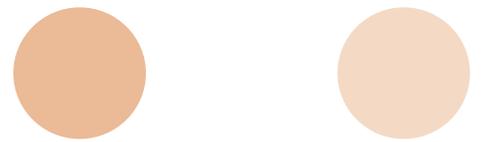




Diversity and inclusion at DfT



Different people.



One team.





Department
for Transport

Diversity and inclusion at DfT

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Foreword by Bernadette Kelly, Permanent Secretary



We all know that building diverse and inclusive organisations makes good business sense - as well as being the right thing to do.

For us in the Department for Transport that's especially true. First, because millions of people use transport every day so we have a responsibility to reflect and understand their needs. Second, because we have a huge and challenging task to deliver a transport system for the future. We need to attract talented people from the widest pool possible, and we need to ensure that when people join us, they feel valued and can give their best. And third, because I want DfT to be a beacon of good practice as an employer within the transport sector. A serious, sustained commitment to creating a diverse and inclusive culture can help us to achieve all of these goals.

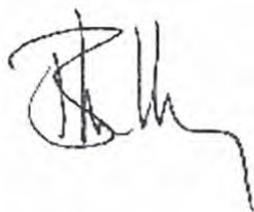
I'm DfT's gender champion. It's a role I had before becoming Permanent Secretary and one I'm delighted to continue. This year the amazing work of our networks meant we were listed in the Times Top 50 Employers for Women for the first time. It's also great that we're making real progress in our gender balance, especially at senior levels, but we still have much work to do to.

We're starting to see more DfT leaders from a Black, Asian and Minority Ethnic (BAME) background; up to 6% of our Senior Civil Service (SCS) this year. But that's still not good enough when 13% of the public we serve are BAME. And we need to see better representation of disabled people in the SCS and its feeder grades. So we're making progress in these areas a priority.

But we're not just focusing on leadership; I hope this strategy addresses the things that are important to everyone, whatever your career ambitions, and to people who might consider joining us in the future. So you'll read about the action we are taking to ensure our workforce in all grades and professions better reflects the diversity of local communities, how we're addressing the lower levels of engagement reported by people with disabilities, and how we're investing further in our fantastic staff networks.

One of the things I've been most pleased about, since I became Permanent Secretary, is the incredibly positive feedback I get from people joining DfT about how welcoming and inclusive they find us. So I'm confident we are on the right track. But we can do even better. I hope this strategy will convince you that we're aiming high!

And I hope too that it will inspire you to think about what more we can do, and the role that you can play personally to make a difference in DfT.

A handwritten signature in black ink, appearing to read 'BKelly', with a long horizontal tail extending to the right.

Bernadette Kelly
Permanent Secretary

Foreword by Lord Callanan

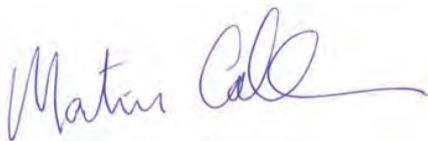


In order to build a stronger, fairer Britain we need a transport sector that works for all. We can achieve this by putting people at the very heart of our plan, including creating an inclusive Civil Service that is able to understand the needs of our customers, and deliver the high standard of services that they expect.

This strategy sets some ambitious goals for the next few years. Already we have seen a great increase in the number of women in senior roles, something that is especially worthy of celebration considering we operate in a male-dominated sector. However, we still have further to go in making sure that our department is as inclusive as it can be.

This strategy is for everybody in the department, as well as for anyone who might be thinking about a career with us. We want to be known as one of the most inclusive employers in the Civil Service. We are proud of the progress we have made on diversity and inclusion. We need to be leaders in our sector, influencing others to take action if we want to make real, permanent change.

We also have a responsibility to future generations to ensure we have the skills across the wider transport sector to continue to deliver the ambitious programme that the country needs to give opportunity to all. Whether this is through providing apprenticeships for all ages, encouraging more women to take up a career in engineering, or helping our staff understand the latest technological changes, this is how we will ensure that Britain keeps moving.

A handwritten signature in blue ink that reads "Martin Callanan". The signature is fluid and cursive, with a long horizontal stroke at the end.

Lord Callanan

Executive summary

Section one: context

Who we are, what we do and why diversity and inclusion is mission critical

1. We want the Department for Transport (DfT) family to be leaders on diversity and inclusion (D&I) in both the Civil Service and the transport sector. This strategy is for everyone who works here. We want you (and people thinking of making a career with us) to understand why being part of a diverse and inclusive organisation benefits us all and why it is good for business.
2. The DfT family comprises the central department and our four executive agencies. Our strategy tells the story of where we want to be as a department by 2021 and how we will play our part in creating a brilliant Civil Service which aims to be the most inclusive employer in the UK.¹ We are publishing our strategy in parallel with the new Civil Service D&I strategy, *Becoming the most inclusive employer in the UK*, because we have a great story of our own to tell about how we're already taking action and a clear understanding of the road ahead.

Section two: goals

Five shared goals for 2021

Inclusion

3. Creating an inclusive culture is the most sustainable way of helping people feel safer, happier and more productive at work. Building our inclusive culture makes us a better employer for all our staff, and helps us increase the diversity of our workforce by attracting talented people from the widest range of backgrounds. That means it is good for our business. Inclusion is the glue that holds our strategy together.

Diversity

4. Transport impacts everyone and we're committed to increasing the representation of people from underrepresented groups in all grades, roles and professions to better reflect the people we serve. Our strategy also considers groups not covered by legislation (e.g. people from disadvantaged socio-economic backgrounds and carers).

¹ Civil Service Workforce Plan 2016-2020: Realising our vision of A Brilliant Civil Service
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/536961/civil_service_workforce_strategy_final.pdf

5. In line with the Civil Service D&I strategy we are particularly focused on increasing the representation of talented Black, Asian and Minority Ethnic (BAME) people, and people with disabilities, in the pipeline to the Senior Civil Service (SCS) and into the SCS itself, as these are where we most need to make progress.

