



department for  
**culture, media  
and sport**

# DCMS Equality Scheme

2007 - 2010

improving  
the quality  
of life for all

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## Foreword

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The first overarching Equality Scheme for the Department for Culture, Media and Sport was published on 4 December 2006. Our decision to introduce an equality scheme arises from our belief that all diversity strands are of equal importance and a single scheme reinforces that message. In addition, it is our intention that the department's equality scheme should be a living document, revised and updated on a regular basis to not only comply with new equality legislation but used as a benchmark to measure our progress internally and externally.

This document has therefore been revised so it complies with the new Gender Equality Duty and it also continues to demonstrate our commitment to addressing other equality strands (disability, race, age, religion or belief and sexual orientation).

DCMS is committed to equality of opportunity between men and women. We want to support all staff in balancing their work and home responsibilities. We offer a range of flexible working patterns, including compressed hours and part-time working and we are working closely with the trade unions to reduce any pay differentials.

We take our leadership role seriously for the many Public Bodies we sponsor. A recent report from the Equal Opportunities Commission 'Sex and Power: Who runs Britain?' suggests that appointments to these bodies are performing comparatively well in terms of gender representation. We are also proud to have been ranked in the top 100 employers for gay people in Britain in the 2007 Stonewall Workplace Equality Index. We have been working hard over the past 12 months, in partnership with Stonewall, to improve our position from 2006.

The department has just been through a Capability Review. The report published on 27 March highlights departmental successes such as the BBC Charter Review, the reform of entertainment licensing and of the National Lottery and of course our successful bid to stage the 2012 Olympic and Paralympic Games. However it also makes clear that there are a number of areas where we need to raise our game, including governance, engagement with our sponsored bodies and staff, workforce structure and skills. These challenges will present opportunities for us to further embed diversity in the way we work.

It is also timely that 2007 is the European Year of Equal Opportunities for All which aims to raise awareness of initiatives to combat discriminatory attitudes and behaviours and to inform people of their legal rights and obligations. We recognise that our diversity provides us with great opportunities to enhance further the economic, sporting and cultural wealth of the nation and it was a significant factor in our winning the 2012 Olympics. We want to build on this for the future.

I shall be seeking regular updates on the work being progressed and will take a personal lead in driving it forward.

**Jonathan Stephens**  
**Permanent Secretary**

## Introduction

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### Our Responsibilities

We are responsible for the Government's work in supporting and promoting the rich array of activities that enhance our quality of life: the arts, sport, the National Lottery, tourism, libraries, museums and galleries, broadcasting, film, the music industry, press freedom and regulation, licensing, gambling, the historic environment, the listing of historic buildings and scheduling of ancient monuments, the export licensing of cultural goods, the management of the Government Art Collection and the Royal Parks.

We are the lead Government Department for the preparations for the 2012 London Olympics and Tessa Jowell is Minister for the Olympics. The Department also has a role in co-ordinating the Government's humanitarian response to emergencies – ensuring that the needs of British people affected by major emergencies are understood and addressed and that humanitarian considerations are built into the plans of emergency responders.

In May 2005 we took over responsibility for fashion design and the arts market from the Department for Trade and Industry (DTI). We also now jointly sponsor the Design Council, advertising, computer games and publishing with the DTI.

### Our Vision

Our vision is to become a Department which represents at all levels, including the most senior, the different communities it serves; which treats all staff equally; and which reaches out to all parts of society and genuinely reflects their interests. We want to be seen as a good place to work - and a good Department with which to do business - by all groups of society.

Our interest in equality and diversity goes beyond fairness, crucial though this is. For a Department such as DCMS there is a strong business case for involving all sections of society in both our workforce and our policies. We simply cannot afford to miss the opportunities and talent offered by engaging with a truly diverse population.

We recognise that we do not work in isolation but achieve our objectives in partnership with a wide range of Non-Departmental Public Bodies. They too must eliminate unlawful discrimination against racial groups and disabled people and promote equality of opportunity and good relations between persons from all sections of society. Our role is to offer them leadership and to ensure that we share and learn from best practice.

We face challenges in achieving this vision. Our Ministers, our Permanent Secretary and our Board recognise this as a priority for the Department as the country prepares to host perhaps the most diverse event of all time, the Olympic Games and Paralympic Games, in 2012.

This report shows the actions and milestones which will help us to get there. It brings together in one place a number of strands of activity on equality and diversity, such as assessing our policies, collecting data sources, monitoring our progress and implementing training, and puts them in the context of our overall strategic objectives and equality and inclusion policies. It is intended to be a usable reference document for our staff and all those involved in our programmes, as well as being a report to the public and a fulfilment of our statutory duties.

## **Our Aims and Objectives**

DCMS aims to improve the quality of life for all through cultural and sporting activities, to support the pursuit of excellence and to champion the tourism, creative and leisure industries.<sup>1</sup> In pursuing this aim, we are committed to ensuring that equality considerations are central to all that we do.

Our core values include developing talent from a wide range of backgrounds and encouraging diversity in our sectors.<sup>2</sup> Our Business Plan emphasises that we value diversity and that in taking forward these plans we will strive to reflect the interests of people from all sections of the society we serve.<sup>3</sup>

Many of our activities explicitly aim to increase participation in and access to sporting and cultural activities for priority groups with a history of lower participation rates. Our sectors already have great potential to promote cohesion between communities, as people choose to come together through cultural and sporting events. We want to exploit this potential to the full.

We have developed five Strategic Objectives around which we organise our work:

### **Children and Young People:**

- Further enhance access to culture and sport for children and give them the opportunity to develop their talents to the full and enjoy the benefits of participation.

### **Communities**

- Increase and broaden the impact of culture and sport, to enrich individuals' lives, strengthen communities and improve the places where people live, now and for future generations.

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<sup>1</sup> See, the Departmental website [www.culture.gov.uk](http://www.culture.gov.uk) , Annual Report and Business Plan 2006-07.

<sup>2</sup> The Core Values – Diversity, Creativity, Maximum Impact and Simplicity and Integrity – are set out for staff on the DCMS intranet, under guidance on *Our Working Style*, and are reinforced in induction and management training.

<sup>3</sup> [http://www.culture.gov.uk/Reference\\_library/Publications/archive\\_2006/DCMSBusinessPlan\\_2006.htm](http://www.culture.gov.uk/Reference_library/Publications/archive_2006/DCMSBusinessPlan_2006.htm)

### **Economy**

- Maximise the contribution that the tourism, creative and leisure industries can make to the economy.

### **Delivery**

- Modernise delivery by ensuring our sponsored bodies are efficient and work with others to meet the cultural and sporting needs of individuals and communities.

### **Olympics**

- Host an inspirational, safe and inclusive Olympic Games and Paralympic Games and leave a sustainable legacy for London and the UK.

The first four of these strategic objectives are each underpinned by a Public Service Agreement (PSA) target, agreed with the Treasury for 2005–2008 (available at Annex C). Particularly relevant to equality is the third target (known as PSA3), which applies to the Communities objective:

*To increase the take-up of cultural and sporting opportunities by people aged 16 and above from priority groups by 2008.*

The priority groups are those with a history of lower participation in cultural and sporting opportunities such as people from black or ethnic minority groups, those with a physical or mental disability and those in socio-economic groups C<sub>2</sub>, D and E. For sport, women are also defined as a priority group. The full set of PSA targets can be found on our website.<sup>4</sup>

#### **Case Study - Encouraging women to take more exercise**

Public Service Agreement 3 (PSA 3) aims to increase women's sports participation by 3% by the year 2008. Participation rates are particularly low for certain BME groups, where different cultures can be perceived as barriers to participation. Sport England works with key partners to deliver this target. The Equality Standard for Sport is being rolled out across the sport sector as a framework for assisting organisations to widen access and reduce inequalities in sport and physical activity from under-represented individuals, groups and communities, including women.

Using the DCMS Taking Part survey to measure progress against PSA3, baseline results published in December 2006 (using data from interviews from July 2005 to July 2006) showed that, during the previous four weeks, 48% of women had participated in at least one active sport; and 18% of women had participated in moderate intensity level sport for at least 30 minutes on at least three separate occasions.

<sup>4</sup> [http://www.culture.gov.uk/about\\_us/Priorities\\_targets/](http://www.culture.gov.uk/about_us/Priorities_targets/)

## How We Are Organised

DCMS is headed by the Secretary of State for Culture, Media and Sport, the Rt Hon Tessa Jowell MP. She is also the Minister for the Olympics. She is supported by Richard Caborn MP, Minister of State for Sport and Parliamentary Under-Secretaries, David Lammy MP and Shaun Woodward MP.

The Department is managed by a Permanent Secretary, three Directors General, six Directors and two non-executive Directors, who make up the DCMS Board. Each of our strategic objectives is assigned to a Director General who has lead responsibility for its delivery. The Director of Strategy is the Department's Diversity Champion.

We employ over 500 staff. A breakdown of the 526 staff in post on 1 April 2006 [the scheme will be updated with the latest statistics in May 07] by ethnic minority background, gender and declared disability can be found in the Our Staff section. Sexuality and religion and belief monitoring was introduced in June 2006 but we do not have sufficient data to include information in the Scheme this year.

DCMS is also responsible for over 600 appointments to the boards of around 60 public bodies, making more than 100 appointments or re-appointments each year. We want appointments to draw on a richness and variety of viewpoints, ideas and experiences.

A breakdown of current appointees in post by gender, ethnic minority and declared disability can be found in the Public Appointments section. In addition, information on our [Annual Public Appointments Plan](#)<sup>5</sup> which includes targets to increase the diversity of our appointments, as well as proposals for how to achieve them can also be found in the Public Appointments section.

## Responsibility for the Scheme

The Equality Scheme was produced by a project team including members of the Equality and Diversity Team, as well as legal and human resources advisers. When the consultation process is complete and the scheme is finalised, it will report to a Project Board consisting of Director General Andrew Ramsay, Directors Alan Davey, Ros Brayfield and David Roe (DCMS Board Diversity Champion), Ed Clift from the Office of Disability Issues and Ian Shaw from the Department for Communities and Local Government's Women and Equality Unit. A nominee from the department's Diversity Network will also be involved to provide quality assurance.

Our Diversity Steering Board, which will bring together lead officials on policy, workforce and appointments, will be responsible for implementing the action plan contained within this Scheme. It will publish an annual report to measure progress against the action plan. Day to day work is carried out by the Equality & Diversity Team, managed from within Strategy Division. The working level contact is Antonia Stratford on 020 7211 6363, [antonia.stratford@culture.gsi.gov.uk](mailto:antonia.stratford@culture.gsi.gov.uk) David Roe, 020 7211 6026, [david.roe@culture.gsi.gov.uk](mailto:david.roe@culture.gsi.gov.uk) is the responsible Director.

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<sup>5</sup> [http://www.culture.gov.uk/working\\_with\\_us/Public\\_appointments/](http://www.culture.gov.uk/working_with_us/Public_appointments/)

## Our Duties

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DCMS – as a public authority – is currently subject to duties for disability, race and gender equality. We also intend to show, where appropriate, the same commitment to sexual orientation, religion and/or belief and age. In addition, we are subject to duties covering all six equality strands as well as political opinion, marital status and dependency, where policies affect Northern Ireland.

### The General Duty

Current legislation requires DCMS, along with all other Government Departments and public authorities, to meet a ‘general duty’.

#### ***Race***

The general duty in respect of race is for DCMS in the carrying out of its functions to have due regard of the need to:

- eliminate unlawful racial discrimination; and
- promote equality of opportunity and good relations between persons of different racial groups.

#### ***Disability***

The general duty in respect of disability requires DCMS in carrying out its functions to have due regard to the need to eliminate unlawful disability discrimination and to:

- eliminate harassment of disabled persons that is related to their disabilities;
- promote equality of opportunity between disabled persons and other persons;
- take steps to take account of disabled persons’ disabilities, even where that involves treating disabled persons more favourably than other persons;
- promote positive attitudes towards disabled people; and
- encourage participation by disabled persons in public life.

