

Department of Energy and Climate Change

Equality, Diversity and Inclusion Strategy: Delivery Action Plan and Impact Indicators

June 2012 – June 2015

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Introduction

Actions and change are needed to achieve the Equality, Diversity and Inclusion Strategy – its vision, objective and four aims. A summary of the key milestones in the action plan is set out in Figure 1. A summary of the indicators that will be used to track DECC's progress in improving equality, diversity and inclusion are set out in Figure 2. The action plan and set of impact indicators are designed to:

- Improve engagement with different groups in society and build diverse needs and interests into policy design, delivery and communications
- Create greater transparency and equality in outcomes of the performance management system
- Equip all staff, managers and leaders through training, information and highlighting role models to build equality, diversity and inclusion into the work they do and the way they work
- Raise awareness of equality, diversity and inclusion and involve staff through the staff networks, team discussions, the Trade Unions and DECC-wide events
- Build shared responsibility and accountability for achieving improvements by explicitly embedding inclusive leadership into the performance management process and creating DG-Group specific equality and diversity objectives
- Embed equality, diversity and inclusion into recruitment, training and promotion
- Achieve equality, diversity and inclusion improvements through overall accountability for delivering the strategy held by the DECC Diversity Champion and monitoring of progress using 19 performance indicators by the Equality, Diversity and Inclusion Strategy Board (EDIB). The EDIB is chaired by the DECC Diversity Champion and includes three independent diversity experts, representation from the staff networks and DECC Director level representation.

The actions and impact indicators that have been identified to deliver on the vision; objective and aims are based on:

- The results, recommendations and suggested actions from the DECC Diversity Review
- Actions and impact indicators included in external best practice benchmarks and guidance on age, disability, gender, race, work-life balance and sexual orientation from the Equality and Human Rights Commission and the diversity forums¹.

In year 3 of the strategy, a review and culture audit will be undertaken to establish the extent of progress DECC has made in achieving the Diversity and Inclusion objectives. The strategy, action plan and impact indicators will then be revised on the basis of the review and audit findings.

¹ <http://www.equalityhumanrights.com/publications/guidance-and-good-practice-publications/guidance-and-good-practice-for-employers/>; <http://www.efa.org.uk/>; <http://ww-w.bitcdiversity.org.uk/>; <http://www.efd.org.uk/>.

Figure 1: Action Plan – Summary and Milestones

	Aim 1: More effectively embed equality, diversity and inclusion into our leadership policies, systems, processes & governance arrangements	Aim 2: Ensure policy design and communication builds on the results of engagement with different groups in society	Aim 3: Build the skills and environment we need to improve equality and diversity	Aim 4: Increase the diversity of our staff at all levels, improving the ability of all staff to reach their potential and building equality into how we promote & manage staff performance
1st 6 months	<ul style="list-style-type: none"> Put the governance & accountability process in place to support achieving the equality, diversity & inclusion objective & four aims Build shared leadership of equality, diversity & inclusion at all levels Support the role & contribution of staff networks Improve management information to track progress in achieving the equality, diversity & inclusion objective & aims 	<ul style="list-style-type: none"> Embed considerations of equality, diversity & inclusion into engagement with customers & stakeholders Better equip DECC staff to build results of insight into the different needs of groups in society into policy & communications 	<ul style="list-style-type: none"> Introduce training to equip leaders, managers and all staff with the skills needed to embed equality, diversity & inclusion into the work they do & the way they work (Phase 1) Continue building an accessible working environment Ensure information & support on equality, diversity & inclusion is available to all staff including specific support on disability 	<ul style="list-style-type: none"> Review recruitment to ensure it promotes equality, diversity & inclusion Review the performance management system and process, ensuring it does not disadvantage any group in DECC & helps to promote inclusive skills and behaviours
2nd 6 months	<ul style="list-style-type: none"> Benchmark performance externally Review & communicate progress in achieving the equality, diversity & inclusion objective & aims internally & externally 	<ul style="list-style-type: none"> Review external communications to ensure they consider the needs and interests of different groups in society 	<ul style="list-style-type: none"> Introduce internal communications programme to raise awareness and support equality, diversity & inclusion work Build a culture that supports smart & flexible working Continue & extend Equal Pay Review work across age, disability, gender, race, religion and belief, sexual orientation and part-time staff 	<ul style="list-style-type: none"> Review the promotion process to ensure it reinforces inclusive skills & behaviours and supports everyone in reaching their full potential
Year 2	<ul style="list-style-type: none"> Strengthen the theme of 'people' – our staff and customers in the DECC mission & values 	<ul style="list-style-type: none"> Review the impact and communication of policies on different groups in society Review partners & suppliers supporting role in meeting the needs & interests of different groups in society 	<ul style="list-style-type: none"> Extend training to equip all staff with the skills needed to embed equality, diversity & inclusion into the work they do & the way they work (phase 2) 	<ul style="list-style-type: none"> Review awards & recognition to ensure it is inclusive Analysis and action to support the progression of groups under-represented in the SCS & feeder grades
Year 3	Equality, Diversity, Inclusion and Culture Review			