6. Our strategy is based on five goals, which we want to achieve by 2021:

- **We want to be one of the most inclusive departments in the Civil Service**
- **We want to better reflect local working populations in all grades, roles and professions – with a particular focus on senior roles where the gaps are greatest**
- **We want to attract, recognise and nurture diverse talent**
- **We want our staff networks to be amongst the best in the Civil Service and transport sector**
- **We want to make sure everyone in our organisations understands the importance of diversity and inclusion and how we all play a part in making it happen**

7. Our five goals and the outcomes we want to achieve by 2021 are informed by a robust evidence base drawn from employee diversity data and sources like the Civil Service People Survey. We are confident that our five goals and the actions we want to take are relevant and achievable.

8. Throughout this strategy there are stories to help you understand the impact of our work.

Section three: delivery

The outcomes the DfT family is working towards, how we'll deliver them and how we'll measure our progress

Inclusion outcomes – by 2021 we want to:

- Increase our inclusion and fair treatment theme score over Civil Service median and towards Civil Service high performer level.
- Reduce overall bullying, harassment and discrimination (BHD) to at or below Civil Service median.
- Reduce BHD gaps for underrepresented groups.

- Increase diversity data sharing to over 70% for each protected characteristic.
- Maximise our networks' effectiveness by creating a self-assessment tool and development offer.
- Have a performance management system that works for everyone.
- Continue to reduce stigma around mental health and improve support on mental health and wellbeing for individuals and their line managers.

Race outcomes – by 2021 we want to:

- Increase representation rates to reflect the proportion of BAME individuals in the local working-age population in each of our major locations.
- Strengthen our BAME talent pipeline (grades 6 and 7) and our leadership cadre (SCS).
- Increase diversity in roles and professions where BAME staff are underrepresented.

Disability outcomes – by 2021 we want to:

- Reduce the gap in engagement scores for disabled staff, particularly for those whose disability has a greater impact on work.
- Increase the representation of disabled staff in our senior leadership (SCS).
- Strengthen our talent pipeline for disabled staff (grades 6 and 7).
- Get the basics right in any new DfT building design.
- Provide expert and timely workplace adjustments across DfT.
- Build line manager disability confidence.

Gender outcomes – by 2021 we want to:

- Continue moving towards gender parity in all grades and locations.
- Strengthen our female talent pipeline (grades 6 and 7) and senior leadership cadre (SCS).
- Increase the number of women in roles and professions where they are underrepresented.

LGBT+ outcomes – by 2021 we want to:

- Improve our support to LGBT+ staff by taking part in the Stonewall Workplace Equality Index and addressing gaps.
- Develop our understanding of how we're meeting the needs of gender-diverse staff by expanding available categories for gender-identity monitoring on our HR systems and providing an Mx pronoun option.
- Work with staff networks to encourage more LGBT+ staff to share their diversity data.
- Share learning and materials from DVLA's transgender awareness training across the DfT family.
- Achieve a silver ranking in a:gender's annual health check (by 2018).
- Improve accessibility for gender-diverse staff by providing gender neutral toilets on our main sites.

Faith outcomes – by 2021 we want to:

- Improve support for staff of faith by increasing the number and quality of faith rooms in our buildings.
- Continue to support faith staff network groups.
- Raise awareness of faith issues and faith literacy through storytelling and other activities.

Age and caring outcomes – by 2021 we want to:

- Better understand how we are meeting the needs of staff with caring responsibilities by collecting caring status as part of our diversity data monitoring on HR systems and address gaps.
- Improve our support to older staff and their line managers to address lower engagement scores.

Social mobility outcomes – by 2021 we want to:

- Better understand the socio-economic background (SEB) of our workforce by introducing new SEB monitoring categories on our HR systems, in line with the wider Civil Service.
- Undertake the Social Mobility Employer Index.
- Continue to use stories from role models.

Measuring Progress

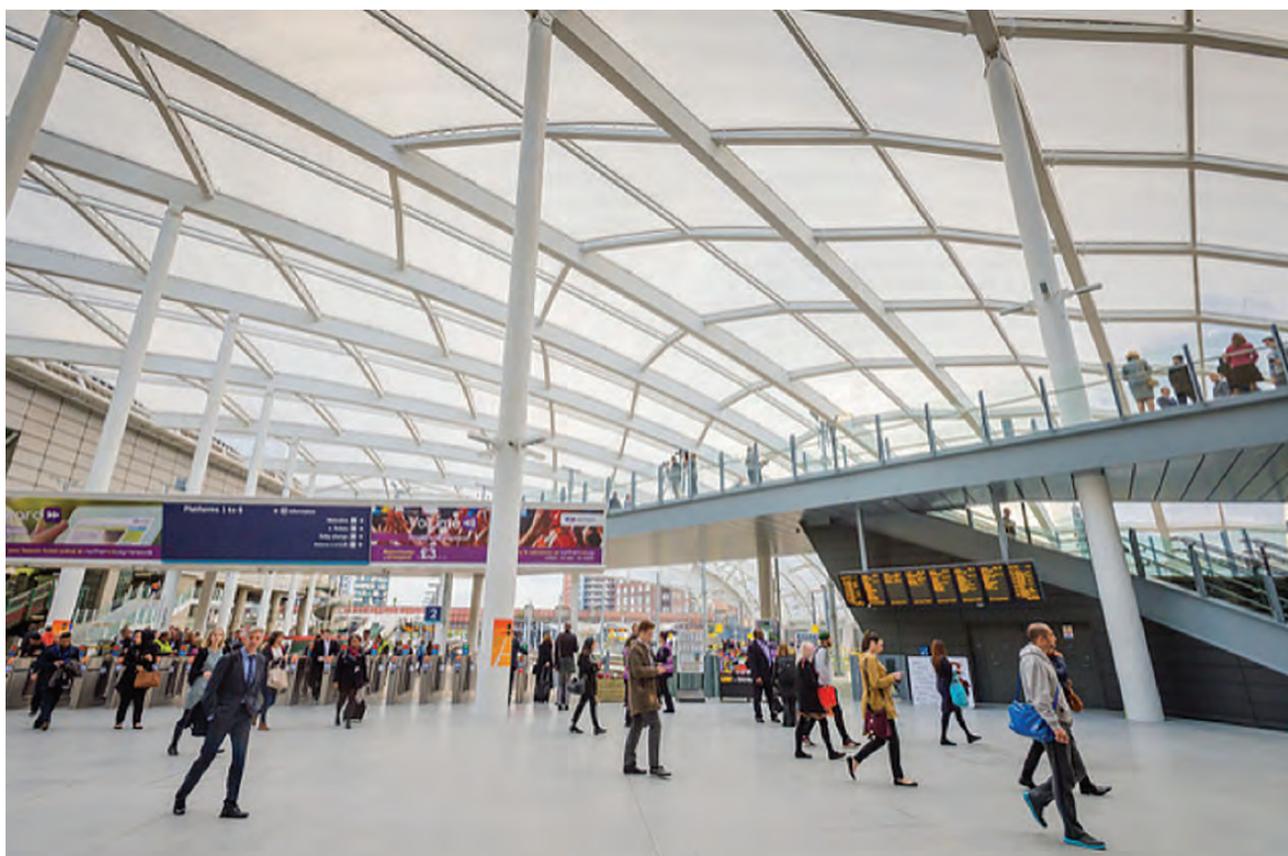
9. This section also sets out how we will measure progress against the outcomes we want to see by tracking how diverse and inclusive we are.