#### ***Gender***

The general duty in respect of gender requires DCMS in carrying out its functions to have due regard of the need to:

- eliminate unlawful sex discrimination and harassment; and
- promote equality of opportunity between men and women

In order to help the Department to meet this 'general duty', to demonstrate its commitment, and measure its success, there are a number of Specific Duties it will have to adhere to.

## **The Specific Duties**

Under the Specific Duties, the Department is required to publish Race, Disability and Gender Equality Schemes.

### ***Race Specific Duty***

DCMS is required to state which of its functions and policies, or proposed policies it has assessed as relevant to the performance of its general race duty; and, set out the arrangements the Department has in place to:

- assess and consult on the likely impact of proposed DCMS policies on the promotion of race equality;
- monitor DCMS's policies to ensure there is no adverse impact on the promotion of race equality;
- publish the results of such assessments and consultation;
- ensure public access to information and services, which DCMS provides;
- train DCMS staff in general and specific race duties

DCMS - in line with all public authorities bound by the race specific duty - monitors, by reference to the racial groups to which they belong, our staff in post and applicants for jobs, promotion and training and publishes the results every year. As an authority with more than 150 full-time staff, DCMS also monitors and publishes annually the number of staff, again by reference to the racial groups to which they belong, who:

- receive training;
- benefit or suffer detriment as a result of its performance assessment procedures;
- are involved in grievance procedures;
- are the subject of disciplinary procedures; and
- cease employment.

### ***Disability Specific Duty***

DCMS is required to involve disabled people who appear to have an interest in the way it carries out its functions in the development of its equality scheme.

The scheme should include a statement of:

- the ways in which such disabled people have been involved in its development;
- the methods for assessing the impact of its policies and practices, or the likely impact of its proposed policies and practices, on equality for disabled persons;
- the steps DCMS proposes to take towards the fulfilment of the general disability duty;
- the arrangements for gathering information on the effect of its policies and practices on disabled persons and in particular its arrangements for gathering information on:
  - their effect on the recruitment, development and retention of its disabled employees
  - the extent to which the services it provides and those other functions it performs take account for the needs of disabled persons and:
- the arrangements for making use of such information to assist in the performance of its general duty, and in particular its arrangements for:
  - reviewing on a regular basis the effectiveness of the steps which DCMS proposes to take towards the fulfilment of the general disability duty
  - preparing subsequent schemes.

### ***Gender Specific Duty***

DCMS is required to consult its employees, service users and others who appear to have an interest in the way it carries out its functions in preparing its scheme and set out the actions which it has taken or intends to take to:

- gather information on the effect of its policies and practices on men and women and, in particular, the extent to which they promote equality between its male and female staff, and the extent to which the services it provides and the functions it performs take account of the needs of men and women;
- make use of information gathered and any other information the department considers to be relevant, to assist it in the performance of its general and specific duties and in particular its regular review of the effectiveness of the actions identified and its arrangements for the preparation of subsequent schemes;
- ensure its scheme sets out the overall (gender equality) objectives for it to perform its general and specific duties;
- consider the need to have gender equality objectives that address the causes of any differences between the pay of men and women that are related to their sex;
- assess the impact of its policies and practices, or the likely impact of its proposed policies and practices, on equality between women and men;

- consult relevant employees, service users and others (including trade unions); and
- achieve the fulfilment of the objectives identified as being necessary for it to perform its general and specific duties.

More information on the duties is available on the Commission for Racial Equality's (CRE) website at [www.cre.gov.uk/duty/index.html](http://www.cre.gov.uk/duty/index.html), the Disability Rights Commission's (DRC) website at [www.drc.org.uk](http://www.drc.org.uk) and the Equal Opportunities Commission's (EOC) website at [www.eoc.org.uk](http://www.eoc.org.uk)

We also ensure that we are meeting the general duty in exercising our employment functions. This means that we use our monitoring information to:

- see if there are differences in the way racial, disabled and other minority groups are treated;
- investigate the underlying reasons for any differences; and
- deal with any unfairness, disadvantage or possible discrimination.

## **Northern Ireland**

Regarding its policies relating to Northern Ireland the Department is required, under the Northern Ireland Act 1998, to:

- have due regard to the need to promote equality of opportunity between persons of different religious belief, political opinion, racial group, age, marital status or sexual orientation; between men and women generally; between persons with a disability and persons without; and between persons with dependants and persons without.
- have regard to the desirability of promoting good relations between persons of different religious belief, political opinion or racial group.

The Department is required to produce an equality scheme which will show how it proposes to fulfil the duties set out above and shall state in particular its arrangements for:

- assessing and consulting on the likely impact of policies adopted or proposed to be adopted on the promotion of equality of opportunity;
- assessing its compliance with the duties above and for consulting on matters to which a duty is likely to be relevant (including details of the persons to be consulted);
- monitoring any adverse impact of policies adopted by the department on the promotion of equality of opportunity;
- publishing the results of its assessments and monitoring;
- training staff; and
- ensuring and assessing public access to information and to services provided by the Department

More information is available on the Equality Commission for Northern Ireland's (ECNI) website at <http://www.equalityni.org/>

## Sponsored Bodies

As noted above, a large proportion of our executive functions are delivered by a wide range of sponsored bodies (in conjunction with other Government Departments and Local Authorities.). Many of these bodies are subject to the various duties in their own right and a list of these bodies can be found at **Annex B**.

### Case Study – Promoting Equal Opportunities in the Media

The role of the media in the portrayal of women is widely recognised by Government, broadcasting regulators and broadcasters. The Communications Act 2003 requires the Office of Communications (Ofcom), the independent regulator, to set licence conditions for all broadcasters who meet the thresholds to promote equality of opportunity between men and women. Section 27 of the Act also places a duty on Ofcom to promote training and equal opportunities in employment by television and radio broadcasters. Previously this was a licence requirement for terrestrial licensees only, but has been extended under section 27 to cable and satellite and radio licensees. In 2004, the BBC volunteered to report to Ofcom on equal opportunities in the same way as other broadcasters.

# Our Policies and Functions

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The duty requirement to conduct impact assessments is an important mechanism for ensuring that we give due regard to equality in our decision making and activities.

## Assessing Existing Policies

Officials across the Department were asked to review and assess each of their existing functions and policies against the six equality groupings (race, disability, gender, sexual orientation, religion and/or belief and age) using the following guidance:

1. Please rate how each of the particular groups (race, disability, gender, sexual orientation, religion and/or belief and age) may be affected differently on the following scale: 0 = None, 1 = A little, 2 = Some, 3 = Substantial.
2. You must also provide evidence to support this rating, even if you believe that the policy should have a rating of zero.
3. Using the same rating and evidence system you should complete the entries for whether there is any public concern about discrimination in relation to the policy. This should cover all six strands.

Based on the answers to these questions, the Equality and Diversity Team assigned each policy or function a priority level of low, medium or high. A list of all policies or functions rated as **high** is given below:

1. PSA 3 (Historic Environment, Arts, Museums, Sport and the Demand and Culture and Sustainable Communities projects)
2. Heritage (Sponsorship of English Heritage and NHMF, including skills and workforce development)
3. Museums (Sponsorship of national museums and MLA, including skills workforce development and the Understanding the Future project)
4. Sport (Equity in Sport, Sport for Communities and facilities)
5. Tourism (Tourism for All and skills and workforce development)

Where appropriate, these policies will now undergo an impact assessment using our new assessment tool (further details are below). The full results of the screening exercise can be found on our website.

## Assessing Proposed Policies

We also have a statutory requirement to carry out race, disability and gender equality impact assessments on all **proposed** policies. DCMS has developed a new, single equality impact assessment (EIA) tool that will cover all six equality strands.

With the help of this tool, the requirement will be to:

**Stage 1:** screen all new policy or legislative proposals to see if they are relevant to race, disability, gender, sexual orientation, religion and/or belief and age equality.

In addition, all policies which could affect Northern Ireland will also be screened for relevance to political opinions, marital status and dependency.

**Stage 2:** Fully assess those policies, to make sure they do not have adverse effects on any of these groups of society. This may include consulting on the policy and monitoring its effects as it goes into operation.

Formal EIA training to support this new tool was rolled out across the Department at the beginning of March 2007. For those proposed policies identified as being relevant, Stage 2 of the assessment will include a full EIA covering all eight stages:

1. Identifying the aims and outcomes of the function or policy
2. Analysing the available data and collecting further data as necessary
3. Assessing the impact or likely impact
4. Where adverse impact is identified, considering alternatives and/or mitigating the adverse impact
5. Consulting and involving relevant stakeholders
6. Deciding whether to adopt the policy
7. Publishing the assessment results
8. Monitoring for adverse impact in the future and publishing the results

The schedule for EIAs so far initiated by the Department is given below:

<b>Policy</b>	<b>Responsible Division</b>	<b>Schedule for EIA screening</b>	<b>Schedule for EIA</b>	<b>Published</b>
Heritage White Paper	Architecture and Historic Environment	August 2006	May 2007	Not yet
Tourism 2012	Tourism	September 2006	Summer 2007	Not yet
Olympic and Paralympic Games	Government Olympic Executive	Consultation – March 2007	Summer 2007	Not yet
Creative Economy Programme (CEP)	Creative Economies	April 2007	In line with proposed CEP green paper - Summer 2007	Not yet

DCMS now requires that project initiation documents and submissions on future policies and programmes include a statement on how the EIA requirement has been addressed. This will give rise to further EIAs as the screening process identifies future relevant proposed policies.

We shall review the list of relevant functions and policies on a three-yearly basis and the next review will be completed by the end of 2009. This work will be led by the Equality and Diversity Team, working together with policy or function managers and reporting to the Director of Strategy and departmental Diversity Champion. We envisage using a similar method to the current review, subject to any comments received in response to this Scheme.

### 2012 Olympic Games and Paralympic Games – Case Study

On 6 July 2005 the UK won the bid to host the 2012 Olympic Games and Paralympic Games in London. An important aspect of the bid was its emphasis on the diversity of the UK's and London's communities. We believe that the 2012 Games will mobilise enthusiasm for sport, and have the potential to increase participation at all levels and the medal success of our elite athletes.

We are keen to ensure that equalities are embedded at the heart of the Games and there is a specific sub-objective to ensure that the UK's and London's diverse communities are engaged with, and benefit from the changes and opportunities arising from hosting the Games in the UK and London.

The Government Olympic Executive, based in DCMS, is currently working with the Department for Communities and Local Government which has the lead for Government on this specific objective. Other Government Departments and the GLA are closely involved in taking this work forward. The following actions are under way:

- a steering group has been set up to look across the Olympic and Paralympic Games programme to ensure that equality and diversity benefits of the Games are being considered by partners, and progress will be monitored by the group. Membership includes DCMS, GLA, DCLG, DWP and nations and regions representatives.
- ODA has commissioned the production of a diversity and equalities strategy for its work, and has set up access panels to advise it.
- the London Organising Committee, with the GLA, is consulting communities through its London 2012 Forum, which draws representatives from a very wide range of communities throughout London who can put forward views and concerns. They have also embarked on a series of bilateral discussions with community representative groups.

Workshops have been held in London on all the diversity strands to consider priorities, opportunities and concerns for each strand around the Games. For example, the Disability Rights Commission organised a workshop with disability groups. Workshops have also been held in Cardiff and Leeds for representatives from the nations and regions outside London. With DEFRA, GLA and the Government Office for London, a day's workshop looked at issues arising from the point of view of sustainability, diversity and health in the draft delivery plans. We will be holding further consultative exercises around inclusion.

DCMS is currently preparing Equalities Impact Assessments (EIAs) for those elements of the Olympics Programme for which it is directly responsible, that is for the wider benefits for sport, culture and tourism. The Government Olympic Executive (GOE) with the Communities and Local Government department has already set up an equalities reference group. Representatives from each equality strand have attended a series of meetings to look at Government Departments' Olympic delivery plans.

### Assembling Evidence

The Equality and Diversity Team maintains a list of data sources on the DCMS intranet to assist in carrying out equality assessments. Staff undertaking equality screening and

assessments are invited to contribute references to other useful sources of information which they come across in the course of their work, so that it be shared with the rest of the Department. For major new policies they may commission their own research.

