

Promoting Equality, Valuing Diversity

The Department for Transport

**Diversity Strategy and
Delivery Plan**

2009-2012

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DfT Diversity Strategy

1. Our Business Case for Diversity

This document sets out a framework and overarching plan that all parts of the Department for Transport will drive forward locally to promote equality and diversity. In progressing actions outlined in this document, and those included in the Single Equality Scheme, we will build a more diverse workforce to improve our business performance and customer service.

Diversity must matter to us if we are to understand our customers and develop evidence-based policies that take account of their needs to deliver a high-quality service to everyone. This plan sets out what we are seeking to achieve and top level actions to deliver it over the next three years.

The high-level principles and actions set out in this plan will inform local Diversity/Single Equality Scheme action plans for the central department and each executive agency. All parts of the Department will work to the same aims and it is vital that they do so in a way that is most effective locally.

Equality is about creating a fairer society where everyone can participate and has the opportunity to fulfil their potential. It is supported by legislation designed to address unfair discrimination.

Diversity is about recognising and valuing difference in its broadest sense. It is about creating a culture and practices that recognise, respect, value and harness difference for the benefit of members of the public and our people.

There are strong business and socio-economic reasons for building a diverse workforce. As a department whose work impacts on everyone, we need to ensure our staff better represent our customers and engage with, and value, views from all sections of society. We must improve our understanding of our customers; determine priority areas for action and take forward those agreed priority policies and actions to improve our services.

Through attracting and developing a more diverse workforce we are able to access a wider range of resources and skills. We know that we are good at attracting and retaining people who already want to work to develop the transport agenda, but we need to be better at attracting the people who do not know about us yet, what we can offer, so that they may want to work with us. For those already working with us we must better demonstrate the value of different views and perspectives and in so doing support staff retention, creativity and innovation through effective engagement.

2. Recent Developments

The departmental record on equality and diversity is documented and reported. Our work is monitored and some key actions commenced in 2007-2008 to address identified gaps, including benchmarking across the department to strengthen diversity. A number of recent actions include:

- giving new impetus to our cross family Diversity Network Group, including reporting a pragmatic assessment of our current situation;
- reporting to our Agency Chief Executive's group, and through our re-launched HR Director's Forum;
- seconding staff from our agencies (Driving Standards Agency and Highways Agency) to the central department to develop this action plan as a departmental, not a central, document;
- commissioning monitoring reports that build on our previous work to produce reports of a consistent standard across the department;
- launching the fifth round of the Green Light career development programme. Green Light is a talent pool aimed at identifying possible future leaders from the minority ethnic staff community across the department;
- commencing a detailed consideration of how we can support the agenda on Local Employment Partnerships;
- re-launching the Diversity Steering Group in DVLA;
- running a series of new, and successful, Equality Impact Assessment workshops involving a cross section of staff including Diversity/Equality Champions, Staff Networks, Executive Agency staff and HR Staff for DfT(c); and
- a detailed review of our DfT(c) estate which will allow us to reassess the accessibility of our accommodation and identify areas for improvement.

3. Moving forward

We aim to deliver 'Transport that works for everyone'. To do that we must mainstream diversity so that it is an integral part of everything we do. The overarching principles to deliver this new strategy are that:

- we provide strong and effective leadership and governance to ensure that diversity is embedded into our business. Led by the Permanent Secretary, Directors General and Agency Chief Executives;

- we will develop centres of excellence involving practitioners with relevant practical experience to share good practice by engaging with our staff networks, led and supported by champions;
- we develop workforce plans and improve our ability to attract, recruit, develop and retain a more diverse workforce so that representation best equips us to deliver our targets;
- each Executive Agency has its own brand and fulfils its part in the delivery of this plan in a way which works best for its business;
- this challenge is owned by everyone in the department with strong emphasis on action by all staff;
- we build on previous work through close monitoring of quantitative and qualitative data and evidence, and ensure follow up action;
- local plans will make a difference: by translating high level principles into practice and embedding regular monitoring and review against the outcomes and targets we have set; and
- mainstreaming diversity should not add unnecessary administrative burdens so whilst local plans must exist there will be no prescribed common format for local action plans. A common reporting structure will be developed and Agency Chief Executives will be personally accountable to the Permanent Secretary for delivery and improvements.