Finally: our call to action

10. Each DfT organisation has its own Inclusion Action Plan (IAP) to break outcomes down into specific local actions. IAPs will be signed off annually by our Executive Committee.
11. This strategy is only the beginning of the story about the work going on across the DfT family. We all have a part to play in creating the change we want to see and this section includes ideas for how **you** can make a difference.

Section one: context

Who we are, what we do and why diversity and inclusion is mission critical



(Manchester's newly refurbished Victoria station)

Who we are and what we do

- 1.1 Transport connects everyone. It's integral to people's lives, gets people to work, supports city growth and connects us internationally. The transport sector is a major sector for the economy and a significant employer: nearly 5% of the workforce is in transport-related industries.
- 1.2 The Government is investing to make journeys simpler, faster and more reliable to support jobs, enable business growth and bring our country closer together. That

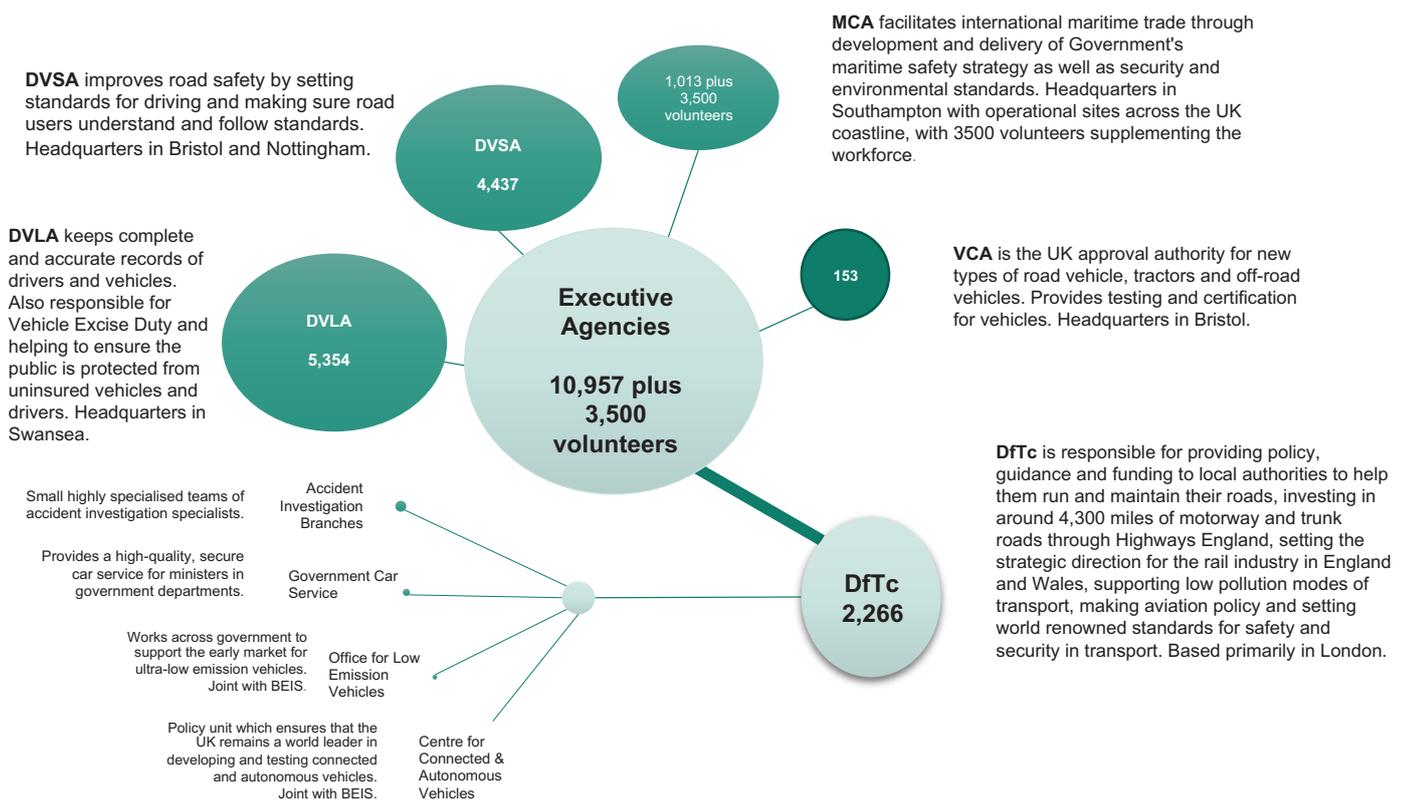
investment in Britain’s transport sector means that it is higher on the Government’s agenda than at any time since the Victorian era.

