This strategy ran from 2017 to 2020.

It has been superseded by the Civil Service Diversity and Inclusion Strategy: 2022 to 2025.

A Brilliant Civil Service:
becoming the UK's most inclusive employer

The Civil Service Diversity and Inclusion Strategy

A great place to work

Foreword

Every day, civil servants do brilliant work to develop and deliver policies and services that affect the lives of people across the country and beyond. To do this effectively and fairly, the Civil Service must represent modern Britain in all its diversity. Evidence shows that diversity – of background, of life experience – brings different insights, creates challenge and encourages change and innovation. This in turn produces more accountable and trusted public services and better decisions – better because they are more attuned to the needs and interests of all our communities.

For the benefits of diversity to be felt, we must create an environment where differences of thought and outlook are not only respected but expected. We want all civil servants to feel that they can be themselves at work, valued for the distinct perspective that they bring, and able to go as far as their talents will take them – irrespective of their sex, gender identity, ethnicity, sexual orientation, disability, faith, age or socio-economic background. Feeling included is good for us as individuals. It's good for teams and it's good for the people and communities we serve.

Our ambition, therefore, is to become the most inclusive employer in the UK by 2020. Only then will this be the truly brilliant Civil Service we want it to be, both diverse and inclusive, making the best use of the talent that exists in all parts of society.

The Civil Service as a whole is now more diverse than at any time in its history. At the most senior grades we are moving closer to gender equality, but we know there is still much more to do if we are to become truly representative of the people we serve, and a leader and role model for others in diversity and inclusion. The gender pay gap, though significantly lower than seen in the private sector, remains unacceptable and something we have to address.

We also have some superb senior ethnic minority role models, but not yet in anything like sufficient numbers. And whilst many departments have made great progress on LGB&TI issues, we know there remain unacceptable pockets of homophobia.

This strategy focuses on actions across the twin priorities of greater representation and inclusion that are essential to achieving our ambition and builds on the significant advances we have already made. **The Talent Action Plan: Removing Barriers Programme** (2015-2017) demonstrated our unrelenting focus on tackling the obstacles preventing talented individuals from succeeding. We have introduced fairer recruitment and promotion practices, with initiatives such as unconscious bias training, a name-blind approach to selection and increased use of diverse panels. All departments have signed up to the Government's Disability Confident scheme. And by setting clear, inclusive career paths to senior management levels through our accelerated development programmes, including the Positive Action Pathway, we are levelling the playing field for civil servants from currently under-represented groups.

> **"** Everyone has a role to play in creating an inclusive culture and making the Civil Service a truly great place to work **"**

To help us attract and develop future generations of civil servants, we have expanded the **Fast Track Apprenticeship** year on year, while the **Summer Diversity Internship Programme** gives young people from diverse backgrounds an insight into the huge range of opportunities a career in the Civil Service offers.

We are now leading collaborative research with other employers to establish an agreed measure of socio-economic background that will inform more inclusive recruitment practices, allowing us to spread our net more widely and increase socio-economic diversity in our workforce. And we are trialling gender identity monitoring in our People Survey this year.

There is a role for everyone in achieving our ambition. It requires strong leadership and action led by departments, Civil Service functions and professions, accountable through greater transparency to staff and stakeholders. We have listened to staff across the country, including our highly engaged and impressive diversity networks, about the barriers they still face and the further actions required to make a real difference to their experience. We take a strong, evidence-based approach, adopting best practice and learning from empirical research on what works to improve diversity and inclusion. We have used this evidence to help shape our approach and produce a platform for further and faster progress on which we can all stand.

The Diversity & Inclusion Strategy is the practical expression of our collective commitment to create a welcoming, inclusive workplace. It scales up action to increase the representation of under-represented groups at all grades, across the Civil Service; and it establishes a more robust approach to inclusion and building a culture that attracts, retains and nurtures the best and most diverse talent. This includes a dedicated programme for improving the representation of ethnic minority staff at senior levels; a ramped-up Disability Inclusion Programme; a Diverse Leadership Task Force (reporting to the Cabinet Secretary); publication by April 2018 of a data dashboard detailing progress on diversity and inclusion targets; and the establishment of a new framework for measuring inclusion.

The goal is a Civil Service where everyone feels able to bring their whole self to work and perform at their best. One that can attract, develop and retain the most diverse talent. Where openness, honesty, challenge and innovation are encouraged and valued, helping us to achieve better outcomes for all the citizens of this country.

We would urge all civil servants to read this strategy and reflect on what they can do to help deliver its ambitious objectives.

Caroline Nokes MP,
Parliamentary Secretary and Minister for Government Resilience and Efficiency

Sir Jeremy Heywood,
Cabinet Secretary and Head of the Civil Service

Contents

Summary

In our *Workforce Plan 2016 to 2020*, we set out a challenging ambition for the Civil Service to **become the most inclusive employer in the UK by 2020**. We can only achieve this with a much greater emphasis on action led by departments, agencies, functions and professions, accountable through greater transparency to their staff and stakeholders.

We have already begun working towards this ambition. In March 2017, we completed delivery of the *Talent Action Plan: Removing Barriers Programme*. The plan focused on identifying and delivering the key policies and programmes that would create the environment for greater diversity and inclusion in the Civil Service. We have made good progress but we know that we need to go further.

Strategically, we need a greater focus on building an inclusive culture than we have had to date: the research makes clear that inclusion is good for organisations and for staff. A more inclusive working culture will help us to deliver better outcomes for the public by engaging all staff more effectively regardless of their background, leading to greater productivity and reduced staff turnover. A more inclusive culture will help us to attract the kind of diverse, expert and dedicated talent we need to recruit and retain in the Civil Service.

Therefore, in order to deliver our ambition we know we need to:

• Continue to increase the **representation** of currently under-represented groups at all levels across the Civil Service; and
• Focus on **inclusion** to build our culture and reputation as a place that attracts, develops, retains and fully engages all the diverse talent across our organisation.

Representation

The Civil Service needs to attract talent from a wide range of backgrounds if we are to meet the needs of a modern and diverse Britain. To date, our progress on increasing the diversity of the Civil Service has been inconsistent.

Progress on increasing the representation of ethnic minority and disabled staff in our most senior grades has been incremental but too slow to match our ambitions. Therefore, to go further, we will **build a dedicated Ethnic Diversity Programme** to improve the representation of ethnic minority staff at the most senior levels across the Civil Service.

There has also been limited improvement in the proportion of Senior Civil Servants (SCS) who identify as having a disability. We will also **ramp up our current Disability Inclusion Programme** to increase representation of disabled staff in the most senior grades, and continue to create a more inclusive culture across the whole Civil Service.

To underpin these programmes, in April 2018 we will **set and begin to monitor progress towards a new Civil Service-wide target to increase the flow of ethnic minority and disabled staff into the Senior Civil Service (SCS)**. This target will be designed from the ground up, with each department developing their own challenging level of improvement, based on their locations and demographics, that will be aggregated to form an ambitious Civil Service-wide target. We will also take steps to measure the diversity of civil servants in critical leadership roles who are not part of the SCS, but have large business delivery responsibilities and can have significant influence as leaders within their fields, for example in critical operational roles.

We will establish a Diverse Leadership Task Force, reporting to the Cabinet Secretary, to increase diversity amongst our most senior leaders. Task Force membership will include the Civil Service Commission, leading employers, industry and diversity experts. They will work collectively to advise on accelerating our progress on increasing the representation of ethnic minority and disabled people within the most senior levels of the SCS.

Senior representation of women is at a record high with women comprising 42% of the SCS. However, there are significant variations between departments, so we will take targeted action to drive improvements where needed on gender balance through focusing support in those grades, departments and functions where women or men are under-represented.

We will also conclude our review of gender identity monitoring, working with the Office for National Statistics and Government Equalities Office to agree a future approach that helps us understand the diverse needs of our LGB&TI colleagues.

We cannot currently assess representation of lesbian, gay and bisexual staff accurately because the proportion of staff who record their sexual orientation on our HR systems remains low. In addition, information from our People Survey shows that more needs to be done to create a culture in which LGB&TI colleagues feel included. We will ensure people can record their diversity information easily, and create an environment where people can feel comfortable doing so. We will aim to use this wider work to support an increase in diversity data recording for sexual orientation to at least 70% across the Civil Service.

We have stated our intent to ensure the Civil Service represents all the communities we serve, and that includes diversity of socio-economic background (SEB). We have begun work to establish measures of SEB with the aim of benchmarking SEB diversity within the Civil Service and comparing ourselves with other employers. By 2020 we aim to demonstrate how the Civil Service compares to other employers on socio-economic diversity.

From April 2018, we will publish a data dashboard detailing our progress on diversity and inclusion. The dashboard will be updated several times a year. This will enable us to be more effective in benchmarking performance between departments and demonstrating progress towards a range of important outcomes, including progress against our target on the flow of ethnic minority and disabled staff into the SCS.

Inclusion

We will lead, in partnership with the Chartered Institute of Personnel and Development, the establishment of a new framework for the measurement of inclusion. This will be used across the Civil Service and by other employers, to assess and benchmark performance. In doing this, we will build on the groundbreaking work done on measures of socio-economic background (SEB).

Inclusion is an indicator and product of good leadership and management, so we will establish quality standards for inclusive leadership, valuing and embedding inclusive behaviours within our capability standards and performance measures for all Civil Service managers and leaders. These standards will be threaded through our approach to career pathways, selection and performance management. Development of inclusive leadership skills will be supported through the Leadership Academy's learning offer and our work to promote the subtle behaviours that can make people feel more included.

Our data tells us that certain groups of staff have poorer outcomes on a range of measures associated with inclusion such as discrimination, bullying and harassment; and engagement scores vary significantly between groups. We cannot get the best out of our staff if they feel excluded, bullied or disengaged and we will not tolerate negative behaviours. We will promote the positive behaviours we expect of all our employees and an inclusive culture which is intolerant of discrimination, bullying and harassment.