## **Consultation**

We will tailor our equalities consultation to the scale of the potential equality impact identified at earlier stages in the assessment and to the overall consultation plans for the proposed policy. In some cases a specifically-targeted consultation on equality issues will be appropriate, in others relevant questions will be included in a more general consultation. In doing so, we will follow guidance from the relevant body on consultations, to make sure that any groups who are likely to be affected by the policy have had the opportunity to express their views. We will also draw on other sources of practical guidance.

## **Dealing with Adverse Impact**

If the EIA process identifies a potential adverse impact on a particular group, policy managers, advised by the Equality and Diversity team, will consider how best to proceed in accordance with the guidance from the relevant equality body. This could include:

- considering the robustness of the finding, in terms of statistical significance and representativeness of respondents;
- considering whether there are different ways of achieving the policy aims that would remove or substantially reduce the adverse effect;
- considering whether the net overall effects of the policy could justify any adverse effects and seeking legal advice as to whether the policy would in that case be lawful;
- discussing the results of the assessment with stakeholders;
- considering further research, if proportionate to the importance of the policy;
- consider implementing the policy in pilot form, where practicable, in order to assess its actual impact.

## **Monitoring**

It is important that we assess the actual impact of new policies, as well as the impact of changes to existing policies, to check whether they have had the intended effect. Until recently, monitoring was hampered by a lack of reliable, consistently-collected information on the participation of people from diverse and priority groups. This is why DCMS has commissioned the [Taking Part](#)<sup>6</sup> survey - a significant new resource which started in 2005.

Taking Part is a continuous national survey of the participation in cultural and sporting activities of adults (aged 16 or over) who live in a representative cross-section of private households in England. (Data on children will be available in Summer 2007). It was commissioned by DCMS and its partner Non-Departmental Public Bodies (NDPBs) Arts Council England, English Heritage, the Museums, Libraries and Archives Council and Sport England. The survey is in its early stages: the eventual annual sample will be around 29,000, running for three years in the first instance. The survey measures involvement in activities where the purpose is for recreation or leisure, including voluntary work. It is managed by a

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<sup>6</sup> [www.culture.gov.uk/global/research/taking\\_part\\_survey/release\\_information.htm](http://www.culture.gov.uk/global/research/taking_part_survey/release_information.htm)

team of statisticians and researchers based in DCMS Strategy Division.

Provisional results from the first twelve months of the survey, released in December 2006<sup>7</sup>, compared adults from black and ethnic minority backgrounds, those with a limiting disability and from lower socio-economic groups (and women for sporting activity) to all adults for the following activities:

	<b>% of black and minority ethnic adults</b>	<b>% of adults with a limiting disability</b>	<b>% of adults from a lower socio-economic group</b>	<b>% of Women</b>	<b>% of all adults</b>
Visited a designated historic environment site at least once in past 12 months	50.7%	59.5%	57.1%	-	69.9%
Visited a museum or gallery at least once in past 12 months	35.5%	32.1%	28.3%	-	42.3%
Attended two or more different arts events in past 12 months	23.5%	24.1%	17.4%	-	33.7%
Attended two or more different arts activities in past 12 months	20.8%	18.9%	15.3%	-	24.1%
Participated in at least one active sport during the past 4 weeks	53.3%	32.3%	43.4%	47.7%	53.7%
Participated in moderate intensity level sport for at least 30 minutes on at least three separate occasions in the past week	19.2%	9.5%	15.2%	18.5%	20.9%

<sup>7</sup> Taking Part: the National Survey of Culture, Leisure and Sport. Provisional results from the first twelve months of the 2005/06 study, DCMS and ONS, 14 December 2006.

Quarterly results from future stages of the survey will be used to report on progress on our PSA3 target which aims to increase participation by priority groups, and to inform the setting of future targets on participation. It will also be possible to use Taking Part to analyse barriers to participation and look in more detail at particular kinds of activities, depending on sample size e.g. why are disabled people participating less in cultural and/or sporting activities or why do they take part less often. (In addition to Taking Part, specific culture and sport areas are monitored through a variety of policy-specific or third-party arrangements, depending on the policy).

In addition, in Spring 2006 DCMS also commissioned an additional programme of research to look into *how* people make decisions about whether to engage in cultural activities in their leisure time and what influences these decisions e.g. socio-demographic factors, time, cost and income. Although information exists on how to better design services and how to modify existing patterns of delivery e.g. by improving access, there is little collective knowledge across the cultural sector about how to actually generate *demand* for these services and encourage the desire to take part. The final report on this research will be published in Summer 2007.

### **Publishing the Results of Assessments, Consultations and Monitoring**

DCMS will make publicly available its Equality Scheme, all Equality Impact Assessments, any relevant consultation exercises and the monitoring it carries out in relation to its current policies. This material will be accessible on the Department's website. It will also be available in printed format, on demand, by contacting the Department. Contact details can be found in the next chapter.

DCMS considers providing assessment and consultation documents in the appropriate accessible formats such as Braille and audio versions and minority languages, if demand arises or where a particular policy appears to strongly impact on a group which may not have English as a first language. For example, we translated the Licensing Act leaflet and advertisement for the minority press and the Queens Golden Jubilee Award Scheme publicity into a number of minority languages.

The Department also uses national, local and community media as appropriate.

Normally the results of assessments, consultations and monitoring on the equality impact of particular policies will be published on completion and included where appropriate in Departmental publications such as strategic policy reports and annual reports. The consultation may have been included in a wider consultation covering other questions which will be reported alongside.

The Equality & Diversity Team will maintain an overview of the results of equality assessments, consultations and monitoring and will in the coming year (2007 - 08) consider how best to publish the summarised results, for example in future revisions of the Equality Scheme or as a stand-alone report. Summaries will include the information outlined in Codes of Practice and guidance from the relevant body on the duty to promote equality, such as why the assessments or consultations took place, how they were carried out, the results and responses, an assessment of the policy options and what the Department has decided to do.

## **Access to Information and Services**

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### **Access to Information**

Each year DCMS publishes an [Annual Report](#)<sup>8</sup> on our website and in printed form setting out our achievements over the year towards meeting our strategic priorities and our plans for the forthcoming year. All publications, consultations and press releases are available from the DCMS website [www.culture.gov.uk](http://www.culture.gov.uk), which is also available by phone on 0845 333 0850 (calls are charged at local rate). Paper copies of documents are always available on request.

DCMS is committed to ensuring that its websites achieve a high standard of accessibility for the benefit of all our visitors, regardless of disability or impairment and to meet its statutory obligations under the Disability Discrimination Act (1995). Our accessibility standards adhere to guidelines set out by Web Accessibility Guidelines (WCAG 1.0) and the e-Government Unit. An internal accessibility specification document is given to all external contractors to ensure all DCMS websites conform to these guidelines. Further information can be found on our website:

<http://www.culture.gov.uk/global/Accessibility/>

We are able to supply documents in alternate formats where there is a specific request or where a requirement for alternate formats is identified prior to publication.

Enquiries in languages other than English are rare but we endeavour to meet any demand as it occurs on a case-by-case basis. Our Skills Database includes details of staff with expertise in other languages which we can draw on to meet unforeseen needs, e.g. visitors in person.

DCMS periodically carries out information campaigns. Where appropriate, it takes into account market research information on the best ways to reach ethnic minority and other priority groups, such as the COI's research under their *Common Good* programme on communicating with people from a range of ethnic minority communities, covering:

- Lifestyles and cultural identities;
- Media consumption and attitudes to mainstream media and specialist channels;
- Attitudes to advertising and different ways of integrating and mainstreaming ethnic minority people in communications.

This is accessible at [www.commongoodresearch.gov.uk/bmes](http://www.commongoodresearch.gov.uk/bmes) (requires registration). Campaigns targeted at particular groups might include a number of tailored initiatives, such as:

- placing a series of articles in targeted media, such as specialist magazines, professional journals and the minority press;

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<sup>8</sup> [www.culture.gov.uk/about\\_dcms/annual\\_report/](http://www.culture.gov.uk/about_dcms/annual_report/)

- advertising in specialist and minority media;
- working with a wide range of sectoral and other groups representing ethnic minorities to identify communication opportunities, such as working through community centres;
- identifying suitable Ministerial visits, speeches and announcements.

The success of such campaigns is monitored in order to learn lessons for future campaigns.

### **Access to Services**

Most of our services are provided through other bodies, rather than directly by DCMS. We shall investigate with our NDPBs the range of methods used to improve access to services with a view to sharing and learning from best practice. Such methods might include:

- outreach services;
- consultation and co-operation with the community, and with particular groups;
- translation services;
- interpretation services;
- positive action;
- access to computer and internet services.

DCMS does provide some direct services to the public through the organisation of the Annual Remembrance Day Ceremony at the Cenotaph, the provision of humanitarian assistance to the British victims of major disasters, the arrangement of certain one-off public events such as the memorial service for the victims of the 7<sup>th</sup> July 2005 bombings and the management of the Royal Parks (see the [Royal Parks Agency](#) section.)

### **Humanitarian Assistance Unit**

The Humanitarian Assistance Unit supports the victims and bereaved families of major disasters and following the London bomb attacks of 7 July, the team has been liaising with other Government Departments on a wide range of support services such as provision of free legal and financial support, co-ordination of compensation and the distribution of the London Bombings Relief Charitable Fund. The role of the Unit is:

- To provide a co-ordinated approach to aftercare for the survivors and bereaved relatives to the highest possible standard;
- To co-ordinate a cross-government approach to financial support for survivors and bereaved relatives of disasters;
- To arrange a suitable and fitting memorial service for the 7/7 victims encompassing of all faiths and communities as part of a long term events strategy encompassing victims of the tsunami and other disasters.
- To co-ordinate a longer-term strategy to help individuals and communities respond to disaster and the threat of disaster, ensuring there are strong links with other work being taken forward across Government with regard to community cohesion.

In supporting the provision of humanitarian assistance and when organising major national memorial services, DCMS aims to ensure that the needs of all sections of the public are fully considered. This includes being aware of and responding appropriately to the needs of individuals who may be suffering severe physical and emotional injury and to cultural factors,

such as religious traditions, among those who are using the services. Our aim is to respond sensitively to the needs of families, survivors, and others affected in emergencies.

For example, we seek to ensure that all who attend memorial services organised by the Unit feel included by:

- (If religious at all) involving faith leaders from all denominations in the service (through procession and prayer);
- Incorporating contributions from diverse communities (e.g. Thai and Sri Lankan representatives spoke at the service for the Indian Ocean tsunami, and a Thai fiddler played at the service);
- Providing translations of the order of service and sermon;
- Ensuring convenient access for those with mobility problems;
- Protecting people from the scrutiny of the media, where people want their privacy assured;
- Making special provision for families with young children (we provide crèche areas at memorial services where people are invited to remain for a significant time);
- Ensuring that refreshments cater for special dietary requirements.

Our aim is to ensure that everyone attending the service is supported as much as possible.

### **7 July Memorial Service Case Study**

The service to honour the victims and survivors of the 7 July London bombings took place on 1 November 2005 at St. Paul's Cathedral and was attended by around 2,000 people. This included 600 relatives and friends of those killed, and around 150 of those who survived the bombings.

Many of those who were injured were in wheelchairs or using newly acquired prosthetic limbs. In our original invitation letter, we asked people to share information about any special needs they might have with us. We advised wheelchair users to access the cathedral via the side entrance, where a ramp was provided. We situated a number of staff around the entrances, whose main duty was to spot anyone who might need assistance - including families with young children, people using wheelchairs, or infirm older people - and to prioritise their entry to the cathedral, fast-tracking them past any queues.

In developing the content of the event, we were conscious to ensure that we reflected the impact of the bombings as well as the interests and needs of the congregation as a whole, including families of UK and other nationals who died, survivors - both those physically injured and those who weren't visibly scarred - and responding organisations (firemen, station managers). We therefore involved all groups in the central Act of Remembrance, and ensured that the Order of Service, hymns and sermon reflected the diversity of people affected.