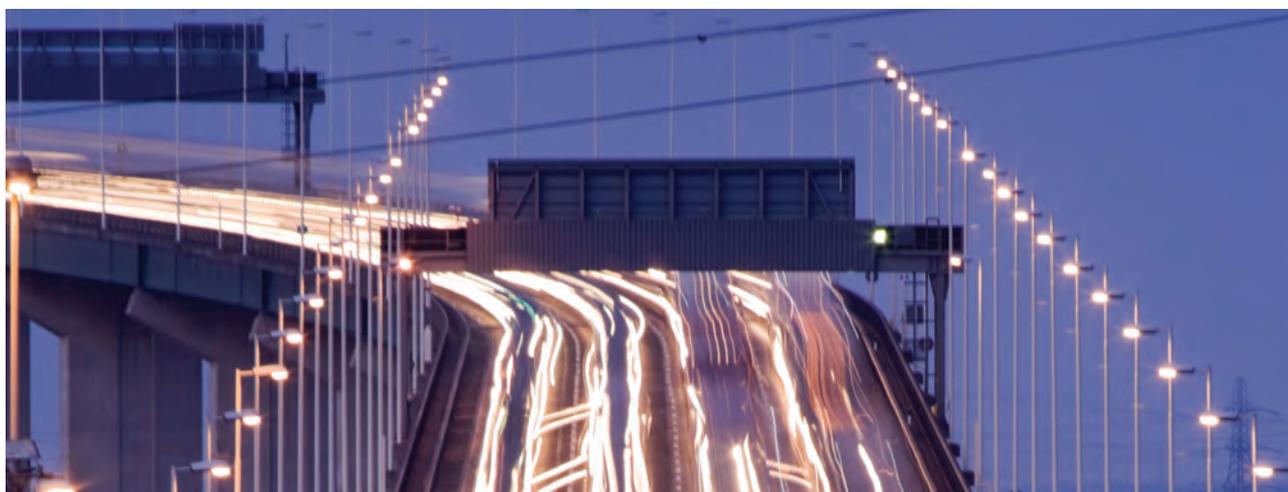
1.3 DfT is at the heart of the transport system. We set the legal framework for all transport sectors and are the principal funder for many. We also deliver transport services direct to customers through our four executive agencies.

1.4 The DfT family is the:

- Department for Transport (DfTc)
- Maritime and Coastguard Agency (MCA)
- Driver and Vehicle Licensing Agency (DVLA)
- Vehicle Certification Agency (VCA)
- Driver and Vehicle Standards Agency (DVSA)

1.5 Collectively we make up the DfT family, with around 13,200 staff and 3500 volunteer coastguards. The graphic below shows how we are connected, what we do, where we are based and how many people we employ.





(Vehicles crossing a motorway bridge at night)

- 1.6 Each part of the DfT family is different: different operating environments, job roles, professions and locations. We have a significant presence in London, but we have staff all over the country, with over 40% of our workforce in Swansea. We do everything from improving road and maritime safety to investigating accidents and issuing driving licences. We support innovation and low-pollution modes of transport, and our staff work in all sorts of environments; from ships at sea to contact centres.
- 1.7 We want to play our part in creating a brilliant Civil Service by working together with other departments to achieve our shared aim of becoming the most inclusive employer in the UK.² We are publishing our strategy in parallel with the new Civil Service D&I strategy, *Becoming the most inclusive employer in the UK*.
- 1.8 We have a great story of our own to tell about how we're already taking action and have a clear understanding of the road ahead. We've worked closely with the Civil Service D&I team to make sure we're aligned and to translate collective goals into a strategy that makes sense for DfT.

Why diversity and inclusion is mission critical for DfT

- 1.9 Diversity is recognising the value of different experiences, perspectives and backgrounds. We need a workforce that reflects and understands the perspectives of the diverse society we serve. We must consider the needs of everyone who uses the transport network, which means putting people at the centre of our policies and how transport is delivered.
- 1.10 Building inclusion in the workplace means creating a culture where everyone can be themselves and share their experiences. It's also about making sure people can challenge unacceptable behaviour knowing that they will be taken seriously.

² Civil Service Workforce Plan 2016-2020: Realising our vision of A Brilliant Civil Service
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/536961/civil_service_workforce_strategy_final.pdf

- 1.11 There is a wide body of research establishing the business case for diversity and inclusion. Research by McKinsey³ suggests ‘more diverse companies... are better able to win top talent and improve their customer orientation, employee satisfaction and decision making and all that leads to a virtuous circle of increasing returns’.
- 1.12 We have to meet the needs of a diverse set of people and access the widest talent pool: from millennials and returners to those with children and other caring responsibilities. We understand that everyone needs to be able to find a work-life balance that makes sense to them.
- 1.13 We have a duty under the Equality Act 2010 to ensure that groups with protected characteristics are not disadvantaged in the workplace as well as to advance equality of opportunity and foster good relations. The protected characteristics are:
- age
 - disability
 - gender reassignment
 - marriage and civil partnership
 - pregnancy and maternity
 - race
 - religion or belief
 - sex
 - sexual orientation
- 1.14 We also consider the needs of groups who sit outside the legislation, for example, those from disadvantaged socio-economic backgrounds. Inclusion means everybody.

The wider transport sector

- 1.15 We’re not just part of the Civil Service – we also belong to the transport sector. We know that in the long term, we’ll only progress by coming together as a sector. There’s much we can learn from the work of our delivery partners – for example the work of Highways England to improve procurement processes, TfL’s vibrant staff networks or HS2 Limited, which was overall private sector winner at the 2017 Employer’s Network for Equality and Inclusion (ENEI) awards. This strategy learns from Network Rail’s

3 McKinsey and Company: Diversity Matters (2015)

Everyone Strategy⁴, including the power of sharing stories and making links between our internal D&I approach to delivering better outcomes for the public.