Figure 2: 19 Impact Indicators – Summary Dashboard

The impact indicators will be used by the Diversity Networks, the Equality, Diversity & Inclusion Strategy Board and the Management Board to monitor and challenge progress in achieving positive equality, diversity and inclusion outcomes.

A summary traffic light key will be used to indicate progress on each of the impact indicators where:

RED = Poor performance, slow or lack of progress

AMBER = Medium performance, progress is being made towards achieving goals and objectives

GREEN = High performance, goals and objectives have been achieved

Leadership, Governance & Accountability		Inclusive Policy Design and Communications		Inclusive & Supportive Work Environment		Developing the Potential in Everyone	
1. Progress in directorates delivery of their own equality, diversity & inclusion objectives	RAG	1. Progress in engaging with diverse groups in society	RAG	1. Progress in achieving a high engagement index score across different staff groups	RAG	1. Progress in minimising the likelihood of staff from one group over another receiving a high box rating	RAG
2. Improvements in rates of staff identity declarations	RAG	2. More inclusive external communications	RAG	2. Evidence of working towards equal pay on age, disability, ethnicity, gender, religion and belief, part-time, sexual orientation	RAG	2. Progress in achieving Civil Service targets in SCS & feeder grades	RAG
3. External benchmarking performance	RAG	3. Improvements in designing inclusive policy	RAG	3. Reasonable adjustment requests are responded to in line with DECC procedures & progress is being made in delivering the accessibility plan	RAG	3. Improving diversity in recruitment	RAG
4. Progress in building inclusive leadership skills (indicators from staff survey)	RAG			4. Progress in minimising equality related grievances	RAG	4. Improving diversity in DECC talent profiles	RAG
				5. Progress in creating an Inclusive environment (based on indicators from staff survey)	RAG	5. Improving diversity in promotions	RAG
						6. Improving diversity in training participation	RAG
						7. Progress in positive perceptions of developing the potential in everyone (based on inclusive people development indicators from staff survey)	RAG

Aim 1: More effectively embed equality, diversity and inclusion into our leadership, policies, systems, processes and governance arrangements

Aim 1: More effectively embed equality, diversity and inclusion into our leadership policies, systems, processes & governance arrangements				
Year 1 – 1 st 6 Months				
Existing/ Extended/ New Work	Action	Deliverables	Lead Responsibility	Protected Characteristic
Existing & extended	<p>1. Establish governance structures and procedures:</p> <ul style="list-style-type: none"> Put governance in place as set out in this strategy Include equality, diversity & inclusion within the DECC Risk Register updated every six months 	<ul style="list-style-type: none"> Governance structure in place, including Strategy Board and Implementation Group Risk Register updated 	Performance	A, D, G, LGBT, R, R/B
New	<p>2. Build shared leadership:</p> <ul style="list-style-type: none"> Each DG Group to identify equality, diversity & inclusion aims & key performance indicators for their directorate using consultations with staff. To be built into the DECC group performance review and subject to the same reporting and accountability cycle. To be repeated annually. Progress reported to the Equality, Diversity and Inclusion Strategy Board every six months. Briefing for Ministers and Non-Executives on this strategy and their role in the successful achievement of its objectives Involve leaders in communicating and engaging staff in delivering on this strategy e.g. through team discussions, road shows. This should include communicating the business case. 	<ul style="list-style-type: none"> Up to 3 equality, diversity & inclusion aims for each Directorate on intranet and schedule for building in to group performance review System for reporting on progress in meeting aims to the Strategy Board Written & verbal Minister and Non-Exec briefing Diversity & Inclusion business case produced 	DGs HR Performance Strategy	A, D, G, LGBT, R, R/B
Existing	<p>3. Support DECC staff networks:</p> <ul style="list-style-type: none"> Undertake a review of the existing networks with the networks themselves to ensure that all bodies have defined governance arrangements and terms of reference which will support DECC in implementing the Equality, Diversity and Inclusion strategy and action plan Network Champions; setting out the role, responsibilities, objectives and appointment of network Champions If the DAG remains after the review of existing networks, agree Chair and Deputy Chair of DAG Consider additional network groups, notably on age and gender Ensure network Champions have the knowledge and information they need to be effective in the role Appropriate budget for networks to fulfill their terms of reference Improved communication of the role, contribution and achievements of the networks across DECC 	<ul style="list-style-type: none"> Clear network terms of reference Clarity on role, responsibilities & appointment of network champions Decision on additional networks Guidance & training for champions Communication of networks role and activities 	HR (with the Staff Networks)	A, D, G, LGBT, R, R/B