## **Procurement**

It is the intention of DCMS to incorporate social issues within its procurement practices to ensure that diversity, equality and value for money are all equally considered. DCMS

procurement team and the internal customer will consider from the outset any social issues prevalent when defining needs and specifications. There will be a need to plan carefully the whole procurement process and ensure it is accessible to a suitable variety of suppliers including bodies like small and medium enterprises (SMEs), including:

- Black and minority ethnic enterprises;
- Female- and disabled-owned businesses; and
- The voluntary and community sector.

## Involving our Stakeholders

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Our aim is to become a department which is much more closely in touch with its stakeholders. We must understand the nature of the people we serve if we are to respond adequately to their needs and priorities. We are accountable to the public and must demonstrate that we are credible to, and meeting the needs of, all our stakeholders and not just some of them.

We understand that equality of opportunity cannot be achieved merely by treating disabled and non-disabled people in the same way. Therefore, the success of our policies and functions in the future will depend on our ability to work with representative bodies of disabled people and with diverse groups more widely. To that end we shall:

- actively develop networks with representatives of diverse groups of society;
- seek their input to the processes of policy development right from the start; and
- invite them to monitor how well we are doing.

Involvement should not be a one-off process but a continuing and evolving engagement with stakeholders and in particular to ensure that we meet our duty to involve disabled stakeholders in developing our equality scheme.

### Involving External Stakeholders

Where our policy objectives impact upon specific groups of society e.g. disabled people, and men or women, specific stakeholder groups are involved in policy development and assurance. Our involvement of disabled people in considering priorities for the Olympic Games and Paralympic Games (see Case Study, page 13) and the case study below are examples of this.

#### **Digital Television Switchover Case Study**

In 2003, the Government formally commissioned the Consumer Expert Group (CEG). The Group includes key consumer organisations and charities that represent older people and disabled people, such as the RNIB, the RNID and Sense. The CEG has proved invaluable for the advice it provides to DCMS on consumer concerns around switchover.

CEG has reported on issues of concern to Group members to DCMS and in response to requests from DCMS to report on specific issues. For example, the Group recently made recommendations on the structure and operation of the Help Scheme for older and significantly disabled people during Digital Switchover. It gives us direct access to senior policy officials of major consumer and charity groups.

We can canvas views in confidence to gauge reaction to major policy decisions before decisions are announced. It gives us a panel of experts we can call upon to give valued advice and recommendations. It ensures that we

are kept well-briefed on issues such as subtitling and audio-description and the needs of the less able at the forefront of our thinking.

In order to improve our involvement with disabled people and disability organisations in the longer term (and following advice from the Disability Rights Commission) – we will be inviting a disabled representative from each of the department's sectors to be a part of a reference group which can be called onto to contribute/consult on the departmental equality scheme as and when appropriate.

We also commissioned in March 2007 a small telephone/email survey of disabled people, carried out by a consultancy with expertise in disability issues, seeking views on our equality scheme. This provided valuable feedback on our scheme, what we were doing well, and where we needed to improve and set additional targets. Some key suggestions were the need to:

- promote access to information being available in a range of formats and in particular to make the scheme available in an easy to read format for people with learning difficulties or those for whom English is not a first language (which will include some deaf people)
- explore our role as a leader and champion in promoting disability equality
- use disability press to advertise job and public appointments vacancies, review our recruitment techniques, offer work experience, and make employment opportunities accessible
- encourage disabled people to get involved in public bodies at different levels (ie below Board level) to gain experience and confidence
- providing feedback on what we are doing to address their comments, possibly through an open forum web page
- measure our employees performance regarding disability issues
- create and positively maintain a culture in which employees are confident that it is in their best interest to declare a disability.

We are considering these suggestions. We will continue to work closely with our external stakeholders and support them in order to enable them to provide services that are accessible to all.

### **Involving our NDPBs**

For the most part, DCMS is not directly responsible for the delivery of services but the bodies that are funded by DCMS to carry out its functions do involve and consult with disabled people and other specific groups i.e. men or women in the development of their policies and functions.

For example, in the development of their disability scheme, the Arts Council formed a strategy group of over 30 disabled people to identify a number of areas for research and development plus a smaller more focused strategy group in order to hone down their approach to the work. The organisation is currently running a wider piece of research (by a

company specialising in disability issues) which explores barriers to the arts for disabled people who are not engaged in the arts. Around 100 disabled people were engaged in two focus groups in London and Yorkshire.

Another example is English Heritage which is committed to promoting a more inclusive approach to the historic environment. The organisation promotes best practice in providing access for individuals in its publications "Easy Access to Historic Buildings" and "Easy Access to Landscapes" and has consulted with many stakeholders regarding access to their sites in the development of its disability equality scheme. It has also consulted with staff (including disabled members) and a disabled consultant to assist in the development of the scheme.

While it is our NDPBs, rather than DCMS, who are at the front line of delivery, we recognise that we can provide a valuable leadership role in co-ordinating activity and sharing good practice on the involvement of disabled people and other stakeholders. In order to involve our NDPBs more fully in the development of this scheme, and to develop a co-ordinated approach to the involvement of our stakeholders, a series of seminars were organised to consult our key NDPBs and share best practice on diversity and equality in their organisations.

Many issues and actions were raised as a result of these seminars, which have been included in our action plan. Key points and actions from these events include:

- There is value in sharing with each other our experiences of being public service organisations seeking to meet the diverse needs of our stakeholders;
- In recognition of the issues shared by DCMS and its NDPBs in relation to their disabled stakeholders, and the advantages of a shared approach, DCMS will organise a workshop in the New Year to identify the barriers faced by disabled people and set priorities;
- Schemes run by NDPBs e.g. the Inspire scheme should be better co-ordinated across DCMS sectors and its sponsored bodies in order to share costs and cut administration;
- A diversity forum involving DCMS and its NDPBs would allow continued interaction on disability and other issues.

### **Involving our Staff**

The department has held several formal and informal events to discuss key elements of the equality scheme. For example, we invited a group of internal staff that are disabled and declared disabled, together with those from ethnic minority groups, to a workshop to discuss the following key questions:

- What would you like to see as the vision for the department's equality scheme?
- How can we make the equality scheme a living, workable document?
- How can we win hearts and minds to ensure equality and diversity issues are taken into account across the department?
- What can DCMS do to improve as an employer? What are the current barriers?
- How can we work better with our sectors and/or learn from them?

Key points raised included:

- Diversity within the Department should be treated not as a tick box exercise but as integral to the business of the Department and its policies;
- The importance of diversity needs to be articulated better and why it matters in today's society;
- Minority groups from all grades should be mentored and not just those intending to enter the Senior Civil Service;
- The Equality Scheme needs to be linked to the Department's business plan;
- There should be no perception that those with disabilities in the Department and those that work part time are valued less ;
- Support for staff e.g. training, mentoring, flexible working needs to be better communicated;
- Accountability for diversity could be considered for inclusion in funding agreements with our NDPBs

In addition, we held a short meeting with colleagues across the department who work flexibly to gather their views and how conditions can be improved. Key points raised included:

- Ensuring that the needs of flexible workers are addressed, for example, by arranging meetings within core hours as far as possible;
- Improving technology and remote electronic access to files to support homeworking; and
- Sharing best practice examples across government and promoting the business benefits of flexible working (i.e. improved productivity) within the department

Many of the key issues and subsequent action points that were raised in the session have been included in our Action Plan at **Annex A**. These will form the basis of the Department's broader diversity and equality agenda.

## Our Staff

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We value the benefits of a diverse and varied workforce and are committed to providing the support and encouragement needed to ensure that everyone is given the opportunity to reach their full potential and make an effective contribution to the work of the Department.

### Support and Training for Staff

The Department is an equal opportunities employer. We do not discriminate against staff or eligible applicants for posts on the grounds of gender, marital status, race, colour, nationality, ethnic origin, religion, disability, age or sexual orientation. Every possible 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 pursue arrangements for flexible working patterns and are committed to provide a working environment where no one is disadvantaged. We fully consult staff on all issues.

DCMS currently provides compulsory diversity and equality training to all our staff, which includes an induction into the equality duties as they affect the Department's work. We also offer an e-learning module in equal opportunities and diversity. This training aims to provide a general understanding of equality issues, as they affect public authorities. However, this training is currently under review due to the new legal requirements that the department has to comply with and the planned equality impact assessment training as detailed below.

Our in-house intranet, available to all staff, has a set of pages on the current equality duties. These set out the requirements, with links to the relevant websites and data resources. This is being expanded as staff gain experience in fulfilling these duties. Sessions on diversity have been included at meetings of the DCMS Board, Senior Management Team and Awayday for all staff.

From March 2006 we have provided broad training on Race Equality Impact Assessments. We have now developed the course to address the specific needs of DCMS and to cover all equality strands. This is role-specific training designed to enable and enhance the skills of staff to carry out impact assessments efficiently. The course covers how to develop and introduce policy, the general and specific duties and why they are important, and how to carry out policy assessments, consultations and monitoring and to produce reports for publication.

The course will also allow colleagues to share best practice and lessons learned as DCMS staff gain experience in carrying out EIAs. This will be reinforced and followed up through the activities of the Diversity Network.

The DCMS Diversity Network was formed in June 2002. Its current terms of reference are:

- To provide a discussion and action forum on equal opportunities and diversity issues;
- To advise and proactively contribute to diversity policies and practices through the implementation and achievement of the Diversity Group 5 point action plan;
- To help communicate a clear and consistent internal and external message on equality and diversity; and

- To actively seek out, and through approaches set out in the Diversity Group Action plan, engage with the Board and the Diversity Champion.

The network is made up of DCMS staff from a broad range of backgrounds. It is chaired by DCMS staff, with support from HR and the Diversity Champion, and meets on a regular basis. The network recently developed the following five challenges for presentation to the DCMS Management Board:

- **Partnership Challenge:** Department to build outreach partnerships to promote aspirations of priority/minority groups e.g. by sponsoring a secondary school with a view to offering mentors, speakers and work experience placements.
- **Leadership Challenge:** Board members to develop personal statements of commitment to promoting diversity. Assessment of progress should be built into the new Board appraisal arrangements
- **Performance Challenge:** Develop a guide to setting diversity objectives and collect evidence of good practice from around the department
- **Communications Challenge:** Develop departmental intranet site to make it more interactive on diversity issues
- **Development Challenge:** Diversity Network to contribute to the DCMS transformation programme (arising from the departmental Capability Review), in particular the Skills and Ways of Working Task Forces

In addition, three new networks are being established; a Black, Minority Ethnic network, a Lesbian, Gay, Bisexual and Transgender network and a Flexible Working network. These will be self-managed by DCMS staff, with HR support as required, and will help to embed diversity and equality across the Department.

## Employment

DCMS employs over 500 staff and monitors by disability, ethnicity, gender and sexuality in the following areas:

- Staff in post
- Applications for employment
- Applications for promotion
- Take up of training
- Performance appraisal procedures and their outcomes
- Those involved in grievance procedures
- Those subject to disciplinary action
- Those that cease employment

Ethnicity, disability and sexuality monitoring is conducted on the basis of voluntary self-declaration through a self-serve database which was re-launched in October 2006. This was done to encourage all staff to self-declare all strands of equality. We did a follow-up exercise, targeting staff who did not declare their equal opportunity information in October 2006 and this will be completed by late Spring/early Summer 2007.

Ethnicity is monitored against the 2001 census categories but due to the sample size we are unable to disaggregate this information. Of the 526 staff in post on 1 April 2006 [the scheme will be updated with the latest statistics in May 07], 49% were women, 14% were recorded as being from an ethnic minority background and 3% as having a disability. Sexuality and religion and belief monitoring was introduced in June 2006 but we do not yet have sufficient data to include information in the Scheme this year but will keep this under review. DCMS keeps the results of its monitoring under review to see whether it is on track to meet its targets, whether there is scope for revising the upwards and to identify any adverse impact.

Table 1 shows progress against our 2006 targets for ethnicity, disability and gender monitoring as at 1 April 2006. Table 2 shows outcomes for a range of HR activities for 2005-2006. Ethnic minority and disability percentages are calculated as a percentage of the number of people declaring their ethnicity or disability rather than as a percentage of the total.