4. Our people

The Department for Transport has over 19,000 permanent staff working in the UK and also in countries around the world, in a central department and in its seven executive agencies. These are:

- Driver and Vehicle Licensing Agency (<http://www.dvla.gov.uk>)
- Vehicle and Operator Services Agency (<http://www.vosa.gov.uk>)
- Driving Standards Agency (www.dsa.gov.uk)
- Vehicle Certification Agency (www.vca.gov.uk)
- Highways Agency (www.highways.gov.uk)
- Maritime and Coastguard Agency (www.mcga.gov.uk)
- Government Car and Despatch Agency (www.dft.gov.uk/gcda)

We have around 6500 staff working in Driver Vehicle Licensing Agency (DVLA), 5000 of whom are based in Swansea and the rest around the UK, compared to 130 staff in the Vehicle Certification Authority (VCA) based mainly in Bristol.

Our people undertake a wide range of roles, from coastguards and marine surveyors in the Maritime and Coastguard Agency, to traffic officers and civil engineers in the Highways Agency (HA).

The Government Car Despatch Agency (GCDA) provides drivers for Ministers and a courier service to move government mail. The Vehicle and Operator Services Agency (VOSA) provides a range of vehicle licensing, testing and enforcement services.

The Driving Standards Agency (DSA), with its corporate centre in Nottingham, improves driving standards and promotes road safety. The central department, based in London supports ministers, develops policy and includes transport security and embraces accident investigation units.

This short summary demonstrates the variety of our work, and we value the breadth of skills, perspectives and experiences required to deliver this effectively. More detail about the work of each of our agencies is published in the “How the DfT works” section of our website at www.dft.gov.uk

At 31 March 2009, there were 18,608 staff in the Department, of which:

- 7,648 (41.1%) were female and 10,960 (58.9%) were male;
- 1,546 (8.3%) had declared a disability;
- 2477 (13.3%) worked part time; and
- 1008 (5.4%) of those who had declared their ethnicity, came from an ethnic minority other than white.

More detail about each of our Executive Agencies and the Central Department is published in their Annual Reports.

5. Our customers

The department’s customers are the 59 million people who live in Great Britain. Through our international work our customer base is far wider.

In terms of reflecting the community we serve it is appropriate to compare the makeup of the Department’s own staff with people in Great Britain who are of

working age. According to figures from the Annual Population Survey¹ (2008) there are an estimated 36.5 million people of working age in Great Britain. When compared to Department for Transport workforce data published in our last annual Equality Monitoring Report (2008-09):

- 52.2% are male and 47.8% are female in the population and this compares to 58.9% and 41.1% respectively in DfT.
- For ethnicity, the Annual Population Survey estimates that 11.0% of the working population are from an ethnic minority background and 89% are from a white background. In the department these figures are at 5.4% and 94.6% respectively, with the remaining 9.7% having an undeclared or unknown ethnicity group.
- The Annual Population Survey found that 18.4% of the working population were disabled (including both DDA disabled and work-limiting disabled groups) and 81.6% were not disabled. 8.3% of our staff declared themselves to be disabled and 80.4% declared themselves as not disabled.

The Civil Service Strategy “Promoting Equality Valuing Diversity”² highlights that 45% of people say they have no religious belief, 47.5% say they are Christian, while the remaining 7.5% say they are of another religion such as Muslim, Hindu, Jewish, Sikh or Buddhist. HM Treasury actuaries estimate that about 6% of the population are gay, lesbian or bisexual. The average age of the workforce is steadily rising and women now make up nearly half of the workforce in the UK.