Our inclusion activities need to resonate with colleagues' experience of the workplace and sustain any gains made in the diversity of our staff. We will ensure women's experience of inclusion at work continues to drive progress towards greater gender balance; that we have specific plans to ensure the working environment is LGB&TI inclusive and that we continue efforts to create a working environment that values staff irrespective of age, faith or belief, or socio-economic background. There is also a need to appreciate the diversity within these groups and how these personal characteristics can intersect. Aspiring to be the UK's most inclusive employer, the Civil Service will be a place where people with different skills, beliefs, talents and backgrounds can thrive. **We will take forward a programme of culture audits across the Civil Service that help organisations understand how culture and values are impacting on workplace behaviours.** This will help to identify where action should be taken to create inclusive workplaces which attract and retain an excellent and diverse workforce.

Accountability & Assurance

Accountability is critical to driving the sort of action and improvements in outcomes we need to see. **We will embed diversity and inclusion within Single Departmental Plans**, so that it is central to organisational performance assessment. In doing so, departments will be able to show their commitment to realising the business case for diversity and inclusion and to making the Civil Service the UK's most inclusive employer.

To enable this, **we will establish an assurance framework to maintain oversight of how departments and agencies are delivering their diversity and inclusion plans**. This will be supported by additional work with professions and functions to identify and establish priorities, and finding effective solutions that ensure compliance with the recruitment principles set out by the Civil Service Commission for increasing diversity and inclusion.

On behalf of their departments, **Permanent Secretaries will continue to be personally accountable to the Cabinet Secretary** for building more diverse and inclusive organisations, with diversity and inclusion deliverables built into their personal objectives.

We all share the responsibility for delivering more diverse and inclusive organisations – inclusive behaviour from all leaders is pivotal to this. In line with our standards for inclusive leadership, **every member of the SCS will be asked to set their own personal business objectives on diversity and inclusion**, for which they will be accountable through performance management.

By re-balancing our efforts, taking direct action and ensuring accountability we will deliver tangible improvements to the experience of all our staff. In doing so, we will equip the Civil Service better to meet the needs of a modern and diverse Britain and produce better outcomes for citizens.

1. A Brilliant Civil Service: *the business case for diversity & inclusion*

1.1. **Our vision is to be 'A Brilliant Civil Service'** that helps to keep the United Kingdom prosperous and secure, supporting the governments we serve in implementing their commitments and delivering relevant, high quality and accessible services for the public.

1.2. Every day, civil servants develop and deliver policies and services that impact the lives of people all over the country and beyond. The Civil Service is one of the UK's largest employers and is made up of departments, agencies, professions and functions covering all aspects of life in the UK.

1.3. We are accountable to the public and need to meet the highest possible standards in all that we do. We must continue to deliver upon our Civil Service values of integrity, honesty, impartiality and objectivity. In doing so, we must retain the public's trust and confidence in our ability to shape policies and services that meet the needs of diverse communities.

1.4. To be 'A Brilliant Civil Service', we need to be an inclusive employer with a diverse workforce that reflects all of British society, bringing a wealth of perspectives and ideas for delivering the best outcomes for the UK. The Civil Service is at its best when it reflects the diversity of the country as a whole and is able to understand what the public needs. When people from diverse backgrounds are involved in creating the public services we all rely on, we get better services that work for everyone.

1.5. Research shows that diverse teams bring an advantage in relation to increased customer insight – insight that will help us meet the needs of a diverse population that is constantly changing. In addition research shows that:

- Employees who feel valued are more likely to be engaged with their work,[1] and inclusivity increases productivity in the workplace;[2]

- Diverse views around the table lead to more innovation[3] and new ideas; and

- Greater diversity and inclusion enhances opportunities to attract and retain great people.

---

1   Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. Journal of Applied Psychology, 87, 698-714.

2   Harter, J. K., Schmidt, F. L., & Keyes, C. L. (2003). Well-being in the workplace and its relationship to business outcomes: A review of the Gallup studies. Flourishing: Positive psychology and the life well-lived, 2, 205-224.

3   Nathan, M., & Lee, N. (2013). Cultural Diversity, Innovation, and Entrepreneurship: Firm-level Evidence from London. Economic Geography, 89(4), 367-394.; Díaz-García, C., González-Moreno, A., & Jose Sáez-Martínez, F. (2013). Gender diversity within R&D teams: Its impact on radicalness of innovation. Innovation, 15(2), 149-160.

1.6. Our commitment to diversity and inclusion is grounded in, but not limited to, our responsibilities under equality legislation. The Equality Act 2010 set out the ways in which everyone is protected by the legislation, and requires the Civil Service and other areas of the public sector to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.

- Advance equality of opportunity between people who share a protected characteristic[4] and those who do not.

- Foster good relations between people who share a protected characteristic and those who do not.

1.7. We have extended our consideration to also ensure we reflect the socio-economic diversity of the UK population.

1.8. In developing and delivering this Diversity and Inclusion Strategy, the Civil Service intends to establish itself as a role model for other UK employers.

Case study 1
The Business Case in action –
Home Office Sikh Network

As the Chair of the Home Office Sikh Association (HOSA), Garinderjit Manik (Gindi) works with a diverse group of stakeholders on policies that impact staff, the wider government and Sikh communities.

During a corporate HOSA event, there was a security incident where a high profile guest was unhappy to be asked to remove his articles of faith, including his kirpan (a small ceremonial sword), as this contravenes Sikh edict. Using his own experience and knowledge of Sikh edict, Gindi was able to resolve the incident and use it as an opportunity to promote better understanding of the Sikh faith.

HOSA have since successfully worked with departmental diversity and policy colleagues as well as the Corporate Security Unit to update guidance on access controls put in place for effective but culturally sensitive security management when entering and exiting Home Office buildings.

Subsequently, the Home Office approach has been more widely endorsed and HOSA are now working with the Cabinet Office to align security policy across the Civil Service.

---

4   Age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex; sexual orientation.

2. Our Approach:
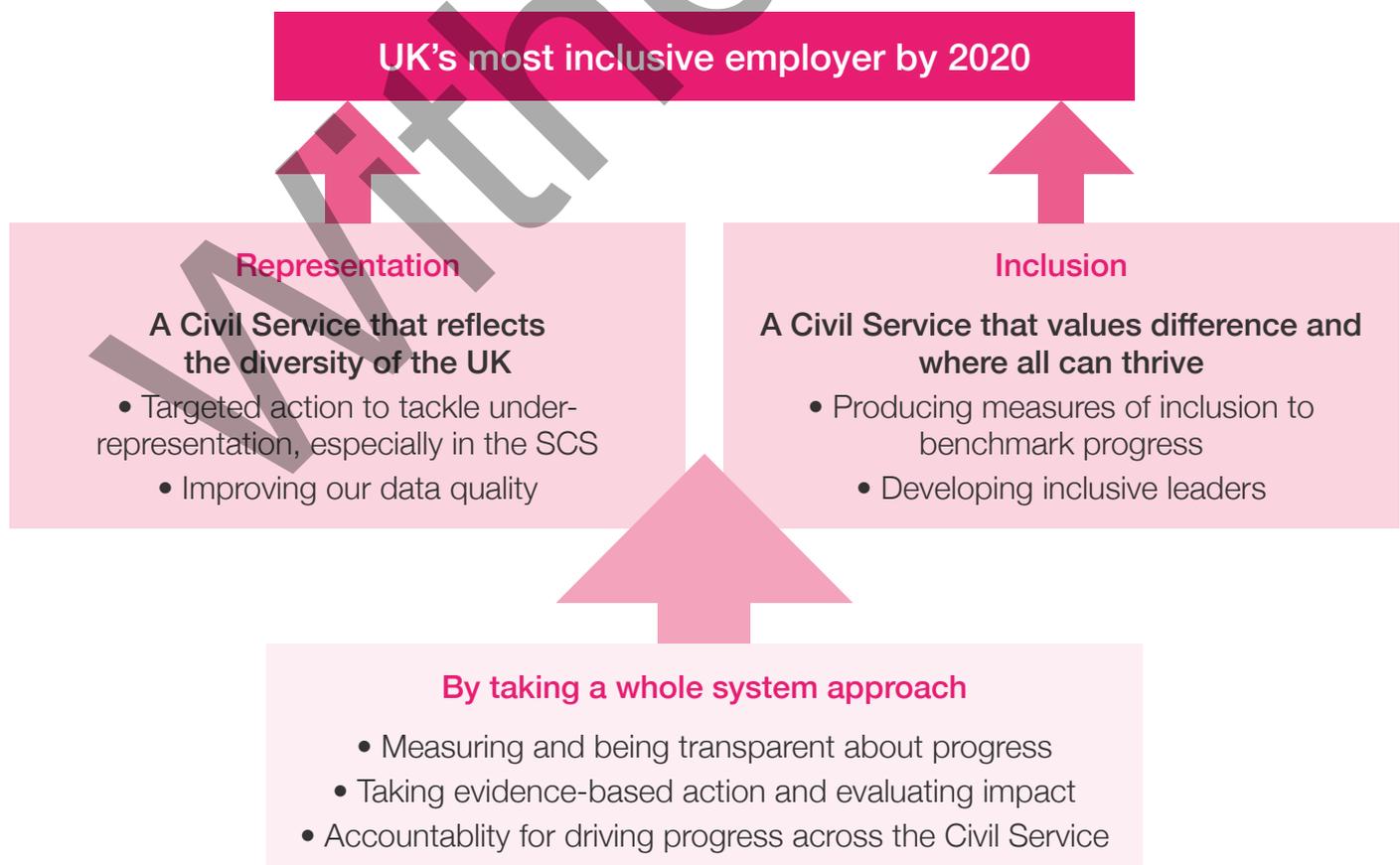*to becoming the most inclusive UK employer*

2.1.   Our ambition is that the Civil Service becomes the most inclusive employer in the UK. To achieve this we will create a welcoming, inclusive workplace where all our people are able to bring their whole selves to work and perform at their best. Openness, honesty, challenge and innovation will be encouraged and valued.