- 1.16 We continue to look for ways to work together as a sector. In 2016 we published the Transport Infrastructure Skills Strategy (TISS) to create a shared approach to addressing the UK's transport sector skills shortages by harnessing the power of apprenticeships. The TISS led to the creation of the Strategic Transport Apprenticeship Taskforce (STAT) to bring together transport leaders, and some 2000 new apprenticeships were created through this direct lever in the first year.
- 1.17 Around 27,000-35,000 apprenticeships are needed across the industry to 2022 – a figure which is only achievable if we can tap into the widest possible talent pool. Right now, for example, only 4.4% of railway engineers are women. That needs to change, which is why the TISS includes a commitment to gender parity in technical apprenticeships by 2030, as well as supporting the government's target of a 20% increase in the number of BAME candidates undertaking apprenticeships by 2020 where there is underrepresentation.
- 1.18 The transport sector also has enormous potential to help create a more diverse and inclusive society through commercial decision-making. We're working with key Arms-Length Bodies to build D&I into procurement, as well as being signatories of the Chartered Institute of Highways and Transportation's D&I Charter. In addition, the skills requirements in the TISS have been part of all Invitations to Tender (ITTs) issued since April 2016, including in supply chain contracting and rail franchising.
- 1.19 If you want to find out more about work going on across the transport sector you can see examples of excellence in diversity and inclusion from our delivery partners in the recent Transport Infrastructure Skills Strategy one year on report⁵.

Finally, to help you understand our stories

- 1.20 Throughout this strategy, there are stories about diversity and inclusion in action. There are three types of story:
 - **Looking in:** stories that show how we are making changes in our organisations so that they are more diverse and inclusive.
 - **Looking out:** stories that show how we're changing the way we deliver policies and services.
 - **My story:** personal stories from people who work in the DfT family.
- 1.21 They show the tangible benefits that a commitment to diversity and inclusion brings to people inside and outside DfT every day.

4 <http://www.networkrail.co.uk/wp-content/uploads/2016/11/Everyone-strategy-PDF.pdf>

5 <https://www.gov.uk/government/publications/transport-infrastructure-skills-strategy-one-year-on>

Section two: goals



(A renovated section of the East Coast Mainline is reopened)

- 2.1 We're a large organisation with staff all over the country in a range of jobs. That means we have to tailor action to local priorities and it's why each part of the DfT family has its own 12-month Inclusion Action Plan. You can find out more about how these work in section three. We're also one team, and that means we need a shared vision of the type of organisation we want to be.

Five shared goals for 2021

- **We want to be one of the most inclusive departments in the Civil Service**
- **We want to better reflect local working populations in all grades, roles and professions – with a particular focus on senior roles where the gaps are greatest**
- **We want to attract, recognise and nurture diverse talent**
- **We want our staff networks to be amongst the best in the Civil Service and transport sector**
- **We want to make sure everyone in our organisations understands the importance of diversity and inclusion and how we all play a part in making it happen**

Looking in: our chairs and champions conference – bringing the DfT D&I community together



(Delegates at the chairs and champions conference discuss this strategy)

An annual event that has rapidly become a highlight of our D&I calendar, the chairs and champions conference is our chance to come together as diversity champions and change agents to learn from one another, celebrate our successes, and plan our next steps. In 2017 we welcomed around 80 senior leaders, network chairs and D&I leads from across the DfT family to share experiences and agree future goals. Our lively discussions generated over 150 ideas which have directly shaped our strategy.

Rachael Yokoo-Laurence, Group Head of Diversity, Inclusion and Wellbeing

Goal 1: We want to be one of the most inclusive departments in the Civil Service

- 2.2 Creating an inclusive culture is the most sustainable way of helping people feel safer, happier, and more productive at work. It's making us a better employer for all our people, and helping us increase the diversity of our workforce by attracting talent from the widest range of backgrounds. That means it's good for our business.
- 2.3 Inclusion is the glue that holds our strategy together, and everyone plays a part. Each part of DfT has senior diversity champions. These champions work closely with our staff networks and D&I teams to promote D&I throughout the DfT family.
- 2.4 Our staff networks are vital to creating an inclusive working environment, celebrating National Inclusion Week and other important calendar dates with a host of fantastic events. We have regular communications campaigns, as well as wellbeing and activity weeks running at different times of the year across the country.

Looking in: wellbeing

Focusing on wellbeing is one of the ways we've been building our inclusive culture. We've made great progress in a number of our organisations, introducing health checks, rolling out mental health buddies, providing physiotherapy for colleagues doing physical jobs, and introducing guidance for line managers on dealing with stress. We're particularly proud of the transformative work we've been doing to break the stigma around mental health, through sharing stories, open discussion and improving support for line managers.

But we still have a lot more that we want to achieve. Wellbeing is key to attracting and retaining talent, and engaging people. Everyone has the right to define what wellbeing means to them, and the department is here to support you all the way.

Becky Thoseby, Group Head of Wellbeing

- 2.5 We've invested significantly in leadership development through Momentum, our senior leadership programme. It's been designed with SCS colleagues and L&D experts to build a strong, collaborative and inclusive leadership community.
- 2.6 Working with Cass Business School, all our SCS completed a module on creating a high-performing, diverse and inclusive organisation, which we have followed with more face-to-face development on inclusive leadership. This module includes a 360 degree feedback tool that examines an individual's current inclusive leadership style, before participants work with peers and experts to look at practical ways to improve.

2.7 Feedback from participants has been positive:

Really thought provoking. I have already done a number of things new or differently and got positive feedback from doing so.

Especially good at challenging me to think about who I naturally gravitate towards in the team.

Helpful, thought provoking and I was able to take forward tangible actions.

