn from one another
- We celebrate success

We respect one another

- We listen
- We support and celebrate difference.
- We are open and honest



We are professional

- We work with our partners to deliver for the public
- We prioritise and get the job done
- We focus on where we make a difference
- We take responsibility

We empower one another

- We encourage innovation
- We develop potential
- We lead by example
- We are able to challenge and be challenged



Our People

Our staff are important to us and we are an Equal Opportunities employer. We do not discriminate against staff or eligible applicants for jobs on the grounds of gender, marital status, race, colour, nationality, ethnic origin, religion, disability, age or sexual orientation.

Every step is taken to ensure that staff are treated equally and fairly and that decisions on recruitment, selection, training, promotion and career management are based solely on objective and job related criteria.

We actively encourage flexible working patterns and are committed to creating a culture where individual differences are valued and respected.

DCMS will not tolerate any form of discrimination, harassment or victimisation and we are committed to providing a working environment where no one is disadvantaged.

All staff are required make this policy work effectively.

Chapter 2

What does Diversity and Equality mean?

Diversity

- Diversity is about recognising and valuing difference in its broadest sense. Diversity is about creating a culture and practices that recognise, respect, value and harness difference.

Equality

- Equality is about creating a fairer society where everyone can participate and has the opportunity to fulfill their own potential. It is supported by legislation which is designed to address unfair discrimination based on membership of a particular group.

What are the Diversity Strands?

The seven diversity strands covered in the strategy are:

- Age
- Disability
- Gender
- Gender Identity
- Race
- Religion and Belief
- Sexual Orientation.

Diversity is not just recognizing, valuing and respecting differences but includes a wide range of individual characteristics such as life experience, educational background, geographic location, communication style, and career path.

What is the business case for Diversity and Equality?

Having a diverse workforce makes good business sense. Our diversity strategy enables us to recruit and keep the best talent and not be influenced by issues which are irrelevant to people's work. It ensures we seek out the best, not just those we know and moves us closer to having a workforce which reflects at all levels the people we serve. A diverse workforce can benefit the department by:-

- Better serving Minister's priorities on behalf of the citizen.
- Opening up a wider range of resources and skills within the workforce.
- Increasing innovation and creativity.
- Improving staff retention.
- Avoiding claims of unfair treatment or discrimination.
- Increasing employee efficiency.
- Providing a better competitive edge in recruitment and retention.
- Improving our reputation.

Chapter 3

A picture of the present workforce

Overview

We are making progress and have exceeded the cross-Government targets on diversity in the Senior Civil Service (SCS) in one of three areas.

Under-represented Groups	Civil Service SCS Target	DCMS SCS at March 2010
Women in the SCS	39%	63%
Black and minority ethnic staff	5%	4%
Disabled staff	5%	2%

We are already doing work to encourage a diverse workforce – participation in Leaders UnLtd, The Stonewall Leadership Programme and career planning workshops for women. In addition we have a Senior Leaders Women’s Network. We have reviewed our coaching programme and have a new mentoring policy and framework in place. DCMS actively encourages volunteering in the community. Finally, we have Our People Strategy in place which incorporates an inclusive model of people management.

Despite these successes, we realise that there is still more to do if our workforce is to be representative of the wider population and we are committed to addressing this.

We are continuing to work hard to achieve diversity and equality throughout DCMS, and we recognise that we are doing this at a time when we are becoming smaller and more strategic. This makes it more important that we address inequality in DCMS and ensure that we value our diverse talent.

Data for Current Workforce

We have recently updated our HR information system and, as part of the overall project, we have asked staff to update their diversity data, asking them to include ‘prefer not to say’ in their returns. We encourage all of our staff to provide diversity data and around 85% of staff have now provided information for us. We started to monitor for sexual orientation and religion and belief in 2006/7. At the end of March 2010, 44% of staff have declared their sexual

orientation, 85% religion/belief and 87% disability. We still have work to do and will continue to work towards a completion rate of 100% across all the diversity strands.