Aim 1: More effectively embed equality, diversity and inclusion into our leadership policies, systems, processes & governance arrangements

Year 1 – 1st 6 Months cont.				
Existing/ Extended/ New Work	Action	Deliverables	Lead Responsibility	Protected Characteristic
Existing	<p>4. Improve equality, diversity & inclusion management information:</p> <ul style="list-style-type: none"> Establish monitoring systems to deliver the management information required to track equality, diversity & inclusion progress (as detailed in the Impact Indicators for this strategy). Continue drive to achieve 90% completions on diversity declarations across the department: <ul style="list-style-type: none"> Refresh communications on why declarations are important to achieving equality, diversity & inclusion and how the information will be used and kept Monitor declaration rates progress on a monthly basis Consider including part-time / full-time status within the declarations to support monitoring of impact indicators Consider using a direct telephone approach to improving completion rates Ensure the DECC engagement index report includes analysis of any engagement gaps between different identity groups within the Department (to be repeated annually). Include anonymous declaration within survey, including part-time / full-time status 	<ul style="list-style-type: none"> Changes required to deliver required management information & plan for implementation in place Diversity dashboard to present progress on 19 impact indicators set up Communication of purpose of monitoring e.g. briefings by managers & leaders, poster campaign etc. Possible telephone data gathering Part-time / full-time on declaration Include anonymous diversity declaration in survey including PT/FT status Analysis of staff survey results by different staff groups on questions included in this strategy's performance indicators list 	Performance HR Line Managers	A, D, G, LGBT, R, R/B
Year 1 – 2nd 6 Months				
Existing & extended	<p>5. Externally benchmark performance:</p> <ul style="list-style-type: none"> Continue to externally validate progress on sexual orientation equality using the Stonewall Workplace Equality Index. Benchmark on gender, race and disability externally. Seek opportunities to benchmark DECC with other government departments. (Benchmarking to be repeated annually) 	<ul style="list-style-type: none"> Publicise Stonewall membership and resources across department e.g. posters Complete Stonewall Workplace Equality index Complete benchmarks on disability, gender and race Plan set for benchmarking DECC against other government departments 	HR and Staff Networks	D, G, LGBT, R

Aim 1: More effectively embed equality, diversity and inclusion into our leadership policies, systems, processes & governance arrangements

Year 1 – 2nd 6 Months cont.				
Existing/ Extended/ New Work	Action	Deliverables	Lead Responsibility	Protected Characteristic
New	<p>6. Review and communicate progress on equality, diversity and inclusion (to be repeated annually)</p> <ul style="list-style-type: none"> • Where review of performance indicators highlight risks to achieving the equality, diversity and inclusion priorities and objectives, the Strategy Board (EDIB) to initiate specific follow-up or changes to actions to feed into next two-year rolling plan. • Communicate progress being achieved on equality, diversity and inclusion key performance indicators across the department. • Disseminate success stories. Set out current issues and barriers and the next stages in equality, diversity and inclusion work. (To be repeated annually) 	<ul style="list-style-type: none"> • Risks to achievement of this strategy's objective and aims highlighted to Strategy Board (EDIB) and with changes to action plan and budget proposed • Produce internal progress report • Include findings & highlights of good practice in a DECC equality, diversity and inclusion event 	Chair of Equality, Diversity & Inclusion Strategy Board	A, D, G, LGBT, R, R/B
Year 2				
New	<p>7. Review the DECC mission statement:</p> <ul style="list-style-type: none"> • Consider how the theme of 'people' in the DECC mission and values can be strengthened 	<ul style="list-style-type: none"> • Discussion on people theme tabled with Board 	Strategy	A, D, G, LGBT, R, R/B
New	<p>8. Provide support to leaders in embedding equality, diversity & inclusion into their work</p> <ul style="list-style-type: none"> • Deliver development to members of the Board and key DECC committee's to build equality, diversity & inclusion into their leadership of the department. This could include 1-1 coaching opportunities as well as an opportunity to work together as a senior leadership team to consider what actions are required to embed diversity and inclusion into the core leadership of DECC. • Explicitly build equality issues into the decision making process for the DECC Board and key DECC committees: Approvals committee, Audit and Risk committee and Talent, Succession and Remuneration committee, Strategy Development committee, Management and Change Committee. 	<ul style="list-style-type: none"> • Table opportunity at Board & committee meetings • Identify approach and needs of members • Procure provider • Feedback to DPB & Board impact of development • 3-4 points from each committee into actions being taken to ensure diversity and inclusion is built into decision making process 	HR Performance	A, D, G, LGBT, R, R/B

Aim 1 Impact Indicators – Leadership, governance and accountability

The impact indicators will be used by the Diversity Networks, the Equality, Diversity & Inclusion Strategy Board and the Management Board to monitor and challenge progress in achieving positive equality, diversity and inclusion outcomes.