2.2.   This strategy will have an impact across the whole Civil Service, ensuring effective approaches are embedded and action is sustained over the long term. Our approach recognises the diverse talent and skills that exist throughout the talent pipeline and at all levels of seniority. We will continue to engage staff in our activities to ensure the strategy remains as meaningful to someone working in a call

centre in Newport as it is to a policy professional working in Whitehall or those working overseas.

2.3.   Our ambition requires us to take action across twin priorities:

1. Continue to increase the **representation** of currently under-represented groups at all levels, across the Civil Service.

2. Focus on **inclusion** to build our culture and reputation as an employer that attracts, develops, retains and fully engages all the diverse talent across our organisation.

UK's most inclusive employer by 2020

Representation

A Civil Service that reflects the diversity of the UK

- Targeted action to tackle under-representation, especially in the SCS
- Improving our data quality

Inclusion

A Civil Service that values difference and where all can thrive

- Producing measures of inclusion to benchmark progress
- Developing inclusive leaders

By taking a whole system approach

- Measuring and being transparent about progress
- Taking evidence-based action and evaluating impact
- Accountablity for driving progress across the Civil Service

Background

2.4. We have more to do to achieve our ambition to be the most inclusive employer, but we are not starting from scratch. This strategy builds on a long history of action with the most recent foundations laid by the *Talent Action Plan: Removing Barriers Programme*[5] – a two year programme that prioritised four areas for action:

- fairer outcomes from recruitment and selection;

- diversifying talent and progression pipelines;

- building an inclusive culture for all our staff; and

- promoting social mobility within our workforce.

2.5. *The Civil Service Workforce Plan 2016 to 2020* set out our ambition to become the most inclusive UK employer by 2020 because diversity and inclusion is a business imperative for the Civil Service.

2.6. An evidence-based and listening approach is important to achieving our ambition. We listened to staff across the country about their personal experience of working in the Civil Service, the impact of the Civil Service *Talent Action Plan* and the further actions required for our Diversity & Inclusion strategy to make a real difference. We worked with staff networks and made sure we were considering views across the country, to develop a strategy for civil servants, by civil servants.

2.7. Staff feedback shapes the approach we have taken and the commitments made within this strategy. This engagement is now the foundation for how we will deliver our strategic diversity and inclusion objectives. In Chapter 5 we discuss the vital role staff networks play in being a driving force for change, and we see that role going much further. Any improvements we make will be as a result of all staff playing their part in making the Civil Service a more inclusive place to work.

2.8. Just as important as listening to our colleagues is learning from the best approaches elsewhere: we will continue to collaborate with and learn from other leading employers in the UK and around the world. We have worked with business and industry, through networks and forums and with partners across the public sector to pool our expertise, ideas and thinking, raising aspiration for all employers. We are already sharing ideas and experiences of driving diversity and inclusion at scale with a wide cross-section of organisations. We have partnered with other leading employers in the development of new metrics to measure social mobility in our organisations and we will build on this approach as we develop new measures for inclusion.

2.9. **We will retain a relentless focus on getting the basics right.** This includes ensuring workplace adjustments are in place for our disabled colleagues in a timely manner, as well as tackling the less tangible but fundamental work on culture change, valuing inclusive teams and challenging the unacceptable and subtle behaviours that may leave someone feeling marginalised or excluded.

2.10. **We will adopt a whole systems approach that will enable us go further and faster in realising the business case for diversity and inclusion.** We will ensure greater collaboration across departments, agencies, professions and functions, recognising the need for greater coordination across the whole Civil Service. While there has been some great innovation to date, we need to drive greater consistency of effort throughout the Civil Service so that our progress matches the scale and pace of change required.

Timelines

2.11. We are committed to becoming the UK's most inclusive employer by 2020, but we know action will be required over the longer term to achieve the transformation we want, and to ensure the impact of that action is sustainable. So this strategy sets the foundations for our work over the longer term, out to 2025. By that time we will not only be a more inclusive employer but will have a workforce that more closely represents the society we serve.

---

5   See Annex A: Progress to date for more information on the Talent Action Plan

"Diversity is the mix: inclusion is about making the mix work" What does inclusion mean to civil servants?

My manager and colleagues are considerate of my disability and I am always included

My voice is heard, I feel respected and know sexism won't be tolerated where I work

My manager and colleagues are aware of my working pattern – they respect my hours and make sure I'm kept in the loop

I feel able to be open about myself if I want to – about my sexual orientation for example

I have a carer's passport and I get flexibility when I need it. I know my colleagues will be sympathetic if I want to talk

If someone in our team is on a career break, parental leave or secondment, we keep in touch and update them about changes

I have a workplace adjustment passport and can get a workplace adjustment without a long delay, and without encountering negative attitudes

I can find a mentor who is like me and understands the kind of support I need to develop and progress

My colleagues know that younger people and older people can do an equally great job

My organisation is flexible about my work schedule when I need it – for example during Ramadan

When I was pregnant my manager checked the right processes to follow and never made assumptions about what I could or couldn't do

When I joined my team, my colleagues explained all the basics like acronyms and jargon and where to find things

My colleagues are being fully supportive while I go through my gender reassignment

I know I will be judged by what I do, not by my personal characteristics or my appearance

At work there are real role models who I can identify with – for me these are people who understand my experiences as a black woman

I get invited to lunch and other social events with my colleagues

My manager and colleagues ask for my opinion and value my contribution regardless of my background or what grade I work at

I know when I apply for a role the recruitment processes will be fair: my personal characteristics won't put me at a disadvantage and selection won't be based on who I know or don't know

With mental illness you don't want to make a fuss so a workplace adjustment passport is great

3. Improved Outcomes: *widening representation*

Summary

Measuring progress:

- We will publish a data dashboard in April 2018 which will be regularly updated, providing a transparent and accessible view of diversity and inclusion outcomes in departments and across the Civil Service.

- In April 2018, we will establish and begin to monitor progress towards Civil Service-wide targets to increase the flow of ethnic minority and disabled staff into the SCS.

Taking action:

- We will establish a new expert-led Ethnic Diversity Programme, engaging internal and external expertise, to improve the representation of ethnic minority staff at senior levels.

- We will extend our current Disability Inclusion Programme to increase representation at all levels, particularly in the SCS.

Retaining our focus:

- We will make it easier for people to record their diversity information and will encourage them to do so.

- We will take targeted action to drive improvements where needed on gender balance and the inclusion of LGB&TI staff.

- We will establish the baseline for socio-economic diversity for the whole of the Civil Service by March 2020.

3.1.   As 'a Brilliant Civil Service' we are committed to ensuring that our HR policies, procedures and practices deliver fair outcomes for all staff.
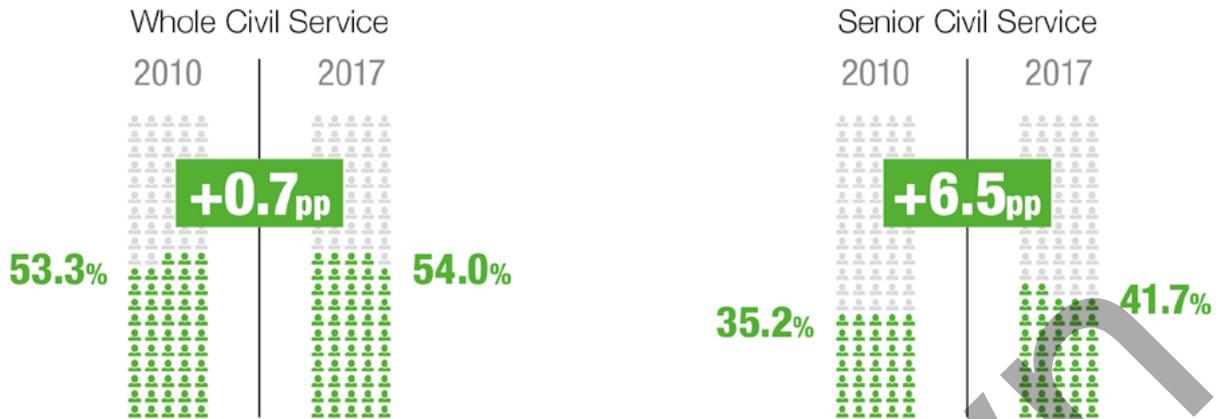
3.2.   We need to be more transparent about both our successes and the areas where we must work harder. Providing a more accessible, open picture of the Civil Service's progress on diversity and inclusion will enable us to spread best practice, evaluate the impact of new initiatives and understand where greater innovation is required from our entry level grades, right through to appointments at the most senior levels including boards.