The population and workforce is clearly changing and becoming more diverse and for the department to reflect the makeup of the UK working population we have to change and rise to the challenges this presents in terms of policy and service delivery to a diverse community. We recognize that there is much to do.

6. Governance

This document outlines a top level plan that expects delivery through real actions by our leaders, with our people, for our customers. DfT(c) and each of its Executive Agencies and has its own governance structures to deliver their business needs. The Permanent Secretary and each Chief Executive is responsible for delivery of their own Diversity/Single Equality Scheme (SES) action plan and will decide how best this work is led, reviewed and delivered within their own organization, ensuring clear and senior leadership that drives real improvement.

¹ This survey is a combined survey of households in Great Britain, updated quarterly and available at Local Authority level and above. It is a residence-based labour market survey which includes population and economic activity, broken down by gender, age, ethnicity, industry and occupation

² Promoting Equality, Valuing Diversity - A Strategy for the Civil Service 2008
www.civilservice.gov.uk/documents/pdf/diversity/diversity_strategy.pdf

Local Diversity/SES action plans will be developed with a reporting structure that responds to this document and addresses issues identified in diversity monitoring reports and in engagement surveys. These will be reported and reviewed, alongside the central department's own local Diversity/SES action plan, with regular review by the Permanent Secretary with the Directors General and the Agency Chief Executives.

7. Resources

The overall policy for equality and diversity is held within DfT(c) which is responsible for developing and publishing the Single Equality Scheme. The level of resource given specifically to diversity in HR is spread across the department and the Executive Agencies and currently totals approximately 15 staff, of which 9 were fully engaged on employment related matters

The resources in the Executive Agencies and DfT(c) co-ordinate and lead action to address diversity, i.e. equality monitoring, HR policy development, Equality Impact Assessment, maintaining the Diversity/Single Equality Scheme action plans etc. In addition, some parts of the Department have assigned diversity/equality champions and staff networks where they have been considered necessary.

Resources will be monitored and managed to deliver improvements to equality and diversity and HR Directors will consider how best this can be achieved corporately, integrated with annual business planning and as business as usual for all HR practitioners. However, actions to deliver the strategy cannot solely be the preserve of diversity team members if this plan is to succeed.

We will require the continued provision of "specialist" knowledge within dedicated HR teams and appropriately targeted skills development. However, we must make better use of business resources to deliver specific improvements outlined in this plan so as to mainstream responsibilities throughout the department, for example on the assessment of equality impacts in new policies and projects.

Some leaders may want to use this opportunity to contribute specifically to the wider departmental agenda (the 80% role, 10% departmental and 10% civil service contribution). All managers and policy makers are responsible for ensuring high quality Equality Impact Assessments are undertaken and integrated as business as usual.

HR Directors will continue to support the HR Diversity Network Group as a centre of expertise for diversity practitioners to share best practice, improve consistency of delivery across the DfT family and support those with specific diversity responsibilities. That group, supported by HR Directors will consider on an ongoing basis the best approaches to manage effective communications, such as publications, reports, web pages etc., and corporate subscriptions e.g. to the Employers Forum on Disability and provide support to staff networks across DfT.

Work has commenced recently to support and promote common commissioning in areas of equality and diversity awareness training, equality impact assessment training and producing and analyzing monitoring data.

Ultimately, equality and diversity will be influenced by the behaviours of all staff in valuing “difference” and in how we treat both the people we work with and the wider community we serve. The focus of this plan is to strengthen the framework and strategy for ensuring that we continue to develop and improve as an organization and through all our people in bringing about operational change.

8. Key themes: the Departmental Delivery Plan

This action plan that follows focuses on the four key themes outlined in the “Civil Service Strategy: Promoting Equality and Valuing Diversity”. It builds on our work to date and will allow each Executive Agency and the Central Department to tailor and deliver solutions that fit best with their business and local needs.