A summary traffic light key will be used to indicate progress on each of the impact indicators where:

- RED** = Poor performance, slow or lack of progress
- AMBER** = Medium performance, progress is being made towards achieving goals and objectives
- GREEN** = High performance, goals and objectives have been achieved

A, D, G, LGBT, R, R/B, PT denotes: Age, Disability, Lesbian, Gay, Bisexual, Transgender, Race, Religion / Belief, Part-time

Leadership, Governance & Accountability		
Impact Indicators	Reported	Analysed
1. Each Directorate makes progress in achieving their own diversity & inclusion related objectives	Half Yearly	By Directorate
2. Progress in achieving 90% of DECC staff have completed diversity declarations	Quarterly	All department
3. Maintain Top 100 position within Stonewall Workplace Equality Index & progress in reaching top 25% positioning in all other external benchmarking (on gender, race and disability)	Annually	By D, G, R, LGBT
4. Progress in the following inclusive leadership indicators from the staff survey achieving a 75% positive rating overall and no more than a 5%+/- difference in positive responses on the indicators from different employee groups (age, disability, ethnicity, gender, part-time/full-time, sexual orientation): Inclusive Leadership – staff survey indicators <i>B26. I am treated fairly at work</i> <i>B29. I think that DECC respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)</i> <i>B42. I believe the actions of Senior Civil servants are consistent with DECC's values</i> <i>B49. I think it is safe to challenge the way things are done in DECC</i>	Annually	By A, D, G, LGBT, R, R/B, PT

Aim 2: Ensure policy design and communication builds on the results of engagement with different groups in society.

Aim 2: Ensure policy design & communication builds on the results of engagement with different groups in society				
Year 1 – 1st 6 Months				
Existing/ Extended/ New Work	Action	Deliverables	Lead Responsibility	Protected Characteristic
New	<p>9. Embed equality, diversity and inclusion into engagement with customers and stakeholders</p> <ul style="list-style-type: none"> • Ensure that diverse public reference groups are established to support effective policy development and delivery and communications. Test and develop DECC’s understanding of its stakeholders. Customer Insight Team to work with DECC networks to ensure the department builds on the diversity within to help engage with different groups externally. • Review Stakeholder survey to ensure that views from diverse groups are included 	<ul style="list-style-type: none"> • Customer Insight team report on building connections & engagement with different community groups • Improvement action plan 	Customer insight team and Comms	A, D, G, LGBT, R, R/B
New	<p>10. Provide support in embedding equality, diversity & inclusion into policy design:</p> <ul style="list-style-type: none"> • Set and deliver a programme to build equality, diversity and inclusion into all customer and policy related DECC school programmes. • Liaise with Regulatory Policy Committee on their role in ensuring effective equality analyses of policies are carried out before policy approvals take place. • Review effectiveness of current approach to equality analyses on DECC priority policies & consider the need for revised approach, guidance and governance (e.g. challenge when not done or not done well). 	<ul style="list-style-type: none"> • Embedding equality, diversity & inclusion into customer & policy training – delivery plan • Clear process in place for building equality analysis requirement into Regulatory Policy Committee procedures • Report of strengths & weaknesses of current approach to carrying out equality analysis & recommendations for improvement with timeline for delivery 	HR Economists	A, D, G, LGBT, R, R/B
Year 1 – 2nd 6 Months				
New	<p>11. Build results on equality, diversity & inclusion from public engagement into external communications programme:</p> <ul style="list-style-type: none"> • Ensure that information and motivation strategies are designed to appeal to different groups in society. 	<ul style="list-style-type: none"> • Communications plan highlighting strategies to respond to insight gained from engagement with public groups 	Communications	A, D, G, LGBT, R, R/B

Aim 2: Ensure policy design & communication builds on the results of engagement with different groups in society