3.3.   Good quality data on the outcomes of our HR processes are critical to departments' ability to understand how they meet their legal duties as an employer, and for us to understand the impact these processes have on the Civil Service as a whole. To enable this, data on

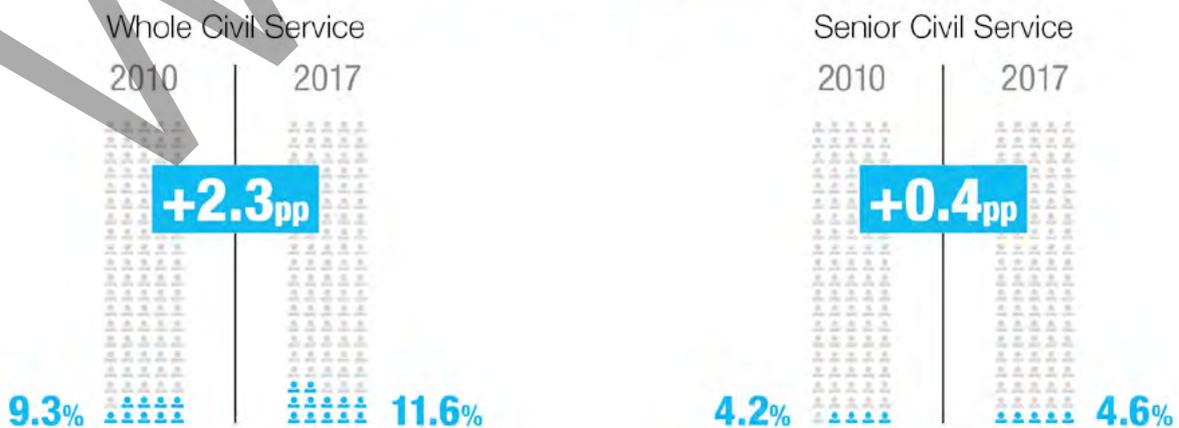# Representation of different groups in the Civil Service

Women

Whole Civil Service

2010 | 2017

53.3% **+0.7pp** 54.0%

Senior Civil Service

2010 | 2017

35.2% **+6.5pp** 41.7%

Disabled staff

Whole Civil Service

2010 | 2017

7.6% **+2.3pp** 9.9%

Senior Civil Service

2010 | 2017

3.4% **no change** 3.4%

Ethnic Minority staff

Whole Civil Service

2010 | 2017

9.3% **+2.3pp** 11.6%

Senior Civil Service

2010 | 2017

4.2% **+0.4pp** 4.6%

Source: Cabinet Office SCS database, 31 March 2017 and ONS Civil Service Statistics, 31 March 2017
(https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/publicsectorpersonnel/bulletins/civilservicestatistics/2017)

diversity in the Civil Service is published annually by the Office for National Statistics. Analysis of Civil Service People Survey scores for different groups is published online each year on GOV.UK[6]

3.4. Our workforce data shows that the Civil Service as a whole is generally representative of the UK's working population, but there is more to be done to ensure that this diversity is reflected at all levels and across the breadth of departments and professions.

3.5. **We will publish a data dashboard in April 2018 that will provide a clear and accessible picture of diversity and inclusion in the Civil Service to complement departments' internal analysis.**[7] The data dashboard will provide a means of comparing departments, agencies and professions. It will use metrics that give an objective assessment of progress towards a range of important outcomes – from how included and fairly treated our colleagues feel to how much progress we are making on representation. The dashboard will be published online and regularly updated throughout the year. This will give users, both inside and outside the Civil Service, a straightforward way of scrutinising our performance. We will work over time to add more measures to the dashboard as more data becomes available.

Taking action
3.6. We will continue to focus on delivering fair outcomes for all our staff, but we know that we need to **prioritise work to address the persistent under-representation of our ethnic minority and disabled employees, especially in our most senior grades, across professions and functions and in board level appointments.**

3.7. On ethnicity and disability the picture is stark (see page 13). The representation of ethnic minorities has been steadily increasing at all grades below the SCS and at 11.6% is now close to the 12.8% of the UK's economically active population who are from an ethnic minority background. However, change is needed at more senior levels. The proportion of Senior Civil Servants who are from ethnic minority backgrounds has improved only slightly from 4.2% in 2010 to 4.6% in 2017. Civil Service workforce representation by ethnicity, cut by gender, grade and geography, is highlighted on the *Ethnicity facts and figures* website.

3.8. Similarly, while representation of disabled staff is increasing at Grade 6 and below and now stands at 9.9%, this is below the rate of disability within the economically active population, 11.9%. The representation of disabled staff in the SCS (3.4%) has barely changed since 2010. As well as improving the diversity of the SCS, we need to improve the diversity of the immediate feeder grades to the SCS, to ensure that the progress we make is sustainable.[8]

3.9. **In April 2018, we will set and begin to monitor progress towards Civil Service-wide targets to increase the flow of ethnic minority and disabled staff into the SCS.** These targets will be designed from the ground up, with each department developing their own challenging level of ambition designed to meet their needs to increase diversity, based on their locations and demographics.[9] This will be aggregated to form a Civil Service-wide target.

---

6   https://www.gov.uk/government/collections/civil-service-people-surveys

7   Similar tools have helped foster diversity in the Netherlands (Diversity Index) and Finland (Diversity Barometer) see Organisation for Economic Co-operation and Development. (2011). Public Servants as Partners for Growth: Toward a Stronger, Leaner and More Equitable Workforce. OECD Publishing; an Irish study found introducing a transparent system to monitor the recruitment, pay, and promotion of minority groups led to higher levels of labour productivity, increased workforce innovation and decreased voluntary turnover see Armstrong, C., Flood, P. C., Guthrie, J. P., Liu, W., MacCurtain, S., & Mkamwa, T. (2010). The impact of diversity and equality management on firm performance: Beyond high performance work systems. Human Resource Management, 49(6), 977-998.

8   Source: Cabinet Office SCS database, 31st March 2017.

9   Literature suggests that commitment to specific goals monitored with frequent feedback is key for achieving tangible results see Jayne, M. E., & Dipboye, R. L. (2004). Leveraging diversity to improve business performance: Research findings and recommendations for organizations. Human resource management, 43(4), 409-424.

Driving an increase in the representation of ethnic minority and disabled staff

3.10. Civil Service targets on increasing the representation of ethnic minority and disabled people will be in place by April 2018 and supported by dedicated programmes of action.

3.10.1. We will establish a new programme to drive improvements in ethnic minority representation in the SCS and build a sustainable talent pipeline for the future.

3.10.2. We will build on the work of the Disability Inclusion Programme so that it has a sharp focus on increasing the representation of disabled staff in the SCS.

Ethnic Diversity Programme Priorities

1. Demonstrate commitment to becoming the most inclusive employer by 2020 and *role model leadership on race equality*

2. Provide assurance, accountability for progress and establish a *benchmarking tool[10]*

3. Build ethnic diversity throughout the *talent pipeline*

4. Recognise and capitalise on the value of *staff networks* to business delivery

5. Provide a *centre of expertise,* innovation and best practice on increasing ethnic minority representation

6. Increase data *transparency* and opportunities for innovative approaches to increasing ethnic minority representation

7. Amplify the strategic impact of *visible ethnic minority leadership[11]*

Disability Programme Priorities

1. Improve the standard and consistency of *workplace adjustments*

2. Improve the *talent pipeline* of disabled colleagues by providing greater access to development opportunities and improving existing recruitment practices.

3. Improve existing *support on mental health* to bring this on a par with physical health

4. Build *leadership at every level* to support a disability inclusive culture in which all can thrive.

5. Establish a target to *halve the gap in engagement, and bullying and harassment scores* between disabled and non-disabled colleagues between 2015 and 2020.

6. *Increase the proportion of staff entering the SCS who are disabled* through internal promotion and through external recruitment.

3.10.3. Underpinning these programmes and to accelerate progress **we will establish a Diverse Leadership Task Force, reporting to the Cabinet Secretary, to increase diversity amongst our most senior leaders.[12]** The Task Force will engage the Civil Service Commission, leading employers, industry experts and academics in accelerating progress on increasing the representation of ethnic minorities and disabled people within the most senior levels of the SCS.

Diverse Leadership Task Force

1. Maximise opportunities to ensure the attraction, onboarding, development and retention of diverse talent at Director General and Permanent Secretary levels.

2. Create and maintain a cadre of potential (internal and external) candidates who are able to fairly compete for senior leadership roles within the SCS.

---

10 A longitudinal study of performance-based reward system in a large company found introducing transparency and accountability mechanisms reduced the pay gap of women, ethnic minorities, and non-U.S.-born employees see Castilla, E. J. (2015). Accounting for the gap: A firm study manipulating organizational accountability and transparency in pay decisions. Organization Science, 26(2), 311-333.

11 There is suggestive evidence for the role model effect (see in gender context: Beaman, L., Duflo, E., Pande, R., & Topalova, P. (2012). Female leadership raises aspirations and educational attainment for girls: A policy experiment in India. Science, 335(6068), 582-586.). Important role models to be a wide network and not just the highest-performers see Betz, D. E., & Sekaquaptewa, D. (2012). My fair physicist? Feminine math and science role models demotivate young girls. Social psychological and personality science, 3(6), 738-746.

12 Establishing diversity taskforces is an effective tool to increase diversity. Evidence from a US study of more than 800 mid-size and large companies showed creating a diversity task force can lead to a large increase in representation of ethnic minority and white women in senior roles over five years see Dobbin, F., & Kalev, A. (2016). Why Diversity Programs Fail And what works better. Harvard Business Review, 94(7-8), 52-60.

Case study 2
Taking Positive Action

The Civil Service Positive Action Pathway (PAP) scheme is designed to provide career support for talented women, ethnic minority, LGB&TI and disabled colleagues. Participants can access a range of interventions that may help position them for more stretching roles. As a result, many PAP participants report increased confidence, skills and establishing stronger networks that set them on a path to progression. The scheme's success has been impressive, with 77% of participants feeling that the pathway will have a positive impact on their careers and over a third below Grade 6 having been successful in achieving a promotion after participating in the scheme.

Since its inception in 2014, over 8000 civil servants have completed the programme, not only benefitting from the learning and development the programme offers, but also the invaluable network of mentors, coaches and sponsors available to participants over the course of the scheme.

Maintaining our focus and momentum

3.11.   We are making steady progress on the representation of women (see page 13), and will need to maintain our focus if we are to drive sustainable improvements at the most senior levels. Nearly 42% of Senior Civil Servants are women and in 2016-7, 49% of those newly appointed to the SCS were women. In 2010 only 35% of SCS were women. But while the proportion of women in the SCS is greater than the representation of female executives and Board Directors in FTSE 100 companies (26%), there is variation between departments and only 26% of Permanent Secretaries are women.