**Table 1: Staff in Post** [the scheme will be updated with the latest statistics in May 2007] (Figures in brackets represent actual number of staff)

Grade	Total No of Staff at 1.4.06	Women		Ethnic Minority		Disabled	
		2008 target	Position 1/4/06	2008 target	Position 1/4/06	2008 target	Position 1/4/06
SCS	34	37% (13)	29% (10)	4% (1)	3% (1)	3.2% (1%)	0%
A	114	45% (52)	41% (47)	4% (5)	6% * (7)	3% (3)	3% (3)
B	184	42% (81)	48% * (88)	5% (10)	10% * (16)	7% (13)	3% (3)
C	125	Not < 50% (65)	55% * (69)	10% (13)	18% * (22)	3% (4)	3% (3)
D	69	Not < 50% (39)	67% * (46)	21% (16)	30% * (20)	7% (5)	8% * (5)

\* Already exceeded target

**Table 2: HR Outcomes 2005-2006** [the scheme will be updated with the latest statistics in May 2007]

	Total no.	Women	Ethnic minority	Disabled
<i>Recruitment by applicants, success at interview</i>				
Applicants	873	41%	22%	5%
Success at final interview	136	53%	15%	2%
<i>Promotions and Postings</i>				
Promoted	23	38%	5%	5%
Posted to SCS	6	33%	0%	0%
<i>Leavers</i>				
Leavers	76	50%	12.3%	1.7%

<i>Grievances and Disciplinary Action</i>				
Grievances	1	100%	0	0
Disciplinary Action	1	100%	0	0
<i>Training Attendance</i>				
Attendance	308*	51%	12%	3.5%
<i>Performance Appraisal Outcomes</i>				
Highly Successful	101	54%	14%**	0%**
Successful	325	51%	14%**	4%**
Acceptable	9	55%	0%**	11%**

\* This figure reflects the number of individuals that have attended at least one training event. The total training attendances for the 2005/06 financial year are 547 therefore indicating that individuals have attended more than one training course.

\*\* % of people with declared ethnicity and disability

We have developed actions in response to the Cabinet Office's 10-point plan to increase diversity in the senior levels of the civil service but have also detailed actions needed to achieve holistic diversity reform across DCMS. These are included in the scheme's action plan at **Annex A**.

### **Recruitment, Retention and Promotion of Disabled Staff**

The Department was re-accredited with 'Positive About Disabled People – Two Ticks Symbol' in November 2006. Part of the commitment to the scheme is a guarantee to interview applicants with a disability who meet the minimum criteria for a job vacancy. HR has provided guidance for interviewing disabled people and guidelines for best practice on making reasonable adjustments to all staff via our intranet site. To help retain staff the Department also supports staff who have a disability or who develop a disability by providing reasonable adjustments to their working environment.

DCMS provides positive action training for disabled staff and this is paid for from the central training budget. In addition to this there are mentoring and coaching schemes for all staff, including disabled staff. To raise the profile of disability issues we have also provided disability awareness training for all our staff, including contract staff.

DCMS has taken part in the Disability Standard, run by the Employer's Forum on Disability. This is a management tool that enables the department to accurately measure our performance against other public sector organisation on disability in every way in which it affects the business. Our overall benchmarking score was 79% and we ranked 13th against the 41 public sector organisations who took part. We are committed to taking part in 2007 and 2008.

### **Flexible Working**

DCMS already has a range of flexible working options in place including compressed hours and part-time working. Flexible working is open to everyone to apply. Of the 526 staff in post at 1 April 2006 [the scheme will be updated with the latest statistics in May 07], 41 (10 men and 31 women) were working alternative work patterns. In addition, all staff have

access to flexi time arrangements allowing them to manage their own working hours within core time parameters. We have also set up a flexible working network which is run by DCMS staff with the diversity champion's and HR support.

DCMS supported the move by government to improve support for working families and increase statutory maternity pay from 26 weeks to 39 weeks. Extended fully paid maternity leave will be increased from 26 weeks to 39 weeks to staff where their expected date of childbirth is on or after the 1 April 2007.

DCMS launched a *Family Life Solutions* package in 2006 which gives access to an on-line advice line covering a wide range of issues for staff and their families including child care; health care and elder care, and has been well received by staff. The Department will also be launching a new Counselling Service in April 2007.

### **Part time working case study**

It can often be felt that by opting to work part time your promotion prospects can be hampered. This does not have to be the case.

DCMS's policy on flexible working offers all staff an array of options for achieving a sensible work-life balance without compromising career development.

Deirdre Wells has been working part-time at DCMS for 8 years. Her time here has included work as a Religious Affairs Manager for the Millennium Dome and heading up a team to deliver the Memorial Service for the UK victims of 9/11, and then in turn the victims of the Bali bombing, the Tsunami and the London 7/7 bombings. During this time, and still working part-time, Deirdre was promoted to a senior management post in DCMS.

Senior Civil Service member Bryony Lodge has also worked two days a week for the last two years in DCMS. In the last couple of years she has worked on the establishment of a National Sports Foundation to encourage sports sponsorship and the management of risk in relation to the UK's successful Olympic Games bid. Bryony said "some people still think that working part time means that you cannot take on important, strategic jobs. There have been challenges...but it is important that everyone recognises that your career does not come to a standstill when you work part-time".

### **Equal Pay**

DCMS regularly monitors salary differentials and is currently working with Trade Unions on an equal pay audit which covers gender, ethnicity and disability in line with Cabinet Office and Equal Opportunities Commission guidance. The audit will assess if there is any evidence of bias in the following three areas of the pay system in the Department: salaries, appraisal and development report performance categories, and special bonus payments.

Indicative findings have been produced and we expect the final report to be circulated in early Summer 2007. Results from the audit will be used to inform meetings between the DCMS Management Team and Trade Union Team to determine how to implement the Treasury pay settlement.

### **Health and Safety**

DSE virtual desk assessments are being rolled out across the department and will be completed by Summer 2007. We are also looking at improving our management and delivery times of reasonable adjustments for staff.

The Department will also be undertaking a Stress Audit in 2007 in line with HSE guidelines and we will be reviewing our Health and Safety Policies to ensure that we are meeting our legal obligations to staff - this will be completed by October 2007.

## Public Appointments

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Public bodies assist Ministers and Departments to deliver their objectives and priorities, especially where specialist expertise and an independent view are needed. DCMS is responsible for over 60 public bodies, which are funded by, but are not part of, the Department and are run by Boards.

DCMS is responsible for over 600 Ministerial appointments to these Boards, making more than 100 appointments or re-appointments each year. It is our policy to promote equality of opportunity and integrate it into all aspects of our business, including public appointments. It is important that our sponsored bodies' Boards should be able to draw on a rich variety of viewpoints, ideas and experiences. Our Annual Public Appointments Plan<sup>9</sup> includes targets to increase the diversity of our appointments and plans to achieve them.

Public appointment recruitment campaigns are conducted in accordance with the code of practice issued by the Office of the Commissioner for Public Appointments. The Department draws up role specifications, advertises vacancies, searches for suitable candidates, supports the independent interview panel, and advises Ministers on whom to appoint. The principles of fair and open competition apply and appointments are made on merit, with independent assessment, openness and transparency of process.

We have ambitious, centrally agreed targets to increase the representation of three of the six equality strands to 50 per cent women, 10 per cent from minority ethnic backgrounds and 6 per cent disabled people.

We believe that public bodies can be most effective, and have most legitimacy, if they and their boards are in touch with and representative of all facets of society. We are striving for diversity in the widest sense, covering not only gender, ethnicity and disability, but also age, socio-economic background, area of residence and so on.

Whilst all appointees, regardless of their background, must be able to make a full contribution to the work of their boards, people can contribute in different ways and bring different insights. In addition, with time and the right kind of support, appointees develop new governance skills, so the lack of those skills should not rule them out of consideration if they have other valuable competences to offer.

### Monitoring Diversity

We ask applicants to fill out, on a voluntary basis, a monitoring form covering gender, ethnic group and disability and we monitor the diversity of serving board members, applicants and appointees on our database.

The percentages of female, ethnic minority and disabled board members in post at 14 February 2007 and the percentage appointed in 2005-06 are shown in the table below. The

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<sup>9</sup> [http://www.culture.gov.uk/working\\_with\\_us/Public\\_appointments/](http://www.culture.gov.uk/working_with_us/Public_appointments/)

ethnic origin, gender and disability of applicants are monitored on a campaign-by-campaign basis and will be collated to provide an overall figure for 2006-07.

	Total	% Women	% Ethnic Minority <sup>10</sup>	% Disabled <sup>11</sup>
<b>DCMS TARGETS</b>		<b>50%</b>	<b>10%</b>	<b>6%</b>
Number in post (snapshot at 14 February 2007)	508	33.7%	8.3%	3.7%
Number of appointments 2005-06	123	30.1%	9.8%	4.9%
Number of 1 <sup>st</sup> appointments	73	27.4%	8.2%	6.8%
Number of reappointments	50	34.0%	12.0%	2.0%

Our targets reflect the make-up of the population as a whole, whereas board members tend to come from the top echelons of the workforce, where these groups are less well represented. For instance, the Labour Force Survey shows that women constitute 29.7% of the 'higher managerial and professional' category, slightly below our current performance. A recent survey conducted by the Equal Opportunities Commission shows that women represent 17 per cent of influential positions in the Media and Culture sectors (including editors of national newspapers, directors of major museums, and chief executives of national sports bodies), and 24 per cent of influential positions in the Public and Voluntary sectors (including senior judiciary, health service chief executives, and senior police officers); both considerably lower than DCMS appointments' current representation. Nevertheless, we are committed to improving our performance, firstly to catch up with the average Whitehall figure of 37 per cent (March 2006), and secondly to make progress towards our target of 50 per cent.

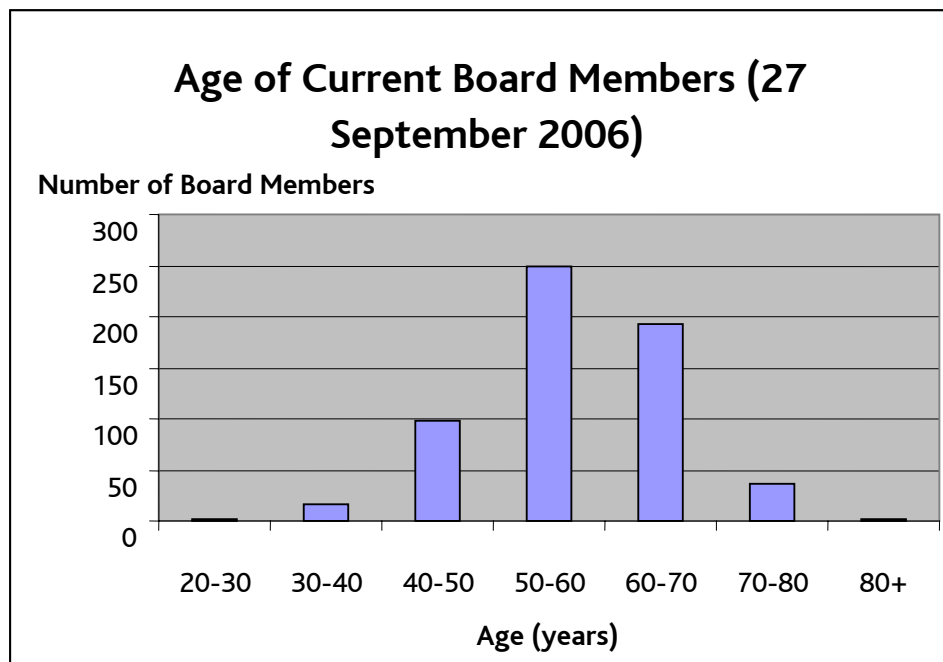
As reported in our 2002 Race Equality Scheme, only 2.1 per cent of those in post in September 1997 were from an ethnic minority background, but this had risen to 6.6 per cent by September 2000 and 7.9 per cent by September 2001. We are pleased to have achieved an ethnic minority appointment rate of nearly 10 per cent for 2005-06, well above the Whitehall average of 5.6%. However, the recent slight dip for first-term appointments shows the need to work hard to sustain this performance.