Year 2				
Existing/ Extended/ New Work	Action	Deliverables	Lead Responsibility	Protected Characteristic
New	<p>12. Review equality, diversity & inclusion monitoring of policy communication and impact:</p> <ul style="list-style-type: none"> Review and agree key groups in society on which policy delivery performance of different DECC priority programmes should be monitored. 	<ul style="list-style-type: none"> Key groups for monitoring identified and approved 	Performance	A, D, G, LGBT, R, R/B
New	<p>13. Review partners & suppliers role in supporting equality, diversity & inclusion</p> <ul style="list-style-type: none"> Review how diversity and inclusion is built in to the 'total value concept' of the procurement system. Consider innovations in how DECC can influence suppliers and delivery partners to improve equality in policy outcomes. 	<ul style="list-style-type: none"> Delivery plan for building equality, diversity & inclusion into 'total value' concept of procurement 	Procurement	A, D, G, LGBT, R, R/B

Aim 2 Impact Indicators

The impact indicators will be used by the Diversity Networks, the Equality, Diversity & Inclusion Strategy Board and the Management Board to monitor and challenge progress in achieving positive equality, diversity and inclusion outcomes.

A summary traffic light key will be used to indicate progress on each of the impact indicators where:

- RED** = Poor performance, slow or lack of progress
AMBER = Medium performance, progress is being made towards achieving goals and objectives
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Inclusive Policy Design and Delivery		
Impact Indicators	Reported	Analysed
1. Evidence of engagement with diverse groups in setting and reviewing policy and programmes	Quarterly	By A, D, G, LGBT, R, R/B, PT
2. Evidence of communications that build on the results of public engagement and appeal to the needs and interests of different groups	Quarterly	By A, D, G, LGBT, R, R/B, PT, socio-economic
3. Evidence of how engagement with different groups in society has been used to design inclusive policies (e.g. ensuring smart meters are operable by everyone)	Annual	By A, D, G, LGBT, R, R/B, PT, socio-economic

Aim 3: Build the skills and environment we need to improve equality and diversity

Aim 3: Build the skills and environment we need to improve equality and diversity

Year 1 1 st 6 months				
Existing/ Extended/ New Work	Action	Deliverables	Lead Responsibility	Protected Characteristic
Existing	14. Build skills needed to support equality, diversity & inclusion (Phase 1) <ul style="list-style-type: none"> Deliver unconscious bias and inclusive leadership training for members of the Senior Civil Service within DECC Provide guidance, and resources for DECC managers and staff on equality, diversity and inclusion on the 'Support for Staff' section on the HR intranet Continue building awareness of equality, diversity & inclusion into induction programmes for all staff (permanent, temporary, consultants & contractors). Identify existing DECC School programmes in which equality, diversity & inclusion should be explicitly built into and establish a delivery programme, including any additional approaches required e.g. action learning sets. 	<ul style="list-style-type: none"> Training delivered Intranet updated Diversity & inclusion built into induction programme Delivery programme of embedding equality, diversity & inclusion into all relevant existing programmes 	HR	A, D, G, LGBT, R, R/B
Existing	15. Continue building an accessible working environment <ul style="list-style-type: none"> Continue actions to ensure accessibility of the working environment (including technology). Ensure procedures, support and standards (e.g. response times) for meeting requests for reasonable adjustments are in place and well-communicated across the department. Monitor the achievement of solutions & standards in practice. 	<ul style="list-style-type: none"> Accessibility plan in place Reasonable adjustments standards published on intranet & communicated through team briefings 	Estates, HR	D
Year 1 2nd 6 months				
	Action	Deliverables	Lead Responsibility	Protected Characteristic
New	16. Build smart and flexible working <ul style="list-style-type: none"> Identify the practices and approaches that support individuals and teams to deliver excellent results in a way that also meets the different working time needs of individuals and teams. Best practice review to be carried out within DECC, consult with other departments, draw on good practice from other sectors and lesson learnt from the Olympic period. Communicate review findings Introduce guidance for managers & staff based on the review outcomes Improve smart and flexible working skills through team briefings and building findings from the review into staff & management training 	<ul style="list-style-type: none"> Event launch of best practice results Intranet guidance for staff & managers Team discussion event Embedding findings into existing staff & management training 		

Aim 3: Create an inclusive culture with the capabilities we need to build on the strengths of diversity in helping us deliver

Year 1 2nd 6 months cont.