Chapter 4

The Future

The following strategy sets out the steps we plan to take to ensure that the aims set out earlier in this document are included into all our workforce policies and processes.

Behaviour and Culture Change

Aim/Outcome: To promote diversity and equality so it becomes integral to how DCMS is led. Every member of staff is treated with dignity and respect. To become an organisation which harnesses its talent and does not tolerate any form of discrimination or harassment.

Diversity and Equality will be mainstreamed within the department's culture so that staff can feel confident about speaking up and feel that their contributions are listened to and valued. Diversity and Equality must be intrinsic to everything we do and not seen as an 'add on'. We reviewed our departmental values in late 2009. This was done through a group of 'values champions' led by a member of the SCS, working with staff through workshops and team meetings to develop a set of values which truly reflect what DCMS represents. These were launched at a 'world cafe' in December 2009. It was agreed that all staff should include a values related objective for 2010/11 ADRs, in addition to the diversity objective already in place. Our Plan 2010 includes a reference to assess whether the values are being lived. The values champions will be producing a paper for the Board to assess progress so far.

All Executive Committee/Board Papers must demonstrate how they meet/align to the DCMS values.

In addition we have developed Our People Strategy which reflects our core values and has diversity running through its core. An equality impact assessment was done as part of the overall project and staff, from across the organisation, were involved throughout the development process.

We are currently developing an HR Performance Scorecard. We will be developing a series of measures to assess how well we have done against our commitments for each of the six elements of Our People Strategy.

We are working on a new DCMS Awards Scheme which will be based on recognition of behaviour as described by the values.

Future People Surveys will be key to our success and will allow us to segment DCMS and benchmark against the wider public service and private sector. Our People Survey will provide information on engagement levels within our minority groups. Senior managers are being held accountable for results within their local areas, for driving improvement plans.

Leadership, Governance and accountability

Aim/Outcome: Promoting diversity and equality to become an integral part of how DCMS is led and governed. Diversity and Equality is driven by clear and effective lines of accountability.

We will ensure that our people at SCS level and all our people with line management responsibility aspire to the values and principles of DCMS. **All** staff should be active in promoting equality and diversity in every aspect of their role in DCMS. We want to develop a model of working that builds on individual and team strengths and which values and recognises each other's and team contributions to the work of the organisation

We have developed a new leadership framework for our people which is mapped to the DCMS values. We define leadership as something that all people need to demonstrate and not as a set of skills and competencies which are only applicable to the senior leadership team. The framework has been designed to support individual differences in line with our values. It will, therefore, be developed for all staff, at every level, across the organisation and will include new competencies. Part of this work will include the designing and embedding a clear leadership behavioural framework which will enable people to develop their own authentic leadership style in line with our values.

We will also be measuring our success by analysing the leadership and change –management scores in the Civil Service People Survey.

Talent Management

Aim/Outcome: To ensure that we are able to identify and develop all talent that is available within DCMS, particularly where it occurs in under-represented groups. To ensure we are able to identify and recruit talent, in particular attracting recruits from under-represented groups.

Line managers must be confident in their ability to identify and recruit talent, particularly where that talent exists in under-represented groups. Our processes, as part of Our People Strategy, will ensure equality of opportunity for all applicants from inside DCMS or externally and encourage greater take-up from under-represented groups. We are reviewing our workforce planning

and scheduling tools and the associated data collection requirements to aid decision making and project resourcing and to ensure that we have the right person in the right place and on the right terms. We will be building on our existing processes for talent identification and development.

We have introduced a People Development Committee, currently for SCS, but with an aspiration to roll out wider during the next 18 months. As part of their Terms of Reference they will; provide a strategic oversight and direction for the resourcing of leaders and managers within a fair and transparent framework; to oversee the appraisal process; setting objectives and ensuring that annual and midyear reviews take place in accordance with the DCMS values ; to oversee the implementation of the People Strategy and the DCMS Values and to ensure all processes are equitable and support the development of under-represented groups.