Whilst the percentages of board members with disabilities are currently below target, it is encouraging that the percentage of disabled people in first appointments is approaching our 6 per cent target. This figure suggests that on-going efforts to develop diversity in the appointments process are producing improved results, although it may also indicate that our diversity monitoring has become more effective.

<sup>10</sup> This percentage shows those known to have declared their ethnic origin. For some past appointments and those made by the public body or other nominating body rather than Ministers, ethnic origin data may not have been collected or shared with the department. Whilst the ethnic minority of almost 9% of currently active posts is unknown, less than 4% of new appointments are unknown, so the accuracy of our figures is improving.

<sup>11</sup> The figures for disabled people might be unreliable because they depend on whether people declare themselves to be disabled.

We ask applicants to put their date of birth on the application form and we monitor the age of serving board members, applicants and appointees on our database. The average age of appointees in 2005-06 was 55.9 years. DCMS public appointees tend to come from the older age brackets, as the graph below shows:



We currently have only two serving board members under 30 years of age; a figure matched in the over 80 years category. A key part of our diversity drive is to try to widen the age range of appointees, in order to produce more diverse and representative public boards. The challenge is both to maintain good governance and deliver diversity.

We do not request or hold any information concerning religion or sexual orientation, and there are no current plans to do so. We have, however, assessed the pilot study of sexual orientation monitoring recently conducted by Cabinet Office, and will keep these aspects of equality under consideration.

### **Diversity Action Plan**

Our action plan addresses the challenge in two ways: on the supply side, through better searches for candidates from under-represented groups and various longer-term measures to increase the pool of such candidates; and on the demand side, through promoting the value of diversity to our sponsored bodies and eliminating any remaining barriers from our procedures. The plan includes the following initiatives:

- working with sponsored bodies to review our collective approach to governance and recruitment, in order to ensure that the diversity of the country is reflected in the way bodies operate, and that no part of the appointment process limits the field of candidates unnecessarily;
- tapping into new and more diverse networks to extend our database of suitable candidates;
- using head-hunters to find candidates from a wider range of backgrounds;

- considering feeder routes and development schemes which can help prepare people from diverse backgrounds for service on boards;
- reconsidering the approach to board remuneration across the DCMS family of bodies;
- extending use of outreach and marketing to raise awareness of opportunities to serve on DCMS boards; and
- sharing and replicating best practice in promoting diversity.

The Secretary of State has also asked NDPB Chairs to draw up strategic plans to maintain or increase board diversity over the next 5 years and we are also in the process of inviting existing board members from a range of different backgrounds to become champions or role models for public appointments, to combat perceptions that people from particular backgrounds have little chance of success.

Overall our performance in relation to the monitored groups is improving but patchy. We are targeting the less diverse boards as vacancies arise but progress will inevitably take time. Our aspiration is to create a sustainable legacy of high-quality, diverse boards, able to bring fresh perspectives to the delivery of long-term goals, whilst at the same time maintaining high standards of governance.

## Our Agencies

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### The Royal Parks Agency

The Secretary of State for Culture, Media and Sport is responsible for the maintenance and preservation of the Royal Parks under the 1851 Crown Lands Act. These are Bushy Park (with the Longford River), The Green Park, Greenwich Park, Hyde Park, Kensington Gardens, The Regent's Park (with Primrose Hill), Richmond Park and St James's Park. In addition it tends a number of other spaces in London, including Brompton Cemetery, the gardens of 10, 11 and 12 Downing Street and Grosvenor Square Gardens. Day to day management has been delegated to the Chief Executive of The Royal Parks (TRP), which is an Executive Agency of the Department.

TRP employs around a hundred staff and its corporate objectives are designed to support DCMS in meeting its strategic priorities and wider responsibilities, as follows:

TRP Objective	Link to DCMS Strategic Priority
1) To protect and enhance our “world class” natural park environment for the enjoyment of families, children and visitors	Community, Economy
2) To understand and respond to the needs of our audiences, reflecting diversity of needs and use; enriching lives and enhancing access to culture and sport	Community, Children and Young People, Economy
3) To work with other organisations and volunteers to deliver clear education, health, sport and participation offers	Community, Children and Young People <sup>12</sup>
4) To conserve and enhance the historic built environment of the Royal Parks	Community, Economy
5) To deliver greater value for money for the taxpayer through increased income generation and reduced dependency on vote funding	Delivery
6) To demonstrate organisational excellence	Delivery

All policies are required to meet these six corporate objectives.

### Park Management

TRP's purpose is to manage the Royal Parks as open spaces that the public can enjoy, free of charge. At the most basic level, they are places where people can enjoy a wide variety of informal open air activities at no cost, including traditional park-related activities, such as walking, running, exercising dogs, childrens' play, cycling, having picnics, skating, horse-riding, kite-flying, sunbathing, etc.

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<sup>12</sup> This also links to joint Public Service Agreements with Department of Health and Department for Education and Skills.

Many of the buildings in the parks are historic (or listed) structures, and scope for adapting access for the disabled is often limited. TRP's policy is to make adaptations where possible as buildings are refurbished. New buildings are constructed to be compliant with the requirements of the Disability Discrimination Act.

Opportunities are taken, where appropriate, to adapt the historical landscapes of the parks to accommodate the disabled. For example:

- A sensory garden has been created in Greenwich Park, and physical barriers are tackled (e.g. kerbs are lowered at crossing points) where appropriate as part of the ongoing maintenance and refurbishment of the parks.
- Reserved bays for disabled parking have been provided in the parks, as near to access points and refreshments as possible. In addition, disabled drivers are allowed to park without charge in pay and display spaces for a maximum of four hours.
- There are disabled-accessible electric buggies, manned by volunteers and funded by the Hyde Park Trust, to take people with mobility difficulties around Hyde Park.
- In Greenwich Park there is a road-train with disabled access, run by the National Maritime Museum, which takes people up the hill from the National Maritime Museum to the Observatory.
- The recently launched solar boat shuttle on the Serpentine is also disabled-accessible and a specially designed disabled-access boat has been provided for use on the wildlife pond in Richmond Park.

## **Events**

TRP does not commission events but it considers requests for events from private promoters. One of its criteria is to give priority to events that involve community engagement, particularly those aimed at culturally diverse audiences. For example, two annual events are held: a Bangladeshi Mella in Regent's Park and a Caribbean musical event in Hyde Park on the weekend of the Notting Hill Carnival. Other events have included the Sala'am Music Village festival of Islamic music and Klezfest, a concert of traditional Jewish music. TRP works with event organisers to see that they provide adequate access for disabled people and adequate access to facilities – toilets, catering etc – within the event enclosure. For example, at Proms in the Park the organisers arranged electric buggies to ferry disabled people from their cars to the special enclosure provided for them.

## **Community, Sport and Education**

TRP provides educational resources for local schools, both for teachers' continual professional development and for National Curriculum Key Stage 2 and state – funded schools local to the parks are invited to take part. TRP also provides opportunities to involve local people in the running of the parks as volunteers and are consulted about the way in which the parks can address the different needs of local people

For example, by working with an Asian Women's Group, TRP created an Islamic garden in Greenwich Park. The Black Environmental Network was one of its partners in the three year Wildlife for All project, which has recently come to an end. In considering activities for

children, TRP seeks to ensure that they will appeal to local children. For example, it works with local football clubs – Charlton Athletic and Queens Park Rangers – to provide football coaching sessions for local children in the school summer holidays in Regent's Park and Greenwich Park, and the two weeks of dance workshops that the Rambert Dance Company provided in summer 2006 were designed particularly to appeal to schools with large black teenage populations.

Regent's Park provides the greatest number of open air sports pitches in central London. In drawing up a strategy in 2001 for refurbishing the pitches and building a sports pavilion, TRP undertook a major survey of all stakeholders amongst local communities, talking to both users and non - users of the park, to establish their requirements for the new sports facilities. Particular care was taken to consult residents of social housing in the area, in which racially diverse groups are heavily represented.

Children's playgrounds are designed to take account of the needs of disabled children and are equipped with specially adapted equipment. In partnership with PHAB (a national charity dedicated to promoting the integration of people with and without physical disabilities, at all levels of society) TRP has been running the Holly Lodge centre in Richmond Park for over ten years. The centre offers opportunities for mentally and physically handicapped adults and children to use the park and its buildings to develop skills. Both Richmond Park and Bushy Park work with Companion Cycling, which provides disabled people with an opportunity to enjoy the park sharing specially adapted cycles with able-bodied volunteers. A 'manege' has been created in Hyde Park, in partnership with the owner of local stables, to hold sessions of Riding for the Disabled and there is also Riding for the Disabled at Bushy Park

In Regent's park, the Hub staff run sports activities for disabled people including:

- A weekly walk and exercise session for people with mental health conditions (in partnership with the Central and North West London Mental Health NHS Trust);
- A weekly exercise session for people with learning difficulties (in partnership with the Westminster Primary Care Trust);
- annual events including the London Youth Games for people with mild learning difficulties;
- The London Sports Forum annual football tournament for young disabled people; and
- Football and rugby days for the National Deaf Children's Society.

## **Consultation**

TRP carries out customer satisfaction surveys in each of the Royal Parks every other year by interviewing a sample of park visitors and this, amongst other data, provides information on the ethnic origin of respondents. TRP also carries out telephone surveys of randomly selected non - users of the Royal Parks to try and establish why they do not use the parks. Surveys are carried out in advance of individual projects to establish the make-up of the customer base and how the proposed policy would impact on their requirements.

Surveys are carried out in advance of individual projects to establish the make – up of the customer base and how the proposed policy would impact on their requirements. For example:

- TRP will be consulting disability groups as part of its consideration of new cycling provision in the parks (as it did prior to introducing a new cycle route in Kensington Gardens).
- The Bushy Restoration Project included a "Disability Planning For Real Day" in which Royal Parks staff, helpers, experts and staff from English Heritage and the Heritage Lottery Fund spent a day travelling around the park accompanying disabled people (physical, aural, visual and learning) testing the access audit and informing us what they really wanted from an historic park (which was often at odds with what was in the audit). Their comments directly influenced our proposals resulting in:
  - access improvements - path surfaces, easier opening gates, signage, level access to new facilities;
  - creation of special routes / circuits;
  - provision of two mobility buggies; and
  - provision of special "pre-visit information" for disabled people.

TRP is planning to carry out additional research amongst local communities into how different ethnic groups use parks in order to make the Royal Parks more relevant to them.

## Internal Arrangements

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This scheme is issued with the full support of the DCMS Board and will be monitored by the DCMS Strategy Division. It will be publicised to our staff, stakeholders and to our NDPBs and will be published on our website in a prominent place.

### Reviewing and Amending the Scheme

We will review this scheme within three years and publish an annual progress report. We may also need to review this scheme, or propose amendments to this scheme, because of changes to our functions, or to the circumstances in which we undertake those functions, or for any other reason.

### Complaints and Suggestions for Improvement

Strategy Division welcomes suggestions from the public or from staff on how the operation of the scheme might be improved.

Complaints related to this scheme, or suggestions for improvement, should be directed to the Head of Policy and Capacity at the following address:

Colleen Bowen  
Diversity and Equality Team  
Strategy Division  
Department for Culture, Media and Sport  
2-4 Cockspur Street  
London  
SW1Y 5DH

[enquiries@culture.gsi.gov.uk](mailto:enquiries@culture.gsi.gov.uk)

Tel: 0207 211 6023

## Annex A: Equality Action Plan

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This plan sets out the action we must take over the next three years to bring about the fundamental change in attitudes and behaviours which will lead to a truly diverse DCMS. Our broad aim is to involve a greater proportion of the population and a wider range of people in the activities we sponsor, and to become more representative of wider society ourselves.

All the main diversity strands (disability, gender, race, religion and belief, age and sexual orientation) are covered by the plan. A separate section is provided on disabled people to show the additional actions planned in response to our immediate responsibilities for disability equality.

A large proportion of our executive functions are delivered by a wide range of sponsored bodies. They will have their own plans which are not replicated here. We do however indicate the actions we propose to support these bodies in their efforts to achieve greater diversity.

The plan incorporates diversity initiatives already in train, including actions developed in response to the Cabinet Office's 10 point plan to increase diversity.