2.8 Our SCS also regularly discuss diversity and inclusion as part of senior management meetings.

Looking in: DfTc's Be yourself campaign



(Be Yourself logo)

Everyone deserves to work in an organisation that allows them to be themselves openly and without fear. This is why we asked staff, "share with us all the weird and wonderful things that make you, you!" The response was overwhelming, and everyone really enjoyed sharing their likes, dislikes, hobbies, and quirks with their colleagues throughout Inclusion Week.

In fact, it was so well received that we are running it throughout this year's Inclusion Month too!

Grant Springford, DfTc Internal Communications Team

Looking in: volunteering



(MCA volunteers clean up beaches near Southampton)

Volunteers make a positive and often indispensable contribution to their local communities, as well as to their own personal development, and I urge colleagues to get involved.

I want colleagues across DfT to sign up for Inspiring the Future⁶, a campaign that aims to increase the number of young people considering a career in transport and engineering. Volunteers go into schools to talk about their own careers and what transport has to offer. This initiative feeds into the Transport Infrastructure Skills Strategy's commitment to significantly increase transport sector apprenticeships to build skills for the future.

Alan Massey, Chief Executive, MCA and DfT's volunteering champion

6 <http://www.inspiringthefuture.org/>

Goal 2: We want to better reflect local working populations in all grades, roles and professions – with a particular focus on senior roles where the gaps are greatest



(A coastguard helicopter flies along the coast)

- 2.9 Transport impacts everyone and we're committed to increasing the representation of people from underrepresented groups in all grades, roles and professions to better reflect the people we serve.
- 2.10 We've done lots to increase the number of women in roles where they're historically underrepresented. Now, in line with the Civil Service D&I strategy, we are particularly focused on increasing the representation of talented BAME people and people with disabilities in the pipeline to the SCS and into the SCS itself, as these are where the gaps are greatest.

Looking in: smart working

We need the right people with the right skills, with minimum constraints on how, where and when people work. We think performance should be judged on results rather than time spent in the office. We are improving our building facilities and technology and creating a culture where people see the ability to work flexibly as the norm. We've been recognised with a Civil Service award for the changes we've made.

- In DfTc, the conversation about smart working starts as soon as someone joins us. In the 2016 People Survey, 87% of DfTc staff said that their manager supports them to work flexibly.
- DVSA's 'smart hubs' allow for cross-site working and collaboration, cutting down on the need for staff to travel large distances.
- Our senior leaders role model smart working, leading by example and ensuring that managers know what is expected of them. Recently, one of our leaders shared his story about working remotely from Canada.
- We're trialling location neutral recruitment. Where appropriate, our vacancy holders can advertise location neutral posts which means people have more options about where they work. This means we can access talent from across the UK.

Goal 3: We want to attract, recognise and nurture diverse talent

Attracting diverse talent

- 2.11 The DfT family share one expert resourcing team: our Departmental Resourcing Group (DRG). This means we can all access expert advice, learn from each others' experiences and work together to find common solutions to the challenge of recruiting the best people for our roles.
- 2.12 To attract the best candidates we're working to increase our visibility as an employer of choice, so in 2016 DRG created a new attraction team. The team works to:
- Create inclusive and attractive job advertisements for publication on Civil Service Jobs and other websites.
 - Reach specific groups online through organic and paid-for content on social media platforms.
 - Use existing networks and create new contacts to extend the reach of our messaging.

- 2.13 The attraction team are diversifying our recruitment channels and reviewing our recruitment branding. To attract applicants from a wide range of backgrounds, we're advertising in publications and websites aimed at specific underrepresented groups. We use images and text to appeal to the broadest possible range of candidates. We also use new techniques like video adverts.

Looking out: Inspiring the Future



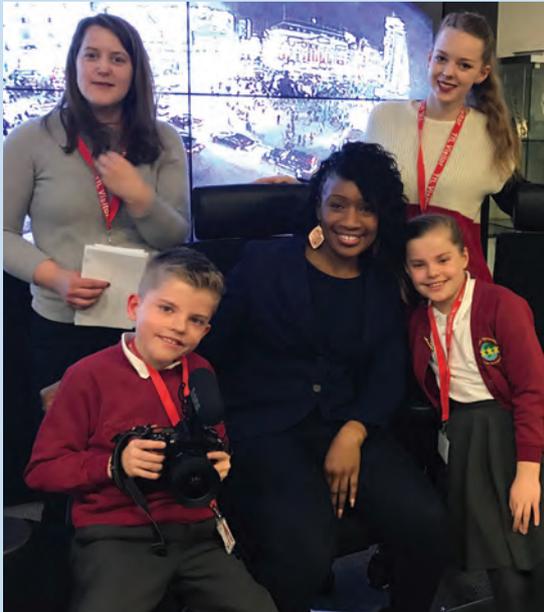
Every three months our Executive Committee visits a different part of the country. For a recent trip they visited a primary school in Kent as part of an initiative called Primary Futures (part of the Inspiring the Future programme). They talked to the children about the different jobs in the transport sector to help them make links between the subjects they learn and future careers.

Talking to children early helps tackle long-term skills shortages. As it was International Women in Engineering day, the committee took some transport role models with them including Eleanor, the engineer designing the new electric bike from bicycle manufacturer Brompton.

(Bernadette Kelly, DfT Permanent Secretary, speaks to pupils at a primary school in Kent)

- 2.14 We're committed to helping those out of employment develop skills that would be useful in the workplace, working with charities such as the Shaw Trust. We are one of the pilot departments in the Civil Service Autism Exchange Programme for 18-24 year olds with autism spectrum disorder (ASD), which helps them gain the tools, confidence, and experience they'll need to work in an office environment. We also participate in the Civil Service Summer Diversity Internship Programme (SDIP), which reaches out to university students thinking of a career with the Civil Service, and who are from backgrounds which are traditionally underrepresented.

Looking out: Ella and Ronnie visit Christina at TfL



(Ronnie and Ella visit Christina at TfL)

When the chance came up to get my kids involved in International Women's Day my first reaction was 'yes, absolutely' closely followed by 'how?' Here was a chance for my kids to interview a senior woman in TfL who was responsible for their operations centre. I think they were sold when they found out that it was going to be on TfL's youtube channel!