The key themes are:

- **leadership & accountability** down to first line management level with clear, transparent accountability for delivering on equality and diversity. The focus is on line managers to bring about behaviour change throughout the business.
- **behaviour and culture** changes to create a Civil Service-wide inclusive culture, confident in its own diversity.
- **talent management** that enables everyone to realise their potential and also accelerates the rate at which we bring in and bring on people from different and underrepresented backgrounds.
- **a representative workforce at all levels**; measured against workforce targets to reach over the next three years: for women in the Senior Civil Service; women in top management posts; people from minority ethnic backgrounds and disabled people in the Senior Civil Service, that drive progress towards our aspiration to reflect the society we serve by 2020.

This plan also shows how at a corporate level we will meet our Public Duties as an employer under the Race Relations Amendment Act 2000, Disability Discrimination Act 2005 and the Equality Act 2006. We have also extended this provision, where relevant to cover: age, sexual orientation, religion or belief and transgender.

Department for Transport: Corporate Diversity Delivery Plan 2009-2012

Leadership and Accountability

Outcome

Active, visible leadership on every aspect of equality and diversity throughout the department to successfully deliver this plan. Driven by clear and effective lines of accountability with leaders and managers expected to demonstrate commitment to diversity and equality of opportunity.

Current Position

Following the results of the Capability Review we have strengthened our leadership training programme, introducing master classes and 360° reporting for all members of the Senior Civil Service.

Alongside the central leadership programme the department and its agencies have been working on mainstreaming diversity into training events, particularly induction and management courses.

This plan seeks steps to take this further and ensure all leaders are held to account, through performance management, to develop their own talent and promote diversity within their teams.

Why are we doing this:

- To raise awareness and understanding of the business, ethical and legal case for equality and diversity throughout the department.
- To raise awareness that some groups of staff are underrepresented at all, including senior, levels and explain the need for positive action.

What this means:

| | Equality Strand | Action | When | By Whom |
|---|------------------------|---|-------------|---------------------------------------|
| 1 | All | All leaders (including all SCS) across DfT ³ fully contribute to equality and diversity through the proper application of employee processes and ensuring their staff have considered access to learning and development. Business plans reflect delivery with due consideration of equality and diversity legal duties. | Ongoing | All SCS staff |
| 2 | All | DfT(c) and each Executive Agency review objectives (SCS and other leaders) to ensure diversity is captured in management performance objectives in a meaningful way that is appropriate to each business unit. | 2009/2010 | HR Directors DGs/Directors/ SCS |

How we will support you to do this:

| | Equality Strand | Action | When | By Whom |
|---|------------------------|--|------------------|--|
| 3 | All | All leaders and managers across DfT commit resources to attend equality and diversity awareness workshops, commissioned and provided by HR, with refresher events every three years. HR Directors ensure each Executive Agency and DfT(c) is properly represented on the DfT HR Diversity Network Group to effectively share knowledge and best practice. | 2009 and ongoing | Agency Chief Executives/ DfT(c) supported by HR Directors |

³ All references to DfT in the action plan applies to DfT(c) and the Executive Agencies.

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|--|--|--|--|--|
| | | DfT HR teams develop master classes for leaders in the SCS across the DfT which include mainstreaming equality and diversity into business as usual. | | |
|--|--|--|--|--|