The sponsor of the plan is the Department's Director-level Diversity Champion.

Task and responsibility	Target date and progress	Outcome/success measures	Strands
<b>1. Mainstreaming diversity</b>			
Embed diversity and equality in all corporate and business plans and processes  <i>Director, Strategy</i> <i>Deputy Directors (with support from Equality and Diversity Team)</i>	DCMS values and business plan already address diversity.  Extend to cover annual report, divisional business plans, risk registers, consultation documents, project plans and policy submissions from April 2007.	Raised understanding of diversity across the DCMS family. Equality Scheme a living document which informs the way the Department operates on a day to day basis.	All
Ensure that all departmental policies, projects and functions are monitored and screened for equality impact and where appropriate staff undertake Equality Impact Assessments which are published and made	A new Equality Impact Assessment (EIA) tool has been developed and training was rolled out in March 07. Completed impact assessments are and will continue to be available on the DCMS website.	The department's policies will be more attuned to the diverse needs of its stakeholders and EIAs will be considered as an integral part of policy making by the department and its officials. All EIAs will be made accessible in	All

Task and responsibility	Target date and progress	Outcome/success measures	Strands
<p>accessible</p> <p><i>Deputy Directors (with support from Equality &amp; Diversity Team and Learning and Development Team)</i></p>		<p>a range of formats e.g. Braille and minority languages upon request.</p> <p>Response to EIAs published is positive</p>	
<p>Revise equality schemes every three years and publish progress reports annually</p> <p><i>Equality &amp; Diversity Team</i></p>	<p>Single equality scheme published by 4 Dec 2006 and will be revised by Dec 2009</p> <p>Revised equality scheme to take into account new gender equality duty will be published on 30 April 2007</p> <p>The next Northern Ireland Equality Scheme annual progress report will be published in August 2007.</p> <p>Consultation exercise for the Department's Welsh Language Scheme will be completed in April 2007</p>	<p>The department is legally complying with equality legislation.</p> <p>Living documents which steer the way we operate as a department</p>	All
<p><b>2. Leadership and accountability</b></p>			
<p>Ensure that DCMS Board and Senior Management take steps to promote diversity and equality where appropriate in the department</p> <p><i>Permanent Secretary</i></p>	<p>A diversity event is planned for Summer/Autumn 2007 which will encourage Directors and indeed all staff to consider how diversity can be embedded within their directorates</p>	<p>Visible top-level leadership commitment to diversity. Senior management team seen as role models.</p>	All
<p><b>3. Behaviour and culture change</b></p>			
<p>Develop and launch equality change management programme for the Department. This will include reviewing the terms of reference and remit for the departmental</p>	<p>By early 2007</p>	<p>Officials understand the ethical, moral and business case for diversity and equality</p> <p>Departmental Diversity</p>	All

Task and responsibility	Target date and progress	Outcome/success measures	Strands
<p>internal diversity network.</p> <p><i>Equality and Diversity Team</i></p>		<p>Network is seen as a key network within the department with an important function and role to play.</p>	
<p>Ensure that all staff undergo equality and diversity training</p> <p><i>Line managers (with support from Learning and Development team)</i></p>	<p>Equality and diversity training is currently under review for all staff.</p>	<p>New entrants to the department will undergo diversity training within six weeks of joining.</p>	<p>All</p>
<p><b>4. Recruitment, retention, reward and development</b></p>			
<p>Explicit consideration of diversity issues as part of SCS recruitment process in line with recommendations from Cabinet Office Diversity Champions Network</p> <p><i>Human &amp; Business Resources</i></p>	<p>Targeted communication of vacancy notices to cross-Whitehall diversity networks</p> <p>Panels for 2008 SCS recruitment exercise include an external assessor</p>	<p>Diverse pool of applicants/successes at interview</p>	<p>All</p>
<p>Monitor training uptake amongst under-represented groups and actively encourage and support participation in positive action programmes</p> <p><i>Learning &amp; Development Team</i></p>	<p>The department is currently promoting a wide range of positive action workshops and development programmes</p>	<p>Representative take-up by all under-represented groups</p> <p>Take up of positive action training opportunities</p>	<p>Disability , Race</p>
<p>Increase awareness among under-represented groups of In-Service Fast</p>	<p>The scheme will be promoted throughout the department to under-</p>	<p>Increased number of applicants/successes from under-represented</p>	<p>Disability , Race</p>

<b>Task and responsibility</b>	<b>Target date and progress</b>	<b>Outcome/success measures</b>	<b>Strands</b>
Stream  <i>Human &amp; Business Resources</i>	represented groups and their managers by Spring 2007	groups	
Encourage SCS participation in mentoring  <i>Human &amp; Business Resources</i>	The scheme will be promoted throughout the department to under-represented groups and their managers by Spring 2007	Representative take-up by under-represented groups	Disability , Race
Take action to address diversity issues resulting from analysis of Staff Opinion Survey  <i>Human &amp; Business Resources</i>	The survey was analysed in Sept 2006. Employment monitoring was extended to include sexuality, faith and gender identity. Greater promotion of learning and development opportunities to under-represented groups and promotion of mediation skills training	Improved satisfaction in key diversity areas in 2007 Staff Survey	All
<b>5. Targets</b>			
Achieve improved response rate to diversity monitoring. Ensure non respondents are re-surveyed.  <i>Human &amp; Business Resources</i>	Sexual orientation, faith and gender identity monitoring introduced June 2006. The self-serve database was re-launched in October 2006 to encourage staff to self-declare. Targeted follow-up to be completed by Spring 2007.	Improved response rate for ethnicity and disability monitoring and completion of new categories	All
Set Departmental targets for SCS and feeder grades for women, black and minority ethnic staff and disabled people and encourage and support participation in positive action programmes for junior staff to support feeder grades  <i>Human and Business Resources</i>	Targets will be achieved by end of 2008	Stretching diversity targets for women, black and minority ethnic staff and disabled people at SCS and feeder grades have been achieved	Gender, Race, Disability

<b>Task and responsibility</b>	<b>Target date and progress</b>	<b>Outcome/success measures</b>	<b>Strands</b>
<p>Increase representation of ethnic minorities, and disabled people in our public appointments to 10% and 6% respectively.</p> <p><i>Public Bodies Division</i></p>	<p>We are making progress on all three targets, and are very close to delivering the ethnic minority target. The tasks set out above form a strategy to move us nearer to these targets.</p>	<p>Achievement of the targets themselves</p>	<p>Race, Disability</p>
<b>6. Measurement and Evaluation</b>			
<p>Regularly review Taking Part survey to ensure DCMS has the evidence base it needs</p> <p><i>Evidence &amp; Analysis Unit</i></p>	<p>Annual results were released on 14 Dec 2006. A detailed annual report will be published in Spring 2007.</p>	<p>Evidence and statistics from the survey will be used to shape policy and functions of the 'DCMS family'.</p>	<p>All</p>
<b>7. Communication</b>			
<p>Ensure that regular channels of communication are set up with representatives from equality groups and that they are involved with the development of departmental equality schemes and policy development where appropriate</p> <p><i>Deputy Directors (with support from internal diversity network)</i></p>	<p>Set up stakeholder groups (both cross-cutting and policy specific) involving representative organisations by April 2007</p> <p>Discussion initiated at NDPB workshop (6 November) on potential for increasing reach through combining efforts</p>	<p>Diverse groups are engaged in the design, implementation and evaluation of services.</p> <p>Policies reflect the different needs of diverse groups of society</p>	<p>All</p>
<p>Provide clear and consistent internal and external messages on equality and diversity</p> <p><i>Directors/Communications</i></p>	<p>Communications on diversity already reach staff via intranet and Departmental e-newsletter.</p> <p>Lunchtime seminar on Equality legislation planned for New Year.</p> <p>Diversity and equality are</p>	<p>Wider understanding of DCMS commitment to diversity</p>	<p>All</p>

Task and responsibility	Target date and progress	Outcome/success measures	Strands
	included where appropriate in ministerial and senior official speeches and correspondence		
<b>8. Building Capacity</b>			
Ensure that diversity is considered an integral part of Departmental capability and public value  <i>Director, strategy</i>	Director Strategy acts as Diversity Champion and is a member of Diversity Champions' network/recruitment subgroup	Board-level representation of diversity issues	All
<b>9. NDPB Sponsorship</b>			

Task and responsibility	Target date and progress	Outcome/success measures	Strands
<p>Work with sponsored bodies to review collective approach to governance and recruitment:</p> <p>(i) Tap into new and more diverse networks to extend database of suitable candidates and use head hunters to find candidates from a wider range of backgrounds.</p> <p>(ii) Consider feeder routes and development schemes which can help prepare people from diverse backgrounds for service on boards</p> <p>(iii) Re-consider the approach to board remuneration across the DCMS family of bodies</p> <p>(iv) Extend use of outreach and marketing to raise awareness of opportunities to serve on DCMS boards</p> <p>(v) Explore scope for making the appointments process more accessible.</p>	<p>With a working group of NDPB Chairs, we are developing practical measures to address the challenge of increasing the diversity of NDPB Boards by May 2007.</p> <p>The Secretary of State has asked NDPB Chairs to draw up strategic plans to maintain or increase board diversity over the next 5 years, to be prepared by 1 June 2007.</p> <p>We have expanded our database of contacts and are exploring other methods of reaching a broader field of candidates.</p> <p>By May 2007, we are planning to disseminate current good practice by individual NDPBs and explore how DCMS can complement their efforts</p> <p>By May 2007, our Chairs' Group is considering proposals to remove barriers by rationalising rates of remuneration.</p> <p>Marketing materials are being produced and will be distributed early in 2007.</p> <p>We are producing role specifications emphasising competence rather than track record and looking at improving guidance for</p>	<p>Appointments deliver full public value through board members who bring a variety of different perspectives and understand the wider public.</p> <p>NDPBs to submit strategic plans by June 2007. Public Bodies Division to review progress.</p> <p>Application forms from a wide pool of candidates will be received.</p> <p>Appointments deliver full public value through board members who bring a variety of perspectives and understand the wider public.</p> <p>Candidates who could make a valuable contribution are not prevented from applying because they could not afford to sacrifice earnings to serve on a board.</p> <p>Application forms from a wide pool of candidates will be received.</p>	<p>All</p>

Task and responsibility	Target date and progress	Outcome/success measures	Strands
<p><i>Public Bodies Division/Sponsor Divisions</i></p>	<p>candidates and interview panels.</p>	<p>Potentially good candidates are not deterred from applying by narrow role specifications or by the application process itself.</p>	
<p>Develop regular channels of communication with NDPBs on diversity to share good practice and meet diverse stakeholder needs</p> <p><i>Permanent Secretary (with support from equality and diversity team)</i></p>	<p>A workshop was held on 6 November 2006 for NDPBs in order to outline vision, consider future meetings and involvement and ways of sharing best practice. We will establish an NDPB network by Spring 2007.</p> <p>A good practice database on Agora, the NDPB extranet, is currently being developed.</p>	<p>DCMS and its NDPBs share a vision of diversity and are jointly engaged in delivering it.</p> <p>DCMS well informed of its NDPBs' performance and in a position to provide a comprehensive report by 2008.</p>	<p>All</p>

<b>Task and responsibility</b>	<b>Target date and progress</b>	<b>Outcome/success measures</b>	<b>Strands</b>
<p>New funding agreements reflect the responsibilities, reporting and business planning elements of diversity</p> <p><i>Public Bodies Division/Sponsor Divisions/Equality &amp; Diversity Team</i></p>	<p>All funding agreements include either explicit diversity statements or plans for reaching under-represented groups.</p>	<p>Diversity becomes an integral part of NDPBs' core business and of the performance management process.</p>	<p>All</p>
<b>10. Focused action for disabled people</b>			
<p>Involve disabled people in the development of Departmental policies and practices</p> <p><i>Equality and Diversity Team</i></p>	<p>As a priority, we will be contacting disabled organisations and groups of disabled people in January 07 in order to set up a stakeholder group for the department. This will be finalised by the end of March 2007.</p>	<p>Department's policies and practices reflect the needs and priorities of disabled people</p>	<p>Disability</p>
<p>Assess the impact of Departmental policies and practices on equality for disabled people</p> <p><i>Divisions (with support from Equality and Diversity Team)</i></p>	<p>Equality impact assessment tool will be available in Jan 07 and training in its use provided from March 2007</p>	<p>Department's policies and practices reflect the needs and priorities of disabled people</p>	<p>Disability</p>
<p>Eliminate unlawful disability discrimination</p> <p><i>Human and Business Resources</i></p>	<p>The Department is accredited with 'Positive About Disabled People' – Two Ticks Symbol. We were re-accredited in November 2006.</p> <p>The Department is taking part in the Employer's Forum for Disability Standard in Feb 2007.</p> <p>All new staff attend compulsory equal</p>	<p>Department's policies and practices reflect our legal requirements.</p> <p>Benchmarking against other Public Sector Organisations.</p> <p>New entrants will receive training within 6 weeks of starting.</p>	<p>Disability</p>