We have also introduced a Workforce Planning Committee. As part of their objectives they will improve workforce planning across the Department; to attract and retain talent; and to build on the principles of Our People Strategy.

In addition, we have recently recruited 5 apprentices from the London Apprenticeship Scheme, as part of the wider government apprenticeship initiative. It offers the apprentices the experience of working in government and the opportunity to gain a level 2 NVQ,

Representation

Aim/Outcome: DCMS to have a diverse workforce at every level to reflect the society we serve by 2020.

We have just conducted an Equal Pay Audit and are, currently, awaiting the results which are being analysed by an outside provider. We will be sharing the results with the Board and TU and they will then be published.

Civil Service targets for the SCS are agreed with Cabinet Office in line with the Civil Service Diversity Strategy. SCS Targets set by Cabinet Office as part of the New Diversity Strategy are:-

SCS	New 3 to 5 year Civil Service target
Women	39%
Women in TMPs	34%
BME staff	5%
Disabled Staff	5%

The following targets are those proposed for all DCMS staff across the grades. We are not required to set targets at grade A-D level by Cabinet Office. However, the Executive Committee agreed that the department should track data for these grades. It will be important for the department to track targets to ensure a diverse representation of staff going through the feeder

grades. The Executive Committee also agreed to set a stretching but achievable target for women at Director level.

Women						
Grade	TMP	SCS	A	B	C	D
New Baseline	(n/a)	25%	39%	38%	52%	60%
Original Targets to March 08	No target set	37%	45%	42%	Not < 50%	Not < 50%
Target results at 31.03.09	21%	41%	47%	46%	49%	56%
Targets set April 08-11	32%	46%	45%	48%	Not < 50%	Not < 50%
Target results at 31.03.10	25%	38%	50%	43%	45%	63%

Ethnic Minorities					
Grade	SCS	A	B	C	D
New Baseline	(n/a)	1%	2%	5%	21%
Original Targets to March 08	4%	4%	5%	10%	21%
Target results at 31.03.09	6%	5%	16%	15%	30%
Targets set April 08-11	9%	9%	15%	22%	35%
Target results at 31.03.10	6.0%	8%	16%	15%	39%

Disabled					
Grade	SCS	A	B	C	D
New Baseline	5%	(n/a)	7%	1%	7%
Original Targets to March 08	3.2%	3%	7%	3%	7%
Target results at 31.3.09	0%	3%	6%	8%	12%
Targets set April 08-11	5%	6%	7%	4%	7%
Target results at 31.03.10	3%	3%	3%	4%	11.5%

Best Practice

Aims/Outcomes: **To incorporate a comprehensive programme of impact assessments.**

To help achieve this we will make full use of the resources which are available to us, including the Staff Networks, Disability Reference Group, Cross Government Networks and other key external stakeholders for consultation purposes. This includes completing, initial Equality Impact Assessment (EIA) screenings when developing new policies, programmes and processes and then, where applicable, a full assessment.

Monitoring and Analysis

Aims/Outcomes: **To extend our information base so it supports and influences our diversity and equality work and provide measures that will help our progress to be judged.**

To be able to meet the Equality and Human Rights Commission's standards we have to bring our diversity declaration rates up to a minimum of 90%. We are improving with a declaration rate currently of 85%. We realise that our monitoring processes need to improve so that legal requirements are met and inequalities in our processes are identified, analysed and addressed quickly. We have installed a new HR information system and as part of the process of installing, we have asked staff to check and update their diversity information and this has helped to improve our declaration rate. The production of management reports and the new Board performance scorecard will encourage managers to improve declaration rates in their areas.

Bringing in and Bringing on Talent

Aims/Outcomes: **Ensure that we are able to identify and develop all talent available within DCMS, particularly from under-represented groups. Ensure that we are able to identify and recruit talent, attracting recruits from under-represented groups.**

We have introduced a People Development Committee, currently for SCS, but with an aspiration to roll out wider during the next 18 months. We have also introduced a Workforce Planning Committee. As part of their objectives they will improve workforce planning across the Department; to attract and retain talent; and to build on the principles of Our People Strategy.