How we will ensure compliance:

| | Equality Strand | Action | When | By Whom |
|---|--------------------------------------|---|------------------------------------|--|
| 4 | All | Review progress on compliance with the equalities duties raised at the October 2008 Directors General and Agency Chief Executives meeting. | March 2009 and annually thereafter | DfT HR with DfT(c) Directors General and Agency Chief Executives |
| 5 | All and specifically Race Disability | Diversity/Equality Champions across the Department meet annually to share good practice and agree strategies to support staff networks, with specific emphasis on promoting good relations across groups of people. | 2009 – 2010 ongoing | DfT Diversity/Equality Champions, Staff Network Chairs |
| 6 | All | All DfT leaders (including members of the SCS) hold standard setting / moderation meetings to monitor actively that all staff are performance managed appropriately. | 2009-ongoing | All members of the SCS |
| 7 | All | All DfT leaders, including all SCS, ensure that teams undertake Equality Impact Assessments (EqIA) for all policy/strategy development and this is included in performance objectives, with staff undertaking appropriate training and development. | Ongoing | All SCS / managers/ teams |

Behaviour and Culture Change

Outcome

Dignity and respect for all: To create a culture and behaviours throughout the department that values and promotes diversity and mainstreams equality and diversity into all aspects of our business.

Current Position

DfT(c) and each of its agencies carry out staff surveys to measure engagement of their employees. DfT(c) completed a staff engagement survey using the Cabinet Office core questions in October 2008. Trialling the new survey, and Pulse Surveys before it, contribute to the department's wider "4ward" change programme to improve capability.

The results of the survey, published to all staff in December 2008, indicated a high response rate with 73% of permanent staff responding. The survey has included questions on fairness and the results are being analysed, including giving consideration of equality and diversity. Initial findings have been passed to Directors General, Directors or heads of larger units to share with their staff and action plans from divisional managers in DfT(c) have been commissioned. A programme of activity responding to the survey has commenced.

From autumn 2009 all Agencies and DfT(c) will use the Cabinet Office survey as a model of best practice and this will standardise and so improve measurement of engagement across the department. Our aim is that our employees feel valued with resulting actions to engender increased engagement.

Why are we doing this:

- To enhance our employee engagement through action plans and other local and central interventions, e.g. staff surveys, aiming that everyone who works with us feels that they are treated fairly and inclusively.
- To ensure that Equality Impact Assessments become an integral part of policy development.

- To build a culture in which the way we operate day to day takes full account of diversity e.g. in arranging meetings to accommodate people with child care responsibilities or observation of religious festivals.
- Declaration: To create an environment of trust in which people feel confident to disclose relevant personal information

What this means is:

| | Equality Strand | Action | When | By Who |
|---|------------------------|---|------------------------|---|
| 1 | All | Measurement of staff engagement will be undertaken annually by DfT(c) and each Executive Agency using the Cabinet Office staff survey questions as a model of good practice, with effective follow up actions put in place. | 2009-11 | Agency Chief Executives & DfT(c) HR Director |
| 2 | All | The DfT HR Director's Forum will consider how diversity resources can best be directed and utilised moving forward e.g. common commissioning, sharing expertise etc | April 2009 and ongoing | DfT(c) HR Director |
| 3 | All | Equality Impact Assessments (EqIA) will be part of manager's responsibilities across the DfT and the need to undertake them included in performance objectives. Local registers of EqIA undertaken will be maintained within DfT(c) Directorates and the Executive Agencies, with contact details, to share best practice. | April 2009 and ongoing | All DfT Directors and all line managers to include as appropriate. DfT central policy owners as appropriate. |
| 4 | All | Each Executive Agency and DfT(c) to develop and implement an appropriate communication plan to involve key stakeholders throughout the department to promote the benefits of equality and diversity. | April 2009 and ongoing | DfT HR and Communication Units, informed by local Diversity/Equality Champions and staff networks. |

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|---|-----|---|---------|--|
| 5 | All | Executive Agencies and DfT(c) consider aspirations for appropriate award submissions (Stonewall etc.) and then monitor progress towards those goals | Ongoing | HR Directors recommendation to Agency Chief Executives |
|---|-----|---|---------|--|