Existing/ Extended/ New Work	Action	Deliverables	Lead Responsibility	Protected Characteristic
New	<p>17. Introduce equality, diversity & inclusion information & support:</p> <ul style="list-style-type: none"> • Ensure there is a clear system in place that is well communicated so staff know where they can get information and advice about equality and diversity issues • Provide and raise awareness of resource to support DECC staff and managers on disability-related issues. • Introduce a comprehensive support package for staff with mental health disabilities, including a plan for rolling out awareness training and support resources for staff and managers. • Conduct an equality review of the complaints and grievance procedures and how these are communicated 	<ul style="list-style-type: none"> • Information & contact points • Report reviewing good practice approach to meeting needs of staff with mental health disability & needs of DECC highlighted • Plan for content & delivery of support package • Outcome of complaints & grievance equality review with action plan 	HR	A, D, G, LGBT, R, R/B
Year 2				
New	<p>18. Build equality, diversity and inclusion skills and capabilities across all managers and staff (Phase 2):</p> <ul style="list-style-type: none"> • Roll out unconscious bias and inclusive leadership training across DECC managers & staff. • Set out expectations of what is required of inclusive leaders, providing guidance and examples. Undertake a training needs analysis. Build Inclusive Leadership skills and behaviours in to existing and new management development programmes. • Introduce team based equality, diversity and inclusion development. Building on the outcomes of the unconscious bias and skills training rolled out over DECC, the team based learning is focused on: valuing diversity within the team, embedding equality, diversity and inclusion into the team's work, ensuring everyone contributes to achieving the DECC diversity and inclusion vision. 	<ul style="list-style-type: none"> • Roll-out of training • Review of inclusive leadership research & good practice approaches • Update HR intranet guidance to include reference to inclusive leadership • Build information & good practice on inclusive leadership into an event • Review whether existing programmes support inclusive leadership or additions are required • Each Directorate to include review of needs analysis & approach to team based diversity & inclusion development 	HR	A, D, G, LGBT, R, R/B
Existing and extended	<p>19. Equal Pay Reviews</p> <ul style="list-style-type: none"> • Continue Equal Pay Review of age, evaluate actions required • Extend Equal Pay Reviews for disability, ethnicity, sexual orientation, religion and belief and part-time as declaration rates rise to the required levels to complete the analyses 	<ul style="list-style-type: none"> • Results of Equal pay review • Action plan 	HR	A, D, G, LGBT, R, R/B, PT

Aim 3 Impact Indicators

The impact indicators will be used by the Diversity Networks, the Equality, Diversity & Inclusion Strategy Board and the Management Board to monitor and challenge progress in achieving positive equality, diversity and inclusion outcomes.

A summary traffic light key will be used to indicate progress on each of the impact indicators where:

- RED** = Poor performance, slow or lack of progress
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Inclusive and Supportive Work Environment		
Impact Indicators	Reported	Analysed
1. Progress in achieving an engagement Index of 75% in staff survey with no more than +/- 5% variations in engagement rates across different employee groups (age, disability, ethnicity, gender, part-time/full-time status and sexual orientation) and compared with other government departments	Annually	By A, D, G, LGBT, R, R/B, PT
2. Evidence of working towards equal pay objectives on gender, race, disability and part-time/full-time	Annually	By D, G, R
3. Requests for reasonable adjustments are responded to in line with DECC's procedures and standards and evidence of working towards the accessibility plan covering the built environment, health and safety technology and communications..	Quarterly	All department
4. Progress in minimising staff grievances brought by different groups of staff or brought for equality/diversity related reasons	Quarterly	By A, D, G, LGBT, R, R/B, PT
5. The following are questions from the staff survey which provide an indication of the success of DECC in creating (a) an inclusive and supportive work environment which enables and encourages staff from all backgrounds to make a positive contribution and (b) where all staff feel valued and fairly rewarded for their contribution. This indicator tracks progress towards DECC achieving a 75% positive rating overall on these questions and no more than a 5%+/- difference in positive responses on the questions from different employee groups (age, disability, ethnicity, gender, part-time/full-time, sexual orientation): Enabling and encouraging staff to make a positive contribution – staff survey indicators <i>B09. My manager motivates me to be more effective in my job</i> <i>B11. My manager is open to my ideas</i> <i>B12. My manager helps me understand how I contribute to DECC's objectives</i> <i>B48. I have the opportunity to contribute my views before decisions are made that affect me</i> <i>B19. The people in my team can be relied upon to help when things get difficult in my job</i> <i>B20. The people in my team work together to find ways to improve the service we provide</i> <i>B27. I am treated with respect by the people I work with</i> <i>B30. In my job, I am clear what is expected of me</i> <i>B33. I have the skills I need to do my job effectively</i> <i>B34. I have the tools I need to do my job effectively</i>	Annually	By A, D, G, LGBT, R, R/B, PT