3.12.   **We will continue our work to address the gender pay gap.** To be open about our progress, the Civil Service has published gender pay gap data by department every year since 2008. The overall Civil Service gender pay gap for full time staff, the Office for National Statistics' headline measure, has narrowed over the past year, down from 12.0% in 2016 to 11.0% in 2017. This is significantly lower than the 16.6% seen in the private sector, and the 15.2% Civil Service figure back in 2007. However, there is much more we want to do. We will continue to ensure our recruitment processes are fair and transparent, having virtually eliminated all-male

selection panels for posts at SCS level and recently launched guidance on diverse panels to limit the impact of unconscious bias in selection. We will continue to ensure recruiters for the Civil Service focus harder on attraction and fair selection to deliver a diverse candidate shortlist.[13]

3.13.   Our future work will include a mix of interventions that will help drive gender balance at all grades, across all departments, agencies and professions. This will be coupled with a stronger approach to creating an inclusive culture and will include: continuing work to address the gender pay gap; promoting work-life balance and increasing opportunities for people to re-enter the workforce after time out due to caring responsibilities; taking forward a comprehensive plan to audit how inclusive the cultures of our organisations are (see paragraph 4.8), and providing targeted support to those departments, agencies and professions where the gender balance is not representative.

---

13   Evidence shows recruitment programs targeting women and ethnic minorities are effective in increasing their share in managerial posts see Dobbin, F., & Kalev, A. (2016). Why Diversity Programs Fail And what works better. Harvard Business Review, 94(7-8), 52-60.

Case study 3
Returnships

The Civil Service is trialling new approaches to returnships: providing a bridge back to work for talented, experienced individuals who are looking to re-start their career after an extended absence from work.

The Home Office is the first department to take forward a series of 'return to work' programmes for men and women which offer people opportunities to experience the breadth and depth of careers in the Civil Service. This will encourage individuals to re-start their career, either in the Home Office or elsewhere as a result of their experience.

The 'Talent Bridges' programme brings individuals from HR, marketing and other backgrounds into roles where their previous skills and career experience can help them be successful, helping to ensure a smooth transition back into the workforce. The programme is focused initially on drawing these individuals' expertise into the HR profession within the Home Office, where participants work on stretching projects in Talent, HR policy and Organisational Design.

The offer of six months' paid work will help people return to exciting careers after breaks for a range of reasons, including caring. In addition, the scheme offers targeted learning and development support aimed at adding value to individuals and the organisation.

3.14.   We will continue to build a working environment that is more inclusive of our LGB&TI colleagues. At present, we cannot accurately assess representation of lesbian, gay and bisexual staff due to low levels of data recording and do not routinely collect data on gender identity. We will ensure people can record their diversity information easily, and create an environment where people can feel comfortable doing so. We will use this wider work to support an increase in diversity data recording for sexual orientation to at least 70% across the Civil Service and to improve data on gender identity, including trialling questions on gender identity through the 2017 Civil Service People Survey.

3.15.   We will establish measures of socio-economic background (SEB) with the aim of benchmarking socio-economic diversity within the Civil Service and comparing ourselves with other employers. This will be a breakthrough for all employers as it will standardise and enable comparison of the way employers are able to understand the socio-economic diversity of their workforce.

3.16.   We will begin the roll-out of new metrics to measure socio-economic diversity from 2018 onwards. This will enable us to establish the baseline for socio-economic diversity for the whole of the Civil Service by March 2020. Socio-economic diversity data is already collected within Civil Service Executive Recruitment and for all of our centrally run accelerated development schemes, Fast Stream and apprenticeship schemes. This has meant that we are already able to respond to evidence to ensure we widen our reach and attract Civil Servants from a broader range of socio-economic backgrounds. Alongside publishing metrics we will consider what policy actions we can take to better attract, recruit and retain people from a wider range of social backgrounds than we currently do, tapping into a broader stream of talent.

3.17. We will build on the progress made on increasing the proportion of people from lower socio-economic backgrounds in the Civil Service Fast Stream. We will act on this learning by continuing to broaden our approach to attracting people into the Civil Service, demystifying perceptions and making our processes fairer.

Case study 4
The importance of awareness

In 2014 Sue Vincent-Jones and Phil Jenkins became Co-Chairs of PRISM, the Welsh Government LGBTI+ staff network, revitalising the Network and completing their first ever Welsh Government Stonewall Equality Index submission just six months later.

Sue and Phil raised the profile of the network internally through activities such as developing the Allies Programme and introducing wristbands for every member, to visibly promote inclusion. Because of their work, senior colleagues have been able to visibly support the network, membership has shot up and the network has won a huge array of awards.

"Welsh Government are now 4th best in Wales and 25th in the UK in the Stonewall Workplace Equality Index. We scooped the Stonewall Best Performing Network Award and won the very prestigious UK Civil Service Diversity and Inclusion Award for Championing LGBT People.

"Our gender reassignment policies saw Welsh Government placed an impressive second place in a UK government wide exercise by a:gender. Then, just when we thought it couldn't get any better – our Trans Champion Kate Rose won the Stonewall Role Model of the Year Award!

"It doesn't stop there: Co Chair Sue Vincent-Jones has recently accepted the offer to become a Stonewall School Role Model which will see her visit schools to talk about her experiences as an out LGBT woman. Sue has also been nominated for Role Model of the Year at the Welsh Diversity Awards 2017 thanks to her work with PRISM."

At an impressive 85%, Welsh Government has one of the highest sexual orientation reporting rates in the Civil Service.

4. A Great Place to Work: *the inclusion imperative*

Summary

Measuring progress:

- We will publish transparent and accessible information on diversity and inclusion outcomes in departments and across the Civil Service.

- We will work in partnership with the Chartered Institute of Personnel and Development to lead the establishment of a new framework for the measurement of inclusion. This will enable us to compare our progress with other employers.

Taking action:

- We will implement a programme of culture audits across the Civil Service, working with departments, agencies, professions and functions to identify where action should be taken.

- We will promote the positive behaviours we expect of all our employees and an inclusive culture which is intolerant of discrimination, bullying and harassment.
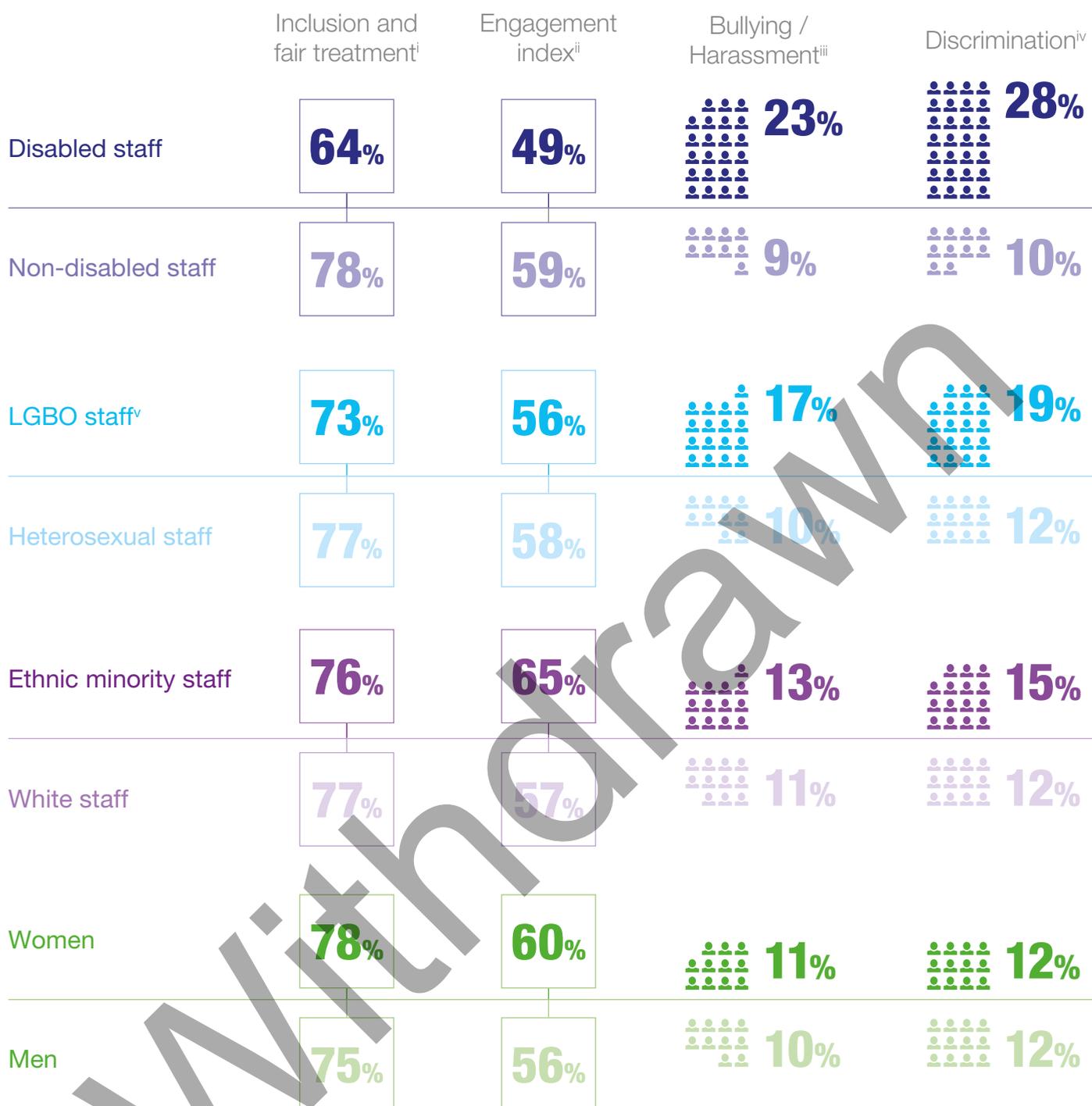
Measuring Progress

4.1.   The Civil Service will become the most inclusive employer in the UK. In everything we do we will encourage openness, challenge, innovation and excellence. The Civil Service is at the heart of a wider public service and must therefore also be recognised as a 'Great Place to Work'; flexible, modern and connected.