How we will support you to do this:

| | Equality Strand | Action | By when | By who |
|---|------------------------|---|--------------------------|--|
| 6 | All | Diversity training delivered to all staff across the DfT, with appropriate proposals and plans in place to deliver refresher training including induction training and plans for new staff. Specific interventions developed to support line managers. as necessary, for them to model inclusive behaviours with confidence and pride. | Ongoing | DfT HR Directors DfT HR Directors /Diversity Network Group/Learning and Development teams |
| 7 | All | Best practice advice on Equality Impact Assessment (EqiA) consultation developed and communicated across DfT. DfT(c) and the Executive Agencies evaluate impact of the EqiA training for leaders and managers with policy and delivery responsibilities and take appropriate action. Review our processes for each Executive Agency and DfT(c) to undertake, monitor and make available all EqiA completed. | March 2010 & ongoing | Those responsible in DfT(c) and Executive Agencies |
| 8 | All | DfT(c) and Executive Agencies to ensure that their HR policies are reviewed, as part of their Single Equality Scheme, to a defined plan. | by June 2009 and ongoing | DfT HR Directors |

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|---|-----|---|---------|----------------------------------|
| 9 | All | DfT Diversity/Equality Champions will proactively work with our staff networks (where they exist) to develop proposals that support engagement and more effective relationships between people of different groups. | Ongoing | DfT Diversity/Equality Champions |
|---|-----|---|---------|----------------------------------|

How we will ensure compliance:

| | Equality Strand | Action | By When | By Who |
|----|------------------------|---|---------------------|---------------------------|
| 10 | All | DfT(c) and the Executive Agencies complete an annual audit to ensure that Equality Impact Assessments are incorporated into the design of policy delivery throughout the department as appropriate. | 2009-10 and ongoing | DfT Internal Audit teams. |
| 11 | All | Annual monitoring of: <ul style="list-style-type: none"> • staff engagement via survey. • employee monitoring via independent report. | Annually | DfT HR Directors |

Talent Management

Outcome

Talented people from the widest range of backgrounds join and progress throughout the Department.

Current Position

People are our most important resource. Attracting, motivating, developing and retaining the right people are key tools for improving workforce diversity.

Existing tools such as our performance management systems and individual development plans are vehicles to deliver these improvements in partnership with good leadership, management practice and assurance. We will continue to take steps to improve these processes and their application.

We will continue to review and develop all of our existing specialist talent programmes including Green Light and Fast Forward. A review of these talent programmes was carried out in 2007 and the recommendations are being taken forward.

We need to do more: We are not representative of the working population at SCS or at other levels and we need to take effective and positive action to redress this balance, recognizing that some groups of people need specific interventions to support their development. Line managers will be responsible for the development of talent from underrepresented groups in their teams to ensure everyone is given the opportunity to progress.

There are actions we can take to support the development of our current staff, and actions to attract a more diverse range of talent and both are addressed in this plan:

Why are we doing this:

- To ensure that posts are filled from the widest possible resource pools and that unnecessary barriers which might restrict their attractiveness to different sections of the workforce are removed.

- To identify people from within under-represented groups and take responsibility for helping them to develop their aspirations and achieve their potential.
- For all of this to take place in the broader context of the Skills and Training strategies.

What this means:

| | Equality Strand | Action | By When | By Who |
|---|------------------------|---|------------------------|------------------------------|
| 1 | All | DfT line managers continue to develop all staff they lead; encourage and identify staff from under-represented groups and personally take responsibility for their development. | April 2009 and ongoing | All line managers across DfT |

How we will support this:

| | Equality Strand | Action | By When | By Who |
|---|------------------------|---|---|--|
| 2 | All | DfT will create and implement an inclusive Skills Strategy and implementation plan. This aims to deliver opportunity for all our people whatever the stage of their careers. Implement commitments outlined in the Government's Skill Pledge, that 95% of each department's workforce has a Level 2 qualification. | Plan in place by April 2009 | DfT HR Directors and led by the DfT HR corporate Learning and Development Team |
| 3 | All | Review and take actions to optimise our investment in all DfT Talent Management programmes including "Fast Forward", "Greenlight" (a development programme open to all ethnic minority staff), and other development programmes. Consider talent programmes by location e.g. VCA, VOSA and HA all have offices in Bristol. | Ongoing Review "Fast Forward" & "Greenlight" by 2010-11. | DfT HR Directors / DfT(c) / Executive Agency talent teams. |