<p><i>B35. I have an acceptable workload</i></p> <p><i>B36. I achieve a good balance between my work life and my private life</i></p> <p><i>B10. My manager is considerate of my life outside work</i></p> <p>Valuing and fairly rewarding staff – staff survey indicators</p> <p><i>B28. I feel valued for the work I do</i></p> <p><i>B37. I feel that my pay adequately reflects my performance</i></p> <p><i>B14. My manager recognises when I have done my job well</i></p> <p><i>B15. I receive regular feedback on my performance</i></p> <p><i>B16. The feedback I receive on my performance helps me improve my performance</i></p>		
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Aim 4: Increase the diversity of our staff at all levels, improving the ability of all staff to reach their potential and valuing their contributions

Aim 4: Increase the diversity of staff at all levels, improving the ability of all staff to reach their potential and valuing their contributions				
Year 1 – 1st 6 Months.				
Existing/ Extended/ New Work	Action	Deliverables	Lead Responsibility	Protected Characteristic
Existing	<p>20. Embed equality, diversity & inclusion in recruitment</p> <ul style="list-style-type: none"> Establish a recruitment and promotion monitoring reporting system for diversity with BIS with regard to the Senior Civil Service. Ensure flexible working arrangements are clear on all job adverts. Review interview training to ensure equality, diversity & inclusion is built into the content & introduce a system of checking that everyone involved in making recruitment decisions has undertaken the training within the last 12 months, including implementing the disability Two-Tick system. Ensure all appropriate external recruitment includes a spread of diversity related sources e.g. Pink Press, Employer Forums. Agree standards and objectives with recruitment agencies and hold them to account in helping to improve the diversity of candidates. Build diversity & inclusion understanding and capabilities as a requirement for appointing to all posts including Non-Executive Directors Introduce positive action recruitment measures where under-representation of specific groups with protected characteristics in the Department is on-going e.g. through targeted advertising or positive action. 	<ul style="list-style-type: none"> System to monitor applications, short-listing, interviews & final appointments by diversity group System developed with BIS with regard to SCS Protocol on including flexible working arrangements on all standards introduced Produce clear guidance on implementing the Two-Tick system System for ensuring everyone involved in recruitment decisions attends interview training with explicit reference to equality, diversity & inclusion every 12 months Recruitment agency standards & agreements and process for reporting progress in place Provide guidance to recruitment panels, ensure they are diverse and where necessary include an independent member (see guidance used for appointing to Boards within the NHS as an example). Identify which diversity groups are eligible for action, a positive action approach and delivery plan 	HR	A, D, G, LGBT, R, R/B

Aim 4: Increase the diversity of staff at all levels, improving the ability of all staff to reach their potential and valuing their contributions

Year 1 – 1st 6 Months cont.

Existing/ Extended/ New Work	Action	Deliverables	Lead Responsibility	Protected Characteristic
Existing	<p>21. Review the performance management system & embed equality, diversity & inclusion within it</p> <ul style="list-style-type: none"> • Review the performance management process with specific reference to improving moderation and transparency and ensuring the contribution of staff from different groups and backgrounds is fairly recognised and rewarded. Ensure that high standards of people management and inclusive leadership are explicitly sought out and rewarded in the process. • Produce guidance and introduce training to ensure the performance management process is carried out in a way which supports the highest standards of quality and equality. 	<ul style="list-style-type: none"> • Equality proofing of performance management system completed • Explicit reference to inclusive leadership included within all guidance, including for moderators • Examples of living the DECC values expanded and include explicit reference to good management and inclusive leadership • Training for all managers on how to avoid unconscious bias, recognise and reward good people management and inclusive leadership in the performance management process (can be built in to existing or new programmes). • All DECC managers to have undertaken relevant training every two years 	HR	A, D, G, LGBT, R, R/B

Year 1 – 2nd 6 Months

Existing & extended	<p>22. Embed equality, diversity & inclusion into the promotion process</p> <ul style="list-style-type: none"> • Publicise and support on an on-going basis eligible staff to attend Civil Service-wide positive action programmes • Ensure any SCS vacancies reach a broad audience e.g. put on CS vacs. • Build equality, diversity & inclusion understanding and capabilities as a requirement for appointing to all posts. • Identify management competences required for grades 6 & 7 and ensure that inclusive leadership is built into these and that these are reflected in appraisal and promotion processes. 	<ul style="list-style-type: none"> • Identify all eligible staff for CS positive action programmes • Ensure managers are aware and can build equality, diversity & inclusion into development discussions • Communicate CS positive action programme opportunities • 2-3 approaches for advertising SCS vacancies • Provide guidance to promotion panels for identifying equality, diversity & inclusion understanding and capabilities in candidates. 	HR	D, G, LGBT, R/B
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Aim 4: Increase the diversity of staff at all levels, improving the ability of all staff to reach their potential and valuing their contributions