**4.2.   **Research shows that inclusion is an important aspect of increasing productivity in the workplace. Inclusion creates the quality of environment where our difference is valued and helps people to feel supported, empowered, respected and fairly treated. Inclusive organisations are places where everyone can thrive and are also more attractive to prospective employees. Getting this right means all of us being able to build successful careers and achieve our potential – which in turn makes us a better Civil Service, delivering better services and outcomes for the public.

**4.3.   **We listened to staff across the country to understand what inclusion means for our employees. Our colleagues highlighted the importance of being able to be themselves at work and of recognising the diversity of personal circumstances (visible and non-visible) that will affect us all. For example, our caring and family responsibilities, age, ethnic community, faith or beliefs, mental and social well-being, where we live and our socio-economic background may all influence how we engage at work.

**4.4.   **Our People Survey data make clear that people's experience of inclusion varies and there is considerable room for improvement - as shown in the inclusion graphic on page 20. Most groups, with the exception of disabled staff, feel similarly positive about inclusion and fair treatment where they work and, for all groups, scores have increased slightly over time. Some groups are more engaged than others, and some are more likely to experience discrimination, bullying and harassment. Disabled staff have

Inclusion: findings from the 2016 Civil Service People Survey

	Inclusion and fair treatment[i]	Engagement index[ii]	Bullying / Harassment[iii]	Discrimination[iv]
Disabled staff	64%	49%	23%	28%
Non-disabled staff	78%	59%	9%	10%
LGBO staff[v]	73%	56%	17%	19%
Heterosexual staff	77%	58%	10%	12%
Ethnic minority staff	76%	65%	13%	15%
White staff	77%	57%	11%	12%
Women	78%	60%	11%	12%
Men	75%	56%	10%	12%

Source: Civil Service People Survey 2016 (**https://www.gov.uk/government/publications/civil-service-people-survey-2016-results**).
The Civil Service People Survey is an annual staff survey, which looks at civil servants' attitudes to and experience of working in government departments.

i. The inclusion and fair treatment theme score is based on responses to four statements: 'I am treated fairly at work'; 'I am treated with respect by the people I work with'; 'I feel valued for the work I do'; and 'I think that [my organisation] respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)'. The People Survey technical guide (**https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/569008/civil_service_people_survey_2016_technical_Guide.pdf**) explains in more detail how the inclusion and fair treatment theme scores are calculated.

ii. The engagement index is based on responses to five questions: ' I am proud when I tell others I am part of [my organisation]'; 'I would recommend [my organisation] as a great place to work'; 'I feel a strong personal attachment to [my organisation]'; '[My organisation] inspires me to do the best in my job' and '[My organisation] motivates me to help it achieve its objectives'. The People Survey technical guide (**https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/569008/civil_service_people_survey_2016_technical_Guide.pdf**) explains in more detail how the engagement index scores are calculated.

iii. Percentage of respondents who said they had personally experienced either bullying or harassment at work in the prior 12 months.

iv. Percentage of respondents who reported having personally experienced discrimination at work in the prior 12 months.

v. In the People Survey, civil servants are invited to record their sexual orientation as "Heterosexual/straight", "Gay or lesbian", "Bisexual" or "Other". The term LGBO refers to staff who report belonging to one of the last three groups.

much lower engagement scores and are much more likely to have experienced discrimination, bullying and harassment than non-disabled staff. LGBO[14] staff are much more likely to have experienced discrimination, bullying and harassment than heterosexual staff. White staff have much lower engagement scores than ethnic minority staff - but ethnic minority staff are more likely to have experienced discrimination, bullying and harassment. Men have lower engagement scores than women.

4.5.   The Civil Service is ideally placed to role model inclusion and we would like to be able to demonstrate more rigorously how inclusive we are. A number of benchmarking bodies exist which use different methods for defining and measuring inclusion, but there is no one standard that is universally embraced. **We will lead, in partnership with the Chartered Institute of Personnel and Development, the establishment of a new framework for the measurement of inclusion.** This will be used across the Civil Service and by other employers, to assess and benchmark performance.

4.6.   We will ensure diversity and inclusion metrics enable us to support greater staff engagement, and take stronger action to address incidents of discrimination, bullying and harassment. We cannot get the best out of our staff if they feel excluded, bullied or disengaged. We must take action to root out negative behaviours that do not align with our Civil Service values.

4.7.   Our inclusion activities need to resonate with colleagues' experience of the workplace and sustain any gains made in the diverse representation of our staff. We will ensure that our work to achieve gender balance is reflected in women's experience of accessing opportunities for progression. We will take targeted action to ensure the working environment is LGB&TI inclusive, reaching the parts of the Civil Service where our evidence shows improvement is most needed. We will improve faith and belief literacy within the Civil Service in order to create a truly inclusive culture where people of all faiths and beliefs, and none, are able to bring their whole selves to work.

And we will continue efforts to create a working environment that values staff irrespective of age, or socio-economic background. There is also a need to appreciate the diversity of experience within these groups and how these personal characteristics can intersect.

Case study 5
Age is just a number – Julie Hawthorn, DWP

As a 58 year-old member of staff, I am pretty sure that most people might think that I am working towards my retirement in the next couple of years but guess what... I am thinking about progression to the next grade.

When I tell people I am looking at promotion no one actually says anything negative, but I sometimes notice the glimmer of 'a look' on their faces. One of the hardest things that anyone has to face is unconscious bias, because it is unconscious. The person doing it generally isn't aware, so it can be difficult to address.

Personally I love learning new things and certainly get my '5 a year' training days. I am more digitally aware and capable than many of the younger people on my team; in fact some of them complain that because they are young, it's assumed that they can sort everyone's IT issues – more unconscious bias!

There are many reasons why I wasn't more ambitious when I was younger: family care, lack of self-belief, complacency, fewer opportunities – the list goes on. Looking at myself now I have more energy than I did in my 30s and 40s and my last sickness absence was 15 years ago. I have a wealth of experience and knowledge to share having been in the department for over 35 years, and I enjoy coming to work both from the perspective of the mental stimulation my job gives me and the social interaction I have with a wonderfully diverse group of people.

---

14   In the People Survey, civil servants are invited to record their sexual orientation as "Heterosexual/straight", "Gay or lesbian", "Bisexual" or "Other". The term LGBO refers to staff who report belonging to one of the last three groups.

4.8. We will deepen our understanding of people's experiences of working in the Civil Service. **We will work with industry experts to develop a culture audit tool that will enable departments, agencies, professions and functions to understand their culture and how this manifests in workplace behaviours. We will use this tool to implement a programme of culture audits that will identify where action should be taken.** This evidence-based approach will help us to maintain our focus on getting the basics right – like consistent implementation of our HR policies – and tackle negative behaviours where they persist.

4.9. In order to encourage and drive up diversity in our organisations, inclusion needs to be a central principle and expectation for all our leaders and managers. Therefore we will cement inclusive behaviours as important demonstrations of management and leadership capability. We will **work in partnership with the Chartered Institute of Personal and Development to establish quality standards for inclusive leadership,** valuing and embedding inclusion within our competency framework and performance measures for all our staff. These standards will be threaded throughout the offer from the Civil Service Leadership Academy's curriculum and a core element of leadership, management, learning and development within the Civil Service, supporting line managers to be inclusive leaders.

4.10. Fundamentally, inclusion is about how all of us experience being at work and the extent to which we can fulfill our potential and make a full contribution. It is the small things we can all do, alongside the big systemic changes we need to see, that will create a more inclusive culture.

Case study 6
How to be included

Creating an inclusive work environment is something we can all do. Anna's story shows that sometimes making small adjustments can make all the difference.

"I recently changed to part time working hours which meant I was always out of the office on a Monday, the day our team meetings were held. As a result I began to be left out of important decisions; all the interesting work was given to the people present at the meetings and I felt quite excluded and like I was always playing catch up. I spoke to my line manager, who was mortified and apologised for not having considered the impact of this on me, assuming that I would get enough of an update from the team that it wouldn't matter. They arranged to move the team meeting to a day where the whole team would be able to attend which instantly made me feel like I was an important member of the team and that I mattered."

5. Skilled People & Effective Leaders: *embedding accountability and assurance*

Summary

Measuring progress:

- Permanent Secretaries will continue to be accountable to the Cabinet Secretary for driving progress on diversity and inclusion within their organisations, as reflected in their performance objectives.

- From 2018/19 each department will set out its priorities for increasing diversity and inclusion within its Single Departmental Plan (SDP), so that we are able to establish a comprehensive cross-Civil Service commitment and plan of action.

- Our functions and professions will develop diversity and inclusion objectives and we will ensure transparency and accountability for delivering against these objectives.

- We will continue to take forward the diversity and inclusion priorities set out in our *Workforce Plan* and spread innovation and best practice throughout the Civil Service.

Taking action:

- We will establish a comprehensive assurance process to measure progress on diversity and inclusion.

- We will embed an inclusion standard within our performance and capability frameworks so that all staff, particularly our managers and leaders, are accountable for delivering diversity and inclusion.

- Every member of the SCS, and senior leaders of large operational teams, will work towards diversity and inclusion objectives as part of their suite of management and leadership priorities.

- We will reinvigorate the "Business Deal' for staff networks so that they can continue to play a critical role in achieving our ambitions for diversity and inclusion.

- We will raise the profile of leaders of staff networks in recognition of the valuable role they play within the Civil Service.

Working together

5.1.   As an inclusive employer, we will ensure the twin priorities of increasing representation and creating a more inclusive culture are reflected throughout our core business functions. Professional and functional leadership will be critical to reasserting the business case for diversity and inclusion in the Civil Service and its position as a component of professional practice.