Line managers must be confident in their ability to identify and develop talent. We want to be able to move talent freely and flexibly within one DCMS. Candidates for available posts have an equal opportunity to demonstrate their skills and competencies and everyone has the opportunity to develop their potential.

Development opportunities should be readily available for all staff whatever their grade, and we need to be sure that interventions are available for bringing on talent from under-represented groups. We focus development on making a difference to individual and on team performance. We want to empower people to develop their potential and make the most of every development opportunity but managers must also take the responsibility for developing their people and supporting them through their development. We will do this by equipping our managers to be effective in leading Our People Strategy. We have introduced a people development committee to identify development priorities and grow understanding of our people's capabilities. In that way we can ensure that we are meeting individual needs and preferences.

In addition line managers must be sufficiently confident in their ability to identify and recruit talent, particularly where that talent exists in under-represented groups. Recruitment and selection is open, fair and based on merit and the processes we have in place ensures equality of opportunity for all applicants and encourage greater take up from under-represented groups. We will advertise all jobs, wherever possible, to attract the best talent possible actively seeking out people from under-represented groups.

Benchmarking

Aim/outcomes: To measure our improvements in partnership with peers in the private and public sectors, sharing and adopting best practice.

We need to ensure the benefits of benchmarking, including sharing and adopting best practice, identifying where improvements need to be made and the use of successful benchmarking to promote our success.

Behaviour and Culture Change

Actions	Priority	Responsibility	Implementation	Timescale	Stakeholders	Impact
Do Equality Impact Assessments (EIAs) as standard	Essential	All staff with responsibility for policy, programmes and processes	All staff that have responsibility for policy, programmes and processes should be doing EIA's as a standard requirement of their work. HR to review guidance and training to ensure it is meeting DCMS business needs.	Ongoing	Staff, HR (ER and E), HR (L & OD), Executive Committee, Diversity Champion, Networks.	Use of EIAs will emphasise the importance of equalities to external stakeholders as well as staff.
Develop an HR Performance Scorecard.	Essential	HR	We will be developing a series of measures to assess how well we have done against our commitments for each of the six elements of Our People Strategy.	Summer 2010	HR Exec Comm All Staff	Improved Engagement of Staff.
Increased communications and promotion about the importance of equality and diversity in DCMS.	Essential	HR (ER and E)	Diversity and Equality Awareness Raising Events Develop a Communications	Ongoing April/May 2009	HR (ER and E) Networks Executive Communications Team Diversity Champion HR (ER and E) Communications	Increased internal awareness that equality and diversity are taken seriously in DCMS. Increased awareness to all staff across the department

			<p>Strategy</p> <p>Review/Update intranet site to ensure accessibility of information for staff.</p> <p>Ongoing</p> <p>Use TU and Networks to improve staff engagement on Diversity and Equality Issues.</p> <p>Ongoing</p> <p>Regular communications eg. The Column, articles on the intranet site, publicising success, external speakers.</p>	<p>Jan2009 – September 2009 and ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Team</p> <p>HR (ER and E) ISB</p> <p>HR (ER and SE), TU and Networks.</p> <p>HR (ER and E) Diversity Networks Staff</p>	<p>Improved access to information by all staff leading to staff taking responsibility for having the knowledge and information of policies and procedures affecting themselves and the staff they manage.</p> <p>Sharing best practice and knowledge.</p> <p>Increased staff awareness that diversity and equality are taken seriously in DCMS.</p>
Improve line management ownership of staff 'wellbeing'.	Desirable	HR (ER & E)	<p>Managers to support staff engagement policy and Our People Strategy.</p> <p>HR to develop a well-being agenda which includes stress and</p>	<p>2009 - 2012</p> <p>Summer/Autumn 2010</p>	<p>HR (ER & E) Executive Committee</p> <p>(HR (ER & E)</p>	<p>Staff will feel happier and more committed to the Department, increased morale and reducing sick absence, turnover of staff.</p>