Year 2				
Existing/ Extended/ New Work	Action	Deliverables	Lead Responsibility	Protected Characteristic
Existing	<p>23. Embed equality, diversity & inclusion into awards and recognition</p> <ul style="list-style-type: none"> Build equality, diversity and inclusion into the DECC Awards criteria e.g. Inclusive leadership. Ensure that the awards recognise contributions from different levels, functions and people with different work patterns within the department to reinforce mutual respect for different people's roles and skills. Introduce non-financial mechanisms to reward good performance and inclusive behaviours and actions e.g. thank you letters, personal thanks from Ministers, profiling in communications, stretch opportunities, developmental course or visit etc. 	<ul style="list-style-type: none"> Awards criteria updated Non-award or financial reward and thanks approaches agreed Communications approach in place 	HR	A, D, G, LGBT, R, R/B
New	<p>24. Analysis of prevailing barriers and actions to support the development of groups under-represented in the SCS & feeder grades:</p> <ul style="list-style-type: none"> Undertake a root cause analysis of barriers to reaching targets for staff groups with protected characteristics that remain under-represented in SCS, PB2 and PB1 and improving the representation of these groups of staff in feeder grades. Identify key actions that will make the most impact in overcoming barriers. Provide mentoring and sponsorship, secondment and/or work shadowing opportunities in DECC for people with protected characteristics where monitoring indicates it is appropriate and it is relevant to an agreed individual development plan. 	<ul style="list-style-type: none"> Identify key questions / objectives for root cause analysis using existing data Deliver findings report & recommendations Scope, objectives, plan & resource mentoring, sponsoring and career enhancing programme, identifying diversity groups to be included Guidance for mentoring and sponsorship on HR intranet, included in management training Communications plan e.g. at diversity events and in Diversity Champion briefing for mentoring and sponsorship Review impact of mentoring, sponsorship & other career enhancing opportunities 	HR	A, D, G, LGBT, R, R/B

Aim 4 Impact Indicators

The impact indicators will be used by the Diversity Networks, the Equality, Diversity & Inclusion Strategy Board and the Management Board to monitor and challenge progress in achieving positive equality, diversity and inclusion outcomes.

A summary traffic light key will be used to indicate progress on each of the impact indicators where:

- RED** = Poor performance, slow or lack of progress
AMBER = Medium performance, progress is being made towards achieving goals and objectives
GREEN = High performance, goals and objectives have been achieved

A, D, G, LGBT, R, R/B, PT denotes: Age, Disability, Lesbian, Gay, Bisexual, Transgender, Race, Religion / Belief, Part-time

Developing the Potential in Everyone		
Impact Indicators	Reported	Analysed
1. Progress in minimising any statistical likelihood for staff from one group with a protected characteristic over another receiving a high box rating.	Annually	By A, D, G, LGBT, R, R/B, PT
2. Progress in meeting Civil Service targets for disability, gender and race in SCS and feeder grades (adjust London and Aberdeen according to local populations)	Half-yearly	By D, G, R
3. Better reflect the diversity of the local working population (London and Aberdeen) in the recruitment of new staff & monitor the successful implementation of the Two Ticks in recruitment system	Quarterly	By A, D, G, LGBT, R, R/B
4. Progress in ensuring diversity in the talent profile at least in line with Senior Civil Service targets (adjust London and Aberdeen according to local populations)	Half-yearly	By D, G, R
5. Monitor promotions by different employee groups to minimise over or under-representation of any group (adjust London and Aberdeen according to local populations)	Quarterly	By A, D, G, LGBT, R, R/B, PT
6. Progress in ensuring participation in training in line with representation of different groups across DECC	Quarterly	By A, D, G, LGBT, R, R/B, PT
7. Progress in the following indicators within the staff survey achieving a 75% positive overall rating and no more than a 5%+/- difference in positive responses on the indicators from different employee groups (age, disability, ethnicity, gender, part-time/full-time, sexual orientation): Developing the potential in everyone – staff survey indicators <i>B02. I am sufficiently challenged by my work</i> <i>B22. I am able to access the right learning and development opportunities when I need to</i> <i>B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance</i> <i>B24. There are opportunities for me to develop my career in DECC</i> <i>B25. Learning and development activities I have completed while working for DECC are helping me to develop my career</i> <i>The additional question on perceptions of the performance appraisal system</i>	Annually	By A, D, G, LGBT, R, R/B, PT

Year 3

A full Equality, Diversity and Inclusion and Culture Review will be undertaken in Year 3 to identify strategic priorities for the following two years.