So there they sat, legs dangling off the swivel chairs and off they set with their questions.

The proudest moment I had was Ella asking 'do you think a girl can do just as good a job as a boy?' The response was terrific, simply 'of course they can!' That's what my daughter and my son heard, that's what they believe, and my hope is that's what they live.

Tess Ewington, Group Head of Talent, Learning and Capability

Recognising diverse talent

- 2.15 Evidence shows that traditional approaches to recruitment can throw up invisible barriers to reaching the best candidates. The Civil Service Talent Action Plan⁷ recommended a number of improvements designed to reduce these barriers, all of which we have implemented in DfT. Over the last three years we have introduced name blind recruitment (where hiring managers don't see the name of the candidate), as well as mixed-sex shortlists, 'ban the box' (removing the requirement for candidates to declare convictions in their initial application) and people panels made up of staff at all grades to help us recruit our most senior leaders.
- 2.16 However, there is more to do. We're taking a practical approach to adopting cutting-edge recruitment practices. DRG and DVLA have worked together to test and launch a new 'blended interview' approach. Blended interviews use strength and situation-based questions alongside the standard Civil Service competency framework to allow candidates to demonstrate the breadth and depth of their skills and experience.
- 2.17 Both vacancy holders and candidates were highly positive about the pilot. Vacancy holders welcomed the flexibility of approach and high quality of candidates. Candidates reported a less stressful interviewing experience, with more opportunity to showcase their skills.

⁷ <https://www.gov.uk/government/collections/talent-action-plan>

2.18 Blended assessment is now available across the DfT family. We are keeping an eye on diversity outcomes and taking a lead role in developing this more inclusive and flexible approach across Government.

My story: Julie-Anne



(Julie-Anne in the HM Coastguard uniform)

No two days are ever the same! We are the only national emergency service, and I can be required to provide advice and briefings to our Directors and Chief Executive during incidents which are then often cascaded to Ministers at DfT.

Other days I may be meeting with our many stakeholders, such as the Royal National Lifeboat Institution. Or I might be on operational delivery or working with colleagues to plan for future challenges.

Julie-Anne Wood is the Maritime and Coastguard Agency (MCA)'s first female Head of Maritime Operations. That's the highest

position in the operational structure and the first time in nearly 200 years of coastguard history that a woman has held this rank.

Nurturing diverse talent

2.19 We run a number of talent and development programmes and aim to make sure each intake is as diverse as it can be by encouraging staff from all backgrounds to apply and become the best they can be.

2.20 One example is our popular Commercial Development Programme (CDP). With three years in challenging commercial roles and a professional qualification, the CDP aims to equip staff at HEO level with the skills to become future commercial leaders.

- 2.21 We support everyone to access the right learning for example, Crossing Thresholds, a development programme for women. We encourage self-nominations from diverse groups to the Civil Service's flagship talent programmes: the Positive Action Pathway, Future Leaders Scheme (FLS) and Senior Leaders Scheme (SLS) and other external opportunities.

I'm almost half way through the course and working with my mentor has been invaluable, I can talk openly and honestly and use her as a sounding board. She gently challenges me and pushes me to think differently – something people who know you well aren't always able to do.

A Crossing Thresholds participant

Goal 4: We want our staff networks to be amongst the best in the Civil Service and the transport sector

- 2.22 DfT is home to a vibrant range of staff networks, covering each of the protected characteristics and beyond. From our longest-running groups to our newest, we recognise the vital part networks play in making us a great place to work.
- 2.23 Our networks are already amongst the best in the Civil Service and the transport sector but we also know that to help our mature networks continue to demonstrate excellence, and our new networks to grow, we need to invest in their success. We think that the skills needed to lead a great network go beyond what's currently available.
- 2.24 That's why one of our key activities over the next year is to roll out a development toolkit across DfT to help our network leaders get to grips with things like succession planning, running communications campaigns and making an impact on social media. The toolkit will have five parts:
1. A network maturity assessment tool. Designed for network leadership teams to use together to understand their strengths and areas for growth, and track progress.
 2. A quick-start resource pack for new networks and new joiners to network leadership teams.
 3. An online development pathway, signposting key Civil Service Learning (CSL) products and bringing together best practice and learning from other sources. This is aimed at everyone in a network leadership team.
 4. Face-to-face learning for chairs such as workshops with inspiring speakers and our annual chairs and champions conference.
 5. An online forum for network leadership teams to swap tips, pool resources and share what works.

Looking in: Positive Support Group (DfTc BAME network)



Civil Service Diversity & Equality Award Winner

One of the most active networks in DfTc, PSG have the awards to show for it!

PSG ran a career management masterclass series. Senior members of the network helped others with job applications by running mock interviews, holding development conversations and providing feedback on completed application forms. They covered both competency and blended interview questions.

Three quarters of those who used PSG's offer when going for an SCS or 6/7 position achieved a promotion. This success inspired more volunteers, leading to PSG offering their services to non-BAME staff; a really inclusive approach.

Goal 5: We want to make sure everyone in our organisations understands the importance of diversity and inclusion and how we all play a part in making it happen

2.25 Everyone in DfT has a part to play in making us more diverse and inclusive. From recruitment specialists giving expert advice to hiring managers, to staff providing services directly to the public and leaders helping everyone in their team to feel comfortable being themselves at work, real change only happens when we work together.

Looking out: Think People



(A maritime control centre used by MCA and MAIB)

Think People launched in October 2015 to help policy-makers put people at the heart of transport. People-centred approaches are essential for successful policy, to help manage and mitigate risks and to help us plan in a changing world.

People-centred approaches are saving lives. The Marine Accident and Investigation Branch (MAIB) contacted the Social and Behavioural Research team (SBR) for advice on how to encourage fishermen to wear

life jackets after tragic losses at sea. An SBR-led workshop with stakeholders developed key insights into how to encourage safer behaviour in the fishing industry. These are now being put into practice.