			<p>ensure that the mental health policy is fit for purpose.</p> <p>Review sick absence policy and guidance for line managers.</p> <p>Development of active, facilitated Networks to help increase their responsibility for taking initiatives forward. Consultation with networks about the barriers to their members.</p>	<p>Ongoing project – reviewing all HR policies</p> <p>Ongoing</p>	<p>HR (ER & E)</p> <p>HR (L & D)</p> <p>Staff Networks</p> <p>TU</p>	<p>Increased staff-engagement and ownership of the networks by members and that diversity and equality are taken seriously by DCMS.</p>
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Leadership, Governance and Accountability

Actions	Priority	Responsibility	Implementation	Timescale	Stakeholders	Impact
To launch and embed the leadership framework	Essential	HR	To ensure that we support individual differences in line with our values. To be developed for all staff, at every level across the organisation and to include new competencies.	March 2010 - 2011	HR Exec Comm The Board Managers All Staff	Improved leadership and management score in People Survey
To build on senior level leadership and accountability and responsibility	Essential	Jonathan Stephens	<p>The Permanent Secretary has overarching responsibility for Equalities and oversees the delivery of the Civil Service Diversity and Equality Strategy within DCMS. He also provides regular reports to the Board and the Executive Committee.</p> <p>Ensure that diversity is at the heart of DCMS and the DCMS People Strategy (2009-2012) and the developing Leadership Capability Programme.</p> <p>All Executive Committee</p>	April 2008 – March 2011	HR (ER and E) HR (L & OD) Permanent Secretary Executive Committee Diversity Champion(s) Cabinet Office.	Clear lines of leadership and accountability are established for diversity and equality.

	Essential	HR (ER and E)	members, and all Deputy Directors will publish their diversity objectives on the intranet and include clear actions on how they will mainstream equality and diversity within DCMS and report on progress.	From Spring 2009	HR (ER and E) Jonathan Stephens Executive Board Diversity Champion Deputy Directors Diversity Network	Staff will feel confident that senior staff are committed to the diversity and equalities agenda.
Senior level commitment and support to do Equality Impact Assessments (EIAs) on all key policies and programmes.	Desirable	Directors and Deputy Directors.	Promoting the importance of EIAs and provide backup training. Managers providing regular reports to the Board.	Ongoing	Executive Leadership Team Deputy Directors, Diversity lead in Programmes Team and Diversity Team.	EIAs will be mainstreamed as normal practice.
Staff Networks to have a clear remit for supporting the strategy and being able to challenge HR and senior staff on issues and concerns.	Desirable	HR(ER & E)	The Diversity Network feeds in quarterly to the Executive Committee Meetings.	Ongoing	Executive Committee Diversity Champion Staff Networks	The Staff Networks will be consulted regularly by HR and the business as part of the day to day business
HR (L & OD) team will review and build on Senior	Desirable	HR (ER & E) HR (L & OD)	Increase the cohort of senior staff (grade A and above) involved in mentoring.	Ongoing	HR (ER & E) HR (L & OD) SCS	Staff involved will be seen to develop and progress within

<p>Mentoring/Partnering programme for staff from under-represented groups.</p>						<p>DCMS. In addition senior staff will have a better understanding of issues which affect under-represented groups and this will be reflected in improved staff survey results.</p>
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Talent Management