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| 4 | All | DfT representatives take an active part in the Cabinet Office Talent and Culture Working Group and cascade best practice across the department. | Immediately | DfT(c) Diversity Team with feedback to DfT Diversity Network Group and DfT HR Directors. |
|---|-----|---|-------------|--|

How we will ensure compliance:

| | Equality Strand | Action | By When | By Who |
|---|------------------------|--|-----------------|------------------|
| 5 | All | Each Executive Agency and DfT(c) will review / create Workforce Plans that demonstrate active consideration of equality and diversity in the workforce, including labour market assessment and succession planning for senior management / key post feeder grades. Evidence based positive action will be used to encourage and support applications for appointment and promotion from under-represented groups. | 2009-10 onwards | DfT HR Directors |
| 6 | All | DfT(c) and Executive Agencies monitor impact of their performance management and learning and development strategies to ensure proper application of these systems, including to under-represented groups. | 2009 ongoing | DfT HR Directors |

Representation

Outcome

A Department that is making good progress towards reflecting society in its various locations by 2020 at all levels. A Department that is effective in delivering its services in a more personalised way by reflecting the customers it serves.

Senior Management: Current Position and Targets

| Targets | 2006 | 2007 | 2008 | 2009 | 2012 target |
|---|-------|-------|-------|-------|-------------|
| Women in the SCS. | 24.1% | 22.4% | 25.4% | 27.5% | 30% |
| Minority ethnic staff in the SCS. | 2.9% | 2.8% | 1.5% | 2.3% | 4% |
| Staff with disabilities in the SCS. | 0.6% | 1.9% | 2% | 2.1% | 3.2% |
| Top DfT posts - Directors (SCSPB2 and above) to be filled by women. | 23.8% | 23.8% | 29.3% | 27.5% | 30% |

This plan is designed to ensure we improve the quality of our data over the next three years. We will work to continuously improve our diversity declaration rates so that our data analysis, including that in monitoring reports, is of best quality. We will consider what this information tells us and take action to resolve identified anomalies locally.

To improve our monitoring of employee data HR have, for the first time this year, utilized the department's "In House Analytical Consultancy" team as a quasi independent unit to undertake reporting and analysis for use across the whole department, thus creating a more standardized approach to reporting. This will offer a consistent data set from which we can compare and measure future improvement. Raw data from each of the Executive Agencies and DFT(C) will be used to produce individual reports that will be published on the DfT and Executive Agency websites annually.

Why are we doing this?

Monitoring is the bedrock for future development and all actions outlined in this section are important. The approach to monitoring will give better transparency and consistency to employee monitoring throughout the whole department and enable improved focus to deliver appropriate solutions targeted where they are most needed. A reporting scorecard will be developed to monitor progress in Executive Agencies and DfT(c).

The analysis will support action planning for incorporation into the relevant plans to address race, disability and gender. Given this refreshed approach we will also reassess data gaps or quality issues.

What this means is:

| | Equality Strand | Action | By When | By Who |
|---|------------------------|--|-----------------------------|---|
| 1 | All | On receipt of the final new Monitoring Reports, DfT(c) and each Executive Agency will assess the data quality and take action to address any inconsistencies or gaps, assigning specific responsibilities for making improvement, in partnership with key stakeholders (Recruitment consultancies, Shared Service Centre etc). | Immediately | DfT HR Directors |
| 2 | All | On receipt of up to date monitoring data use this information with Workforce Plans to establish appropriate targets where groups are underrepresented. | 2009-10 ongoing | DfT HR Directors |
| 3 | All | Ensure posts are filled from the widest possible resource pools and that unnecessary barriers which might restrict their attractiveness to different sections of the workforce are removed. | 31st March 2010 and ongoing | DfT recruiting line managers with support from DfT HR teams and |