Task and responsibility	Target date and progress	Outcome/success measures	Strands
	<p>opportunities training as part of their induction.</p> <p>Promotion of mediation skills training.</p>		
<p>Eliminate harassment of disabled people that is related to their disabilities</p> <p><i>Human and Business Resources</i></p>	<p>We are reviewing our diversity training, including disability training which will be completed by Spring 2007.</p> <p>The Department is reviewing its policy on 'reasonable adjustments' for staff to ensure that we are dealing with staff quickly and efficiently. This will be completed by Jan/Feb 2007.</p> <p>Staff Opinion Survey to take place in June 2007.</p>	<p>Monitor and improve take up of training.</p> <p>Improved response and satisfaction rate.</p> <p>Improve satisfaction in key diversity areas</p>	Disability
<p>Promote equality of opportunity between disabled people and other people</p> <p><i>Human and Business Resources</i></p>	<p>We provide positive action training for disabled staff which is ongoing. The Department also provides mentoring and coaching for all staff, including disabled staff.</p> <p>Increase awareness of In-Service Fast Stream by Spring 2007.</p>	Representation take-up by under-represented groups and take up of positive action training opportunities.	Disability
<p>Take steps to take account of disabled people's disabilities, even where that involves treating disabled people more favourably</p> <p><i>Human and Business Resources</i></p>	<p>Re-accredited with Two-Ticks Symbol in November 2006.</p> <p>Guarantees interview for applicants with a disability who meet the minimum criteria for a job vacancy.</p>	Increased number of applicants/successes from under-represented groups.	Disability
<p>Promote positive attitudes towards disabled people</p> <p><i>Human and Business Resources</i></p>	<p>We provide disability awareness training to all staff. A review is currently taking place which will be completed by Spring 2007.</p>	Improved training for all staff.	Disability

<b>Task and responsibility</b>	<b>Target date and progress</b>	<b>Outcome/success measures</b>	<b>Strands</b>
<p>Encourage participation by disabled persons in public life</p> <p><i>Public Bodies Division</i></p>	<p>The department is researching ways of targeting disabled persons to increase our database of contacts and raise awareness about public appointment opportunities.</p>	<p>Applications from disabled persons will be received and board membership will be representative of the disabled community.</p>	<p>Disability</p>
<p>Gather information on the effect of the Department's policies and practices on the recruitment, development and retention of the Department's disabled employees</p> <p><i>Human and Business Resources</i></p>	<p>Improve monitoring across all areas of HR practices to ensure clear and concise information by Spring/Summer 2007</p>	<p>Improved and meaningful statistics.</p>	<p>Disability</p>
<p>Ensure that the department is accessible to disabled people and that disabled colleagues are consulted with on a regular basis about their changing requirements as and when appropriate</p> <p><i>Facilities Management and Human and Business Resources</i></p>	<p>The department is currently undertaking an extensive refurbishment programme which will be completed in Summer 2007. This includes and improved facilities for disabled staff.</p> <p>DSE virtual desk assessments are being rolled out across the department and will be completed by summer 2007.</p> <p>We are also looking at improving our management and delivery times of reasonable adjustments for staff</p>	<p>Disabled colleagues are able to perform their jobs to the highest standard possible.</p> <p>Disabled colleagues are able to attend meetings and other events that enables them to perform their jobs on a daily basis</p>	<p>Disability</p>
<p>Gather information on the extent to which the DCMS services and functions take account of the needs of disabled people</p>	<p>Annual results were released on 14 Dec 2006 and a detailed annual report will be published in Spring 2007.</p>	<p>Evidence and statistics on the involvement of disabled people will be used to shape policy and functions of the 'DCMS family'.</p>	<p>Disability</p>

<b>Task and responsibility</b>	<b>Target date and progress</b>	<b>Outcome/success measures</b>	<b>Strands</b>
<i>Equality and Diversity Team</i>	Establishment of diversity forum with NDPBs will facilitate exchange of information on particular services		
Review on a regular basis the effectiveness of proposed steps  <i>Equality and Diversity Team</i>	By December 2007 publish first annual report on the steps we have taken towards the fulfilment of the general duties, the results of information gathering and the use we have made of that information	The department is legally complying with equality legislation.  Living documents which steer the way we operate as a department	Disability
<b>11. Focused Action for Gender</b>			
Eliminate unlawful sex discrimination and any harassment which is related to a person's sex.  <i>Equality and Diversity Team and Human and Business Resources</i>	Equality and diversity training is currently under review for all staff.	New entrants to the department will undergo diversity training within six weeks of joining and the department's policies and practices will reflect our legal requirements.	Gender
Explicit consideration of sex discrimination issues as part of SCS recruitment process.  <i>Human and Business Resources</i>	Targeted communication of vacancy notices to cross-Whitehall diversity networks  Panels for 2008 SCS recruitment exercise include an external assessor	37% of women should be represented at SCS level by 2008	Gender
Take action to address any gender issues resulting from analysis of Staff Opinion Survey  <i>Human &amp; Business Resources</i>	The survey was analysed in Sept 2006. Employment monitoring was extended to include sexuality, faith and gender identity. Greater promotion of learning and development opportunities to under-represented groups and promotion of mediation skills training	Improved satisfaction in key diversity areas in 2007 Staff Survey	
Monitor pay differentials	An equal pay audit has	Reduce any exposure on	Gender,

<b>Task and responsibility</b>	<b>Target date and progress</b>	<b>Outcome/success measures</b>	<b>Strands</b>
<p>and assess if there is any evidence of bias in the department by gender, disability and ethnicity in line with Cabinet Office and PCS guidance</p> <p><i>Human and Business Resources</i></p>	<p>been conducted with the trade unions. Indicative findings have been produced and a final report will be published in summer 2007 which will inform the HMT pay settlement. Objectives will be set based on the conclusions of the final report.</p>	<p>potential equal pay issues</p>	<p>Disability , Race</p>
<p>Ensure that flexible workers are not excluded from mainstream activities as a result of their working patterns</p> <p><i>IS Unit</i></p>	<p>Review working practices to see how we can make better use of IT to foster integration and communication.</p> <p>ISD to produce action plan by end of April.</p>	<p>Staff who request to work at home as part of their working week feel supported and are able to easily access files and emails from the office</p>	<p>Gender</p>
<p>Assess the impact of Departmental policies and practices on gender equality</p> <p><i>Divisions (with support from Equality and Diversity Team)</i></p>	<p>Equality impact assessment tool will be available in Jan 2007 and training in its use provided from March 2007</p>	<p>Department's policies and practices reflect the needs and priorities of men and women</p>	<p>Gender</p>
<p>Increase representation of women in our public appointments to 50%</p> <p><i>Public Bodies Division</i></p>	<p>We are making progress. The tasks set out above in section 5 form a strategy to move us nearer to hitting this target</p>	<p>Achievement of the target</p>	<p>Gender</p>

## Annex B: DCMS Agencies and Sponsored Bodies

The Department is unusual in that a large percentage of its executive functions are delivered by its Non-Departmental Public Bodies (NDPBs) and other sponsored bodies. The bodies listed below are all subject to the general duty on Race. In addition those subject to the specific duties are indicated below.

<b>Specific Duty:</b>	<b>Race</b>	<b>Disability</b>	<b>Gender</b>
Alcohol Education and Research Council	N	N	N
Arts Council England	N	Y	Y
Big Lottery Fund	N	Y	N
British Broadcasting Corporation *	Y	Y	Y
British Library	N	Y	Y
British Museum	N	Y	Y
British Tourist Authority and English Tourist Board (known as VisitBritain)	N	N	Y
Channel Four Television Corporation *	Y	Y	Y
Commission for Architecture and the Built Environment (CABE)	N	N	N
Football Licensing Authority	N	N	N
Film Council (known as UK Film Council)	N	Y	Y
Gambling Commission	N	N	N
Geffrye Museum	N	N	N
Historic Buildings and Monuments Commission (known as English Heritage)	N	Y	N
Historic Royal Palaces Trust	N	Y	Y
Horniman Museum	N	Y	Y
Imperial War Museum	N	Y	Y
Millennium Commission	N	N	N
Museum, Archives and Libraries Council (MLA)	N	Y	Y
Museum of London	N	Y	Y
Museum of Science and Industry in Manchester	N	Y	Y
National Endowment for Science, Technology and the Arts (NESTA)	N	N	N
National Gallery	N	Y	Y
National Heritage Memorial Fund	N	N	N
National Lottery Commission	N	Y	Y
National Maritime Museum	N	Y	Y
National Museum of Science and Industry	N	Y	Y
National Museums and Galleries on Merseyside (known as National Museums Liverpool)	N	N	N

National Portrait Gallery	N	Y	Y
National History Museum	N	Y	Y
Ofcom	Y	Y	Y
Olympic Delivery Authority	Y	Y	Y
Registrar of Public Lending Right	N	N	N
Royal Armouries	N	N	N
Sianel Pedwar Cymru (Welsh Fourth Channel Authority) *	Y	Y	Y
Sir John Soane's Museum	N	Y	Y
Sport England	N	Y	N
Tate Gallery	N	Y	Y
UK Sports Council (known as UK Sport)	N	Y	Y
Victoria and Albert Museum	N	Y	Y
Wallace Collection	N	Y	Y

## Annex C: Our Public Service Agreement Targets

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Our Public Service Agreement (PSA) targets, agreed with the Treasury for 2005 - 2008, are:

### **PSA1 (in support of DCMS strategic objective on Children and Young People)**

To enhance the take-up of sporting opportunities by 5-16 year olds so that the percentage of school children who spend a minimum of two hours each week on high-quality PE and school sport within and beyond the curriculum from 25% in 2002 to 75% by 2006 and 85% by 2008 (joint target with the Department for Education and Skills.)

### **PSA2 (in support of DCMS strategic objective on Children and Young People)**

To halt the year-on-year increase in obesity among children under 11 years by 2010, as part of the broader strategy to tackle obesity in the population as a whole (joint target with the DfES and Department of Health.)

### **PSA3 (in support of DCMS strategic objective on Communities)**

To increase the take-up of cultural and sporting opportunities by people aged 16 and above from priority groups by 2008.

(Priority groups include people from black or ethnic minority groups, as well as other groups with a history of lower participation in cultural and sporting opportunities such as those with a physical or mental disability and those in socio-economic groups C<sub>2</sub>, D and E. For sport, women are also defined as a priority group.)

### **PSA4 (in support of DCMS strategic objective on the Economy)**

To improve the productivity of the tourism, creative and leisure industries.

### **Efficiency PSA (in support of DCMS strategic objective on Modernising Delivery)**

To achieve at least 2.5% efficiency savings on our Departmental expenditure limit and Local Authority spending on leisure and culture services (2005 - 2008).

Activities in support of any of the PSA targets may have race equality implications, but the projects most explicitly directed at increasing participation by priority groups are in connection with PSA3 (Communities). As set out in the [DCMS Business Plan 2006-07](#)<sup>13</sup>, Director General for Culture, Creativity and Economy Andrew Ramsay is the senior responsible owner for PSA3.

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<sup>13</sup> [www.culture.gov.uk/global/publications/archive\\_2006/DCMSBusinessPlan\\_2006.htm](http://www.culture.gov.uk/global/publications/archive_2006/DCMSBusinessPlan_2006.htm)