Actions	Priority	Responsibility	Implementation	Timescale	Stakeholders	Impact
Embed People Development Committee	Essential	HR	This is currently for SCS, but we are hoping to roll out wider over the coming 18 months.	2010/2011	HR Exec Comm Board Managers Staff	To improve people engagement.
Embed Workforce Planning Committee	Essential	HR	To help improve workforce planning across the department and to attract, retain talent and to build on the principles of Our People Strategy.	2010/2011	HR Exec Comm Board Managers Staff	To build on the principles of Our People Strategy and to improve People Engagement
To ensure that staff at every grade are able to move through the ranks of DCMS without having to face barriers or discrimination.	Essential	HR (L & OD) HR (ER & E)	HR to engage with the business at a corporate level to develop a more structured set of arrangements that will allow for the development of a more effective learning and development responses to talent diversity issues within DCMS. The HR Employee Relations and Engagement Team Learning and Development team will improve line management training and	Ongoing	HR (L & OD) HR (ER & E) Executive Committee	Staff, including those from under-represented groups will develop skills and have a greater understanding of what is expected to be promoted to higher grades.

			address issues of departmental culture.			
Review learning and development programmes and ensure new programmes contribute to the development of talent from diverse backgrounds	Essential	HR (L & OD)	<p>The format, structure, content, accessibility etc of all learning and development programmes will be considered in the context of how they can contribute to the development of talent from diverse backgrounds.</p> <p>HR will draw existing talent development initiatives together into a recognisable programme and ensure that they are consistent with the issues outlined in this strategy. Guidance will be developed so that managers in the business can be clear about how they can contribute to the development of talent from diverse backgrounds</p>	Ongoing	HR (L & OD) HR (ER & E)	Staff, including those from under-represented groups will feel confident in the training and development that is being provided/developed for them.
Improved development of Mentoring/Coaching programmes. Continue Leaders/UnLtd, and Stonewall Leadership Programmes and include, other	Essential	HR (L & OD)	Coaching and mentoring are powerful contributors to the development of talent. HR will put in to place more strategic arrangements that will more directly contribute to improved talent diversity outcomes.	Ongoing	HR (L & OD)	This will help towards achieving our targets to help enable staff to progress into the SCS. Improved talent diversity outcomes.

appropriate positive action training.						
DCMS to forge partnerships with other government departments.	Desirable	HR (L & OD)	DCMS to develop arrangements with other government departments (OGD's) to access learning and development opportunities that will support the talent diversity agenda and offset some of the issues inherent in being a small organisation.	Ongoing	HR (L & OD) OGD's	Improved access to learning and development opportunities for staff.
Improve data collection to develop HR information systems.	Desirable	HR (L & OD)	DCMS will use the improved data that will emerge from the programme to develop HR information systems as a basis for implementing more tailored development initiatives.	Summer 2009 and ongoing	HR (L & OD)	Improved data collection will enable more tailored learning a development opportunities for staff.
Market DCMS as the employer of choice and supportive of diversity at every level in DCMS.	Essential	HR (Opps) HR (ER & E)	DCMS to work with recruitment agencies and consultants to communicate our diversity strategy and targets in relation to recruitment of under-represented groups. Work with procurement team and TU to ensure contractors we work in partnership with sign up to our policies and principles of equality and	Ongoing Ongoing	HR (Opps) HR (ER & E) Operations Procurement Contractors	Equal access to employment opportunities for under-represented groups. Improved treatment of contracted staff – better relations with TU.

			diversity.			
Review of recruitment processes	Desirable	HR (Opps) HR (ER & E)	Review HR processes and forms to ensure they are up to date and in line with diversity and equality policies. Look at broadening methods of selection to ensure they do not favour a particular 'type' of candidate.	As part of the overall review of HR policies throughout 2009/10	HR Operations	Processes and forms will be legally compliant and reduce any risk of legal action.
Recruitment of Deputy Directors	Desirable	HR (Opps)	Make sure that recruitment is compliant with best practice in the area of diversity and equality. Review observation of DCMS policies by Line Managers	Ongoing Half yearly	HR Recruitment HR (ER & E) HR (Opps) Line Managers	Aim to diversify senior staff, and reflect the community we are serving.
External campaigns – DCMS promoted as an employee of choice.	Desirable	HR (ER & E)	Continue to look at the way we present our image to under-represented groups. Eg Stonewall Recruitment Guide, Urban UK Magazine and Pride Magazine.	Ongoing	HR (ER & E)	Increased applications from under-represented groups.