How we will support this:

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|---|---------------------|---|-----------------------|--|
| 4 | All | Common monitoring reports will be produced annually for each Executive Agency and DfT(c). | 31st October annually | DfT(c) In House Analytical Consultancy team. |
| 5 | All | DfT(c) to consider forthcoming vacancies, and review recruitment and retention strategies to improve diversity in the SCS through succession management process and public appointments. | Immediately | DfT(c) HR Director |
| 6 | Race and Disability | DfT increases and/or maintains known declaration rates on diversity monitoring to 90% on ethnicity and disability across DfT. DfT(c) and the Executive Agencies introduce monitoring and incrementally increase declaration rates on religion or belief and sexual orientation aiming for 90%, including reviews and action in areas of non-compliance where necessary. | December 2009-10 | DfT(c) Directors General / Agency Chief Executives |
| 7 | All | DfT puts processes in place to demonstrate an ambition of a 90% target response rate for exit interview questionnaires. DfT analyses and uses exit interview data to inform future strategy development | 2009-10 | DfT HR Directors / Shared Service Centre |
| 8 | All | DfT consistently targets recruitment campaigns to increase the number of applications from under-represented groups by: <ul style="list-style-type: none"> • Looking at how we recruit from a more diverse pool when developing local work force plans and attraction strategies. • Consider engagement with the local community to best develop the talent pipeline e.g. Job Fairs, Local Employment Partnerships, closer relationships with relevant local universities and colleges etc. | 2010-2012 | Led by DfT HR Resource Managers and Business Partners DfT Recruitment teams, in partnership with line managers. |

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|--|--|---|--|--|
| | | <ul style="list-style-type: none"> Use the principles from the “Good Practice Guide: Diversity in recruitment to the SCS” to inform efficient and effective best practice throughout DfT at all levels of recruitment. | | |
|--|--|---|--|--|

How we will ensure compliance:

| | Equality Strand | Action | By When | By Who |
|---|------------------------|---|------------------------------|---------------|
| 9 | All | DfT publicly reports on our progress towards our equality targets every year through an annual equality reports which will be published on the Executive Agencies and DfT websites. | 31 March annually until 2012 | DfT HR teams |

List of Current Equality Duties as at November 2009

Public Sector Duties

We have certain legal obligations under three Equality Duties to promote equality in the areas of disability, gender and race. Each of the actions in our plan relates to one or more specific parts of an Equality Duty.

The Race Relations (Amendment) Act 2000 places a duty on public authorities to have due regard to the need to:

1. Eliminate unlawful racial discrimination.
2. Promote equality of opportunity.
3. Promote good relations between people of different racial groups.

The Disability Discrimination Act 2005 places a duty on all public authorities to have due regard to the need to:

4. Eliminate discrimination that is unlawful under the Act.
5. Eliminate harassment of disabled persons that is related to their disabilities.
6. Promote equality of opportunity between disabled people and others.
7. Take steps to take account of disabled peoples disabilities, even where that involves treating them more favourably than others.
8. Promote positive attitudes towards disabled people.
9. Encourage participation by disabled people in public life.

The Gender Equality Duty was introduced in the Equality Act 2006 and requires public bodies to have due regard to the need to:

10. Eliminate unlawful sex discrimination and harassment (including for transsexual people).
11. Promote equality of opportunity between men and women.

The Department's approach is to continue to apply elements of the above duties, where relevant, to: age, sexual orientation, religion or belief and transgender and these have been included within the 'All' categories within the action plan. Further information on the Equalities legislation and duties can be found on the Equalities and Human Rights Commission (EHRC) website at www.equalityhumanrights.com.