5.2.   Most departments already have, or are preparing to publish their own diversity and inclusion strategies. These strategies provide the ideal vehicle for aligning diversity and inclusion activities with business priorities and provide the basis for wider public reporting in line with the **Public Sector Equality Duty**. This includes reporting on the gender pay gap, and developing a clear action plan to close the gap.

5.3.   All departments will set out their priorities and plans for increasing diversity and inclusion within their Single Departmental Plans (SDPs) from 2018/19 onwards, so that we are able to establish a comprehensive cross-Civil Service commitment and plan of action towards meeting our ambition. In doing so, we will be able to deliver our organisational objectives more effectively and improving outcomes for all citizens.

5.4.   We will also identify diversity and inclusion priorities for functions and professions across the Civil Service. Heads of Profession are critical to providing the personal leadership that will be essential to increasing diversity and creating inclusive cultures that deliver the best outcomes and retain the best talent.

Case study 7
Getting our processes right: the Civil Service jobshare finder

Laura Rawstorne and Deonne Rowland, Department for Education

The Civil Service Job Share Finder tool is transforming the way potential job sharers can connect. Deonne and I used to work together in the Treasury, although back then we both worked full-time. When I saw her name on the job-share finder tool I knew that she was someone whom I could get on well with, and that we were in a similar place in terms of our experience. I got in touch with her via the finder, we met for lunch and the rest is history!

We both cover all areas of our role because we work across a fast paced policy area, and so both of us need to be ready to cover anything that crops up at short notice. Likewise we both manage our direct reports, so that we are both able to cover ongoing performance management no matter what day of the week key meetings fall on.

There are so many advantages to job sharing:

• The job share definitely opened up the job market to us, meaning we were better able to go for promotion when the job we wanted came up (and get it!).

• Two minds are better than one. It's great having someone else to work through problems with. Not only do I think we produce better policy advice as a result, but it's great for our resilience too as you never feel like you're taking on a problem alone.

• You genuinely feel like your non-working days are your own. No temptation to reach for the blackberry….

Now that it's so easy to find other people across the Civil Service who are interested in job sharing, many more people will be able to see these advantages for themselves!

5.5.   Diversity and inclusion are an integral part of our *Workforce Plan*. In delivering the *Talent Action Plan* we have taken steps to remove barriers to the progression of under-represented groups in the Civil Service and made good progress that we can build on. We will continue to embed this learning across all Civil Service HR activities.[15]

Effective Leaders

5.6.   The Cabinet Secretary has identified diversity and inclusion as one of the Civil Service's top three priorities, alongside improving our digital and our commercial capabilities. Accordingly, there is an established and growing community of leadership within the Civil Service driving action on diversity and inclusion.

5.7.   The Government Chief People Officer is accountable for the delivery of this strategy, with accountability to the Chief Executive of the Civil Service and to the Cabinet Secretary. Governance lies with the People Board, reporting to the Civil Service Board. This places responsibility and ownership of diversity and inclusion at the most senior levels.

5.8.   The Civil Service Commission is clear that the country is best served by a Civil Service that attracts and recruits the best and most diverse talent, and that appointments are made on merit following a fair and open competition. The Commission will continue to challenge the Civil Service strategically, to retain relevance and to be representative of the society it serves. For the current Parliament, the Commission has identified four such priorities:

- **Diversity** – particularly improving numbers of appointments of disabled people and those from an ethnic minority background;

- **21st Century Skills** – recruiting and growing a more modern skillset, attracting and retaining digital, cyber security, commercial, agile, investor and social entrepreneur expertise and other 21st century skills;

- **EU exit** – a new protocol to support the recruitment of senior people quickly and in large numbers on a short term basis to deliver EU exit; and

- **Life Chances** – during this Parliament working with Ministers and asking the Civil Service to find more such opportunities for a diverse group of entrants.

Case study 8
Removing barriers and creating an inclusive culture

Feedback from disabled colleagues at HMRC, supported by HR data, showed managers needed support to approach disability issues effectively, particularly in relation to reasonable adjustments and performance management.

To tackle this, a small, voluntary group of frontline staff formed the Personal Tax Raising Disability Awareness Team, and developed a masterclass for managers and leaders with the aim of raising disability awareness and developing managers' capability to support disabled colleagues.

The masterclass was designed to have the effect of persuading managers to engage with the subject and consider the perspective of disabled colleagues.

The initiative received senior support, with the CEO agreeing to provide a video interview for the masterclass, and disabled colleagues from all lines of business sharing their personal experiences of working for HMRC and barriers they had encountered on video.

The Civil Service has identified disability confidence as a key priority in building disability inclusion. Line managers need to be equipped with the knowledge and skills to initiate and have the right conversations about disability. It also provides a key foundation for effective performance management, improving engagement levels among disabled staff and supporting their career progression.

---

15   Further information on Civil Service HR diversity and inclusion objectives is set out at Annex B

5.9 The Commission, through its Recruitment Principles, Annual Reports and other communications will set out its approach to, and hold the Civil Service to account for, ensuring selection is done on merit and is fair and open so that we are able to attract and recruit greater diversity into the SCS in particular and the Civil Service in general.

5.10. The Cabinet Secretary has also appointed Diversity Champions at Permanent Secretary level.[16] Civil Service Diversity Champions work in partnership with departments, business functions and staff networks to provide leadership on improving the experience of women, ethnic minority, LGB&TI and disabled colleagues as well as promoting interfaith dialogue and increasing social mobility. They play an important role in raising the debate on what progress we should make and how, as well as providing peer level support and advice to other Permanent Secretaries and senior leaders. More information about Civil Service Diversity Champions can be found on GOV.UK.[17]

5.11. **The Cabinet Secretary has agreed diversity and inclusion objectives with each Permanent Secretary.** Permanent Secretaries will continue to be personally accountable to the Cabinet Secretary, on behalf of their departments, for building more diverse and inclusive organisations, with diversity and inclusion deliverables built into their personal objectives.

Supporting inclusive and effective leadership across the Civil Service

5.12. Leadership for diversity and inclusion is not only a job for our most senior leaders. Delivering diversity and inclusion is everyone's responsibility and to everyone's benefit.

5.13. **We will put in place a comprehensive approach to the assurance of departmental progress on diversity and inclusion** based on data, insight and an assessment of progress against each department's own strategies and plans. **From 2018/19, each department's Single Departmental Plan will set out their business case for diversity and inclusion, with annual objectives outlining how diversity and inclusion will be reflected within their workforce and business priorities.**

Case study 9
The power of networks – making connections that work for everyone

Ellie Binks and Keela Shackell-Smith met at a job-share event in November 2014 – ironically the only two not seeking a job-share. They talked about how hard it was to make contact with Women's Network leads in the Civil Service, and how there must be a much easier way to connect and work together. In January 2015, they set up the first 'network of networks' meeting to connect leads and have a way to share knowledge and expertise on running Women's and Gender networks, and went on to form the Cross-Civil Service Women's Network. Within just one year, Ellie and Keela's drive and leadership meant the network grew from zero to 96 network leads, from 32 departments and agencies, and the newsletter they co-produced was reaching over 1600 people.

Keela and Ellie's impact as network leads is unquestionably impressive. In a recent survey to all network members, 86% of respondents said that the network had made them feel more supported in their role as network leads, and 95% said it enhanced networking opportunities.

16 Having a designated diversity manager helps social accountability. People are less likely to act on bias, when they know they'll have to justify their decision to someone. Evidence suggests that appointing a diversity manager can generate 7% to 18% increase in underrepresented groups in management over five years see Dobbin, F., & Kalev, A. (2016). Why Diversity Programs Fail And what works better. Harvard Business Review, 94(7-8), 52-60.

17 https://www.gov.uk/government/organisations/civil-service

5.14. **In addition, every member of the SCS, and other senior leaders of large operational teams, will have performance objectives on diversity and inclusion.** Performance reviews, as well as ongoing line management discussions on staffing or business delivery should include an emphasis on diversity and inclusion.

Working with our staff networks

5.15. Staff diversity networks are an invaluable source of insight into the employee experience across the Civil Service and within departments. They play an enormously important role in providing a safe space for airing concerns and representing the views and interests of their members. An example of this is the central role a:gender and the Civil Service Rainbow Alliance (CSRA) have played in helping us to review our approach to gender identity monitoring.

5.16. Networks also have the potential to play a leading role in scrutinising the progress we are making and ensuring our work remains grounded in expertise and insight. We have worked closely with D&I staff networks in the development of this strategy. We are committed to continuing this relationship as we implement the strategy in partnership with them. For example we will create an inter-faith and belief network group and work collaboratively to develop our approach to faith and belief literacy.

5.17. We are aware of the need to support staff networks and help to build their capacity and capability so that they are able to offer the level of policy and implementation support that they wish to give, and that is needed by the Civil Service. Most cross-Civil Service staff networks and almost all departmental diversity networks are run on a voluntary basis, with many colleagues reporting difficulty in finding the time or support from their line managers to take part in network activities. A 'Business Deal' is already in place to help support networks' development and capability but is currently under-utilised.

5.18. We want to build a greater voice for staff across the country in our regions, and we know staff networks that operate across the country are keen to play a part in improving diversity and inclusion.

5.19. **We will work with staff networks across the country to power-up their role as a key part of the accountability and transparency approach we intend to take, and we will work with staff networks to reinvigorate the 'Business Deal', building their capacity and capability to fulfil this role.**

5.20. **In addition, we will raise the profile of leaders of staff networks in recognition of the valuable role they play within the Civil Service.** We established an 'Employee Voice Group' which comprises leaders of staff networks and trade union representatives. These leaders have played a pivotal role in shaping this strategy, and we will work with them to raise the visibility of their work and to maximise their impact as leaders within the Civil Service. We will continue to engage them as our work progresses.