Best Practice

Actions	Priority	Responsibility	Implementation	Timescale	Stakeholders	Impact
People Strategy – Ensure that diversity and equality are at the heart of the strategy.	Essential	Director of HR	DCMS will be publishing a new People Strategy.	2009-2012	HR (ER & E) DCMS Board Executive Committee Managers Staff	To show DCMS' commitment to how we lead, manage, develop and support staff.
Embedding the DCMS Awards Scheme	Essential	HR Staff	Embedding the new awards scheme based on recognition of behaviour described by the values		HR DCMS Board Executive Board Managers Staff	To show DCMS commitment to our people.
Flexible Working	Essential	HR (ER & E)	Review and update the Flexible Working Policy and develop processes to support this.	Spring 2010	HR (ER & E) Executive Committee IS Procurement Managers	To ensure that all staff have the opportunity to work flexibly. This will help reduce sick absence, encourage retention and maintain the department's reputations as a good employer.
HR to review the Performance Management System	Desirable	HR (Opps)	Review performance management practice to ensure that it doesn't disadvantage certain groups of staff, actively supports flexible working and	Ongoing	HR (Opps) Executive Committee	Meet the departments' legal requirements to equalities legislation and ensure a fair

			<p>project-based working and reflects the departments' new ways of working.</p> <p>Train managers to identify and manage their own potential bias.</p>		HR (L & D)	<p>system for all staff.</p> <p>To ensure that all staff are given the opportunity to progress and develop and that staff feel confident in their managers' capability.</p>
HR to provide advice and raise awareness for staff on all aspects of diversity and equality.	Desirable	HR(Opps) HR (ER & E)	<p>Advice on flexible working and reasonable adjustments.</p> <p>Offer advice on equalities and support on recruitment.</p> <p>Advice to case workers.</p>	Ongoing	HR	Ensure best practice in HR
Develop/review existing policies/processes	Desirable	HR (Opps) HR (ER & E) HR (L & OD)	Develop new polices and review existing policies to ensure we are compliant. Eg. Gender Transition policy, Domestic Violence.	Ongoing	HR Executive Committee	Ensure best practice in HR

Monitoring and Analysis

Actions	Priority	Responsibility	Implementation	Timescale	Stakeholders	Impact
Meet legal requirements in relation to Staff section of the Equality Scheme	Essential	HR (Opps)	Improve data upheld utilising the Oracle System.	Ongoing (this is reliant on the development of the new IS system)	HR (Opps) HR (ER & E)	Meet legal requirements on monitoring and publication of data. Improved reputation with EHRC.
Insufficient diversity data from under-represented groups	Essential	HR (Opps)	Continue to encourage completion of data via recruitment, induction etc.	Ongoing	HR (Opps) Executive Committee Networks	Steady increase to 90+% completion rate across the equality strands.
Analyse the workforce data we have and monitor progress made	Essential	HR(Opps) HR (ER & E)	Provide data for the Equality Scheme and the Diversity and Equality Strategy. Develop our monitoring to reflect changes in ethnic breakdown categories to reflect the 2010 Census.	Ongoing	HR (L & OD) HR (ER & E) HR (Opps)	Understand issues affecting staff and how we can address them. Improved reputation/relationship with EHRC.
Develop and meet new targets set within the Diversity Strategy.	Essential	HR (ER & E)	Continue to develop stretching targets within the guidelines set by Cabinet Office.	2008 - 2011	Jonathan Stephens Executive Committee Cabinet Office HR (ER & E)	Processes are improved with progression for all staff.
Share best practice	Desirable	HR (ER & E)	Develop and expand on the	Ongoing	HR (ER & E)	Improve and expand

			knowledge base we already have from elsewhere in the public and private sector. Eg Diversity Practitioners Network, OGD's, Workwise, Stonewall etc.		Diversity Practitioners Network.	on our monitor and processes within DCMS.
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Benchmarking