6. Conclusion and next steps

6.1. We have set ourselves the ambitious challenge of becoming the most inclusive employer in the UK, underpinned by a comprehensive set of objectives to guide us. We believe with strong leadership across the whole system we are on track to meeting this ambition, starting now and over the long-term, recognising the extent of the transformation we want to achieve and ensuring the impact of our actions is sustainable

6.2. However this will be a task that requires concerted effort. Departments, agencies, professions and functions, as well as the corporate centre of the Civil Service will need to work collaboratively, and as we have set out, the role staff themselves play is critical. A strategy is not enough – the ownership and leadership of all of us in its delivery is the only way we will realise our ambition.

6.3. Over the coming months and by April 2018, we will put in place the infrastructure, resources and leadership to deliver the objectives set out here.

Annex A:
Progress to date

We are not starting from scratch. This strategy builds on the foundations laid by our success in delivering the *Talent Action Plan: Removing Barriers programme*, which was focused on key deliverables and discrete programmes to identify and deliver the key policies and programmes that would create the environment for greater diversity and inclusion in the Civil Service. The plan prioritised four areas for action:

- broadening our **talent** pipeline to be more inclusive,

- improving our processes for **recruitment and retention** to ensure growth in our diversity,

- identifying the key levers and priorities for creating a more **inclusive culture**, and

- to achieve greater **social mobility** within our workforces.

Recruitment

- We conducted an end-to-end review of recruitment, drawing on global and international best practice to improve levels of transparency and deliver fairer outcomes for all our candidates.

- Anonymised – 'name-blind' and 'school-blind' recruitment – is now applied by 16 out of 17 of the main departments.

- All-male panels for SCS posts are now by exception, and we have launched guidance on diverse panels to limit the impact of bias.

- 49% of those newly appointed to the SCS are now women and 42% of senior civil servants are women: far higher than the 30% target for women on boards recommended by the independent Davies Review.

Talent

- We have widened the scope and reach of our accelerated development programmes, broadening our definition of talent so that staff from all grades can better access opportunities to accelerate their development and access opportunities to progress.

- We have broadened the scope and reach of our Early Development Internship Programmes and Summer Development Internship Programmes.

- Our award-winning Fast Stream programme is now broadly representative of the wider population in terms of diversity characteristics and social background.

- We have doubled the number of participants on the Future Leaders and Senior Leaders programmes. We have now reached our ambition to have at least proportionate representation (compared to the representation at grade) of women, ethnic minority, LGBO[18] and disabled colleagues.

- We have exceeded our initial target of 1,000 places on the Positive Action Pathway, a development programme for civil servants from under-represented groups at AA – G6. Promotion rates for graduates of this programme average 40%.

---

18   The Office for National Statistics reports Civil Servants' sexual orientations as Heterosexual / Straight, Gay / Lesbian, Bisexual or Other. The term LGBO is used to refer to staff who report belonging to one of the last three groups.

Inclusion

The Civil Service aims to become the most inclusive employer in the UK by 2020. Delivering our ambition goes to the heart of the work we do in the development and delivery of public services and our values of integrity, honesty, objectivity and impartiality. To assist this we launched a number of tools to help managers become 'inclusive by instinct' and embed inclusion within routine management conversations.

- In November 2016 we published a Tackling Bullying, Harassment and Discrimination toolkit to help teams promote a more inclusive culture where unacceptable behaviours are dealt with swiftly and effectively.

- All Permanent Secretaries have an objective on improving Diversity and Inclusion within their departments, for which they are directly accountable to the Cabinet Secretary.

- Diversity and inclusion objectives have also been introduced for all SCS, reflecting the fact that this is a core leadership responsibility.

- We launched a Mutual Mentoring Programme for our most senior leaders to be mentored by those from under-represented groups.

- We developed and launched guidance products for managers supporting colleagues undergoing gender reassignment and advice for colleagues on how to access parental leave.

- Much of the work we have done on disability, set out in more detail below – such as all departments committing to the new Disability Confident Scheme, the roll out of the Central Workplace Adjustment Service and the introduction of mental health first aiders – is promoting a culture in which disabled staff feel supported and valued, and in which we can have the open conversations we need to ensure our behaviours as individuals and our organisational systems and processes are inclusive.

- To enable us to improve our understanding of how included different groups of staff feel, we have reviewed the Civil Service position on gender identity monitoring and will confirm our future approach.

Social Mobility

Social mobility is a key driver in the efforts to make the Civil Service the most inclusive employer in the UK. In light of this, we have taken forward a number of actions which have yielded positive results on social mobility:

- We commissioned ground-breaking research from the Bridge Group on socio-economic diversity within our Fast Stream graduate development programme.

- We conducted the first-ever survey of socio-economic diversity within the SCS involving approximately 3,000 staff across 89 different organisations. We are using these results to establish common measures of socio-economic background (SEB).

- Began work to encourage employers to adopt a consistent set of socio-economic indicators that will help employers understand the impact of socio-economic background on progression within the public and private sectors.

- We have used apprenticeships, movement to work programmes and schools outreach as central planks of our efforts to increase social mobility in the Civil Service.

Disability

- In 2016, we established a Disability Inclusion Programme to drive improvements in the experience of disabled people within the Civil Service. On disability we've seen strong progress to lay the foundations for the long-term goal for disability inclusion.

- In November 2016, all Civil Service departments signed up to the Government's new **Disability Confident Scheme**, with a commitment to progress to Disability Confident Leader (level 3) within a year. At the time of publication thirteen departments have already achieved level 3 status.[19] The scheme gives employers the tools to recruit, retain and develop disabled people, and acts as a catalyst for continuous improvement.

- We have established a cadre of over 1,200 Mental Health First Aiders across the Civil service to raise the profile of mental health and provide 1-1 support for those in need. A cross-government Mental Health Network has been established, supporting our efforts to de-stigmatise mental health and create a culture of openness in which individuals can share their concerns.

- We have formed an exciting 12-month cross-sector partnership with KPMG to drive pace and innovation by sharing expertise and insight. The programme aims to tap into our collective disability knowledge, to remove barriers to disability inclusion and to develop creative solutions.

- Strong links have also been forged with external D&I professional bodies including the Employers Network for Equality & Inclusion (ENEI) and Business Disability Forum (BDF) to run bespoke cross-Civil Service disability events on topical issues, such as building line manager disability confidence and creating a high impact disability role model strategy.

---

19   The Cabinet Office, the Crown Prosecution Service, the Department for Communities and Local Government, the Department for Digital, Culture, Media and Sport, the Department for International Development, the Department for Transport, the Department of Health, the Department of Work and Pensions, HM Revenue and Customs, the Foreign and Commonwealth Office, the Ministry of Defence, the National Crime Agency and the Security Services.

Annex B:
Inclusive HR policy and practice

People process	Representation objectives	Inclusion objectives
Talent acquisition	Establish and maintain a comprehensive Talent Acquisition strategy, which resonates and engages with a diverse range of high-quality prospective recruits. Improve our attractiveness to a diverse range of potential candidates through working with partner recruitment agencies and other specialist advisors. Monitor adverse impact in the selection process, examining and improving recruitment processes to maintain an appropriate spread of diversity at each selection stage to increase likelihood of diverse hires being appointed.	External recruiters promote the Civil Service as an inclusive employer, driving inclusiveness as an essential quality in prospective candidates. Maintain a fair recruitment selection basis for the comparison of internal and external talent.
Civil Service Recruitment	Role model inclusive recruitment within any campaigns run by the centre and provide advice and support to departments on best recruitment practice.	Promote the Civil Service as an inclusive employer and market the inclusive qualities expected of our prospective employees.
Accelerated development	Provide inclusive accelerated development schemes that reflect the diversity of staff in grade, resulting in a more diverse talent pipeline ready to take up roles in and promotion within the SCS.	Ensure the curriculum for each scheme prepares participants with the skills and proficiency to be an inclusive leader, as they seek to progress to more senior roles within the Civil Service.

People process	Representation objectives	Inclusion objectives
Leadership & management development	Diversity and inclusion principles are embedded within leadership and management development programmes. Diverse representation within professional development schemes. Strengthen positive action schemes' focus on career progression and consider how they can work as a feeder into accelerated development and professional development schemes.	The wider leadership development offer beyond accelerated development schemes is designed to identify diverse talent and create inclusive leaders of the future.
Fast Stream / Fast Track / Apprenticeships	The Fast Stream, Fast Track Apprenticeship scheme and the core Apprenticeship scheme attract representative candidates in line with demographic changes over time.	Enhance curriculum of entry-level managed programmes to ensure we instil inclusive leadership skills and aspirations in our fast steamers.
Bullying Harassment and Discrimination Programme	Take forward a programme of work to equip line managers and leaders at all levels to build inclusive working environments and tackle bullying, harassment and discrimination. Work to build the confidence of all our staff to challenge negative behaviours, and respond positively to and act on feedback on their own behaviours.	The toolkit is used successfully by departments to build understanding and tackle issues. Roll out of a presentation pack and supporting materials for delivering micro-behaviours awareness sessions to team and/or managers. Encouraging greater use of mediation to promote informal resolution of issues and support employees' well-being. Gathering insight from casework and departments to evaluate interventions to address unacceptable behaviours, share best practice and identify gaps where further targeted action is needed.
Performance Management	In common with other organisations, the Civil Service is prioritising work to reduce gaps in performance outcomes and improve the experience of different groups. As departments consider how they will implement the performance management framework there is an opportunity for them to refresh their approach and test new interventions to reduce gaps in performance outcomes and improve the experience of different groups to address these differences. To support this, Civil Service Employee Policy, jointly with a number of departments and the Behavioural Insights Team, are running a trial to test the impact of making simple adjustments in approach. The learning from this trial will be shared to contribute to an evidence base for change.	
HR Policy	HR policies make a positive contribution to inclusion, through applying best modern practice to their design and through expert partnering support to departments on how they apply and review them.	

Withdrawn

Diverse &
Inclusive