Actions	Priority	Responsibility	Implementation	Timescale	Stakeholders	Impact
Share benchmarking best practice with DPN.	Essential	HR (ER & E)	Engage with OGDs via the DPN and share best practice.	Ongoing	DPN OGDs	Improved markings in benchmarking schemes combined with improved best practice reputation.
Analyse benchmarking schemes for value for money.	Essential	HR (ER & E)	Considering department resources assess whether schemes offer vfm.	Ongoing	HR (ER & E) External Benchmarking Organisations.	Saving time and resources.
Improve procurement practices/suppliers on diversity	Desirable	HR (ER & E) Procurement	Engage with OGDs via the Diversity Practitioners Network to share best practice in ensuring supplier diversity	Ongoing	Procurement HR (ER & E) DPN	Improved reputation for best practice.
Use the results of the Civil Service People Survey to measure our successes and failures against other government departments and the private sector.	Essential	HR (ER & E)	Engage with other government departments and the private sector to share best practice	Ongoing	HR (ER & E) OGD's ORC	Leading to improved People Engagement results.

Chapter 5

Delivering Success

Responsibility for implementation and delivery.

HR (Employee Relations and Engagement Team)

This is a small team within the overall HR who are delivery agents of the diversity strategy. They have developed the strategy and will manage its implementation, maintain the equality and diversity site on the intranet, monitor on progress and publish workforce data as required. They will also work with the Staff Networks and TU to continue an open and transparent dialogue in relation to diversity and equality.

Business Focus

• Diversity Champions' Network

The Diversity Champion is the link with the Cabinet Office Diversity Champion's Network and attends the quarterly meetings where he reports back on the progress DCMS has made on the Civil Service Strategy and our targets within it.

• Policy Teams

DCMS Sector Teams and the Programmes Team are responsible for delivering diversity and equality in relation to DCMS' external responsibilities. They have responsibility for completing Equality Impact Assessments (EIQAs) within DCMS and report on the departments' Equality Scheme.

Stakeholders

• Trade Union

Trade union side are supportive of the work of the Department in improving its position on diversity and equality in the workplace. The Employee Relations and Engagement Team continues to work to build closer relations with TU.

• Line Managers

Line managers have a responsibility to ensure that they are trained in, and understand relevant HR processes and policies, and that they put these into practice. They must respect diversity and equality at all times and understand what the business benefits this brings to the organisation. Leaders and managers must lead by example, and tackle any inappropriate behaviour that they witness immediately.

Staff, contractors and consultants

All staff are responsible for ensuring that equality and diversity is key to their every day business. All staff have an obligation to treat one another with dignity and respect, in line with the core principles which have been outlined in this document.

Staff Networks

DCMS supports Staff Networks within the department to ensure under-represented and minority groups have a voice. The Executive Committee, Diversity Champion and HR recognise the importance and contribution that staff networks make to the Department in communicating their views, and contributing to the development of policy.

Chapter 6

Communications

The strategy has been developed as part of the wider Cross Government Diversity Strategy. DCMS is committed to the Diversity and Equality Strategy at Executive Committee level and at every other level of the department because it applies to staff and to new and existing policy, and to internal and external policy.

Aims

- Promote and support the Diversity Strategy throughout DCMS.
- All staff to be aware and reminded of DCMS' commitment to Diversity and Equality via the intranet and e-mail communication and staff events.
- Promote equality of opportunity. All employees to be treated fairly, with dignity and respect irrespective of their difference. This commitment extends to non-civil servants, agency staff, and staff on secondment. It also includes those staff on maternity leave, disability leave, maternity leave and long-term sickness.

Principles

- Communications will raise awareness of the Diversity and Equality Strategy and help deliver a culture change in DCMS.
- Communications will aim to educate and raise awareness of DCMS' commitment to diversity and equality.
- Communication will help to improve perceptions of what the department is already doing as a result of its commitment to diversity and equality.
- All staff within DCMS should feel they are being supported to achieve their potential.

April 2010