The right development

- 2.26 Everyone in the DfT family does a baseline level of unconscious bias training through Civil Service Learning (CSL). This should be part of your conversation with your line manager as you plan your development activities. Over the last year we have contributed to the development of several new CSL products – for example disability confident e-learning, which includes videos of DfT staff talking about how their disability affects them at work. We also piloted the new Civil Service bullying, harassment and discrimination (BHD) toolkit in operational (DVSA) and policy (DfTc) teams.
- 2.27 We offer tailored learning where needed:
- Making inclusive leadership a core module of Momentum, our SCS development offer.
 - Delivering transgender awareness training for over 6000 staff in DVLA.
 - Creating new training on equality impact assessments for staff delivering services to the public.
- 2.28 Over the next three years we'll carry on making sure we're getting the basics right and responding to specific learning needs across DfT as they emerge. Our plans include:
- Using the model for the transgender awareness training in DVLA to create similar learning on disability and race.
 - Expanding the team responsible for making sure our policy-makers have the right skills and expertise to conduct thorough equality impact assessments.
 - Working with our heads of profession to build diverse talent pipelines.
 - Building line manager capability in DfTc.
 - Introducing a new on-boarding process to make sure every new joiner has the best experience possible.

Section three: delivery

The outcomes we're working towards, how we'll deliver them and how we'll measure our progress

Inclusion

- 3.1 Creating an inclusive culture is the most sustainable way of helping people feel safer, happier and more productive at work. Building our inclusive culture makes us a better employer for all our staff, and helps us increase the diversity of our workforce by attracting talented people from the widest range of backgrounds. That means it is good for our business. Inclusion is the glue that holds our strategy together.
- 3.2 The annual Civil Service People Survey lets us understand how we are performing against a range of important themes, including inclusion and fair treatment. We have good response rates (72% across the Group in 2016) and that, combined with the demographic data respondents share, means that we are able to create a detailed understanding of how different groups of people feel about working in DfT.
- 3.3 Our engagement score in 2016 was 58%. That was up by four points on 2015, meaning we are now one point below the Civil Service median score.
- 3.4 Our 2016 DfT family inclusion score was 74%. That's up 5% from 2015 but still two points below the Civil Service median and 6% below high performers, which is where we want to be by 2021 (although two of our organisations – DVLA and DfTc – are at high-performer level for inclusion already).

Looking in: digital inclusion in DfTc



(Jonathan Tear of the DfTc Ability Network)

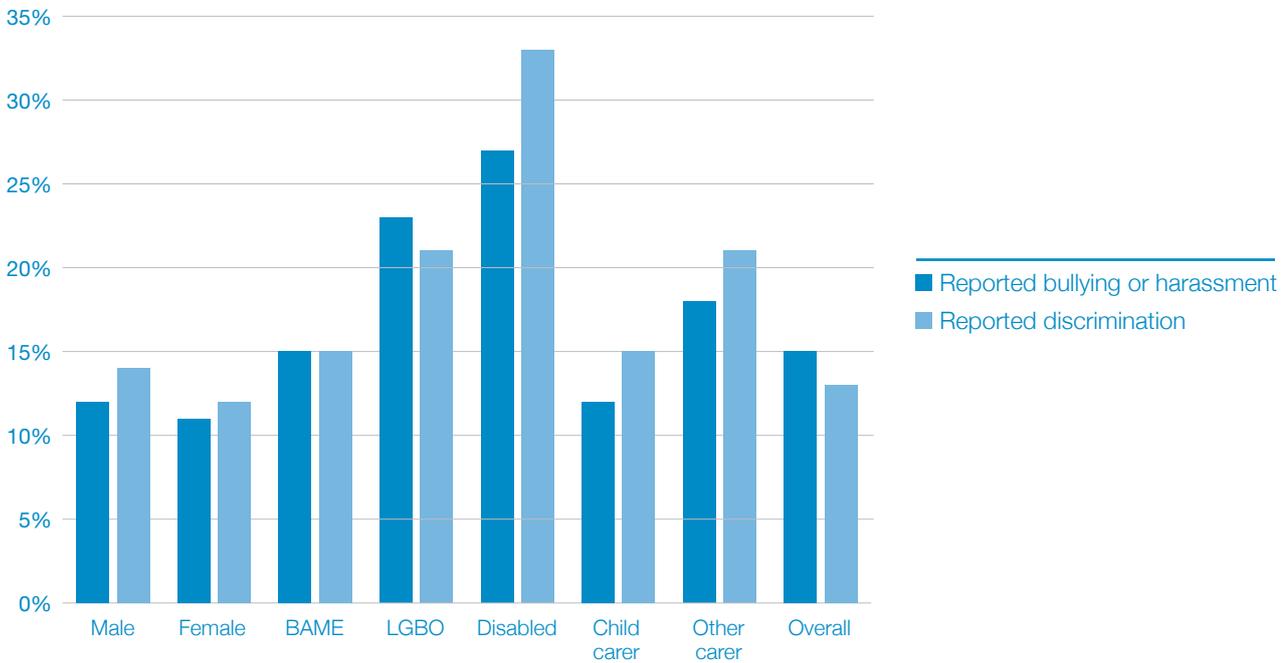
DfTc has introduced several new products and applications to make sure our software is accessible to all staff. This includes making TextHelp (which supports those with neurodiverse conditions) available to everyone. We've rolled out smart devices as these products have a large selection of accessibility options.

This technology has transformed my working life for the better! As a visually-impaired person who is entirely dependent on accessibility software to enable me to work effectively, the introduction of both the iPad and iPhone has significantly reduced the level of stress and time spent using cumbersome mobile applications that aren't fully accessible. I can now access all my papers during a meeting using my iPad rather than having to get them enlarged in hard copy beforehand. This has not only enabled me to more easily participate in meetings, but it's also helping change the wider culture, as simply turning up with hard copies without circulating them electronically in advance is no longer seen as an acceptable behaviour.

Jonathan Tear, DfTc Ability Network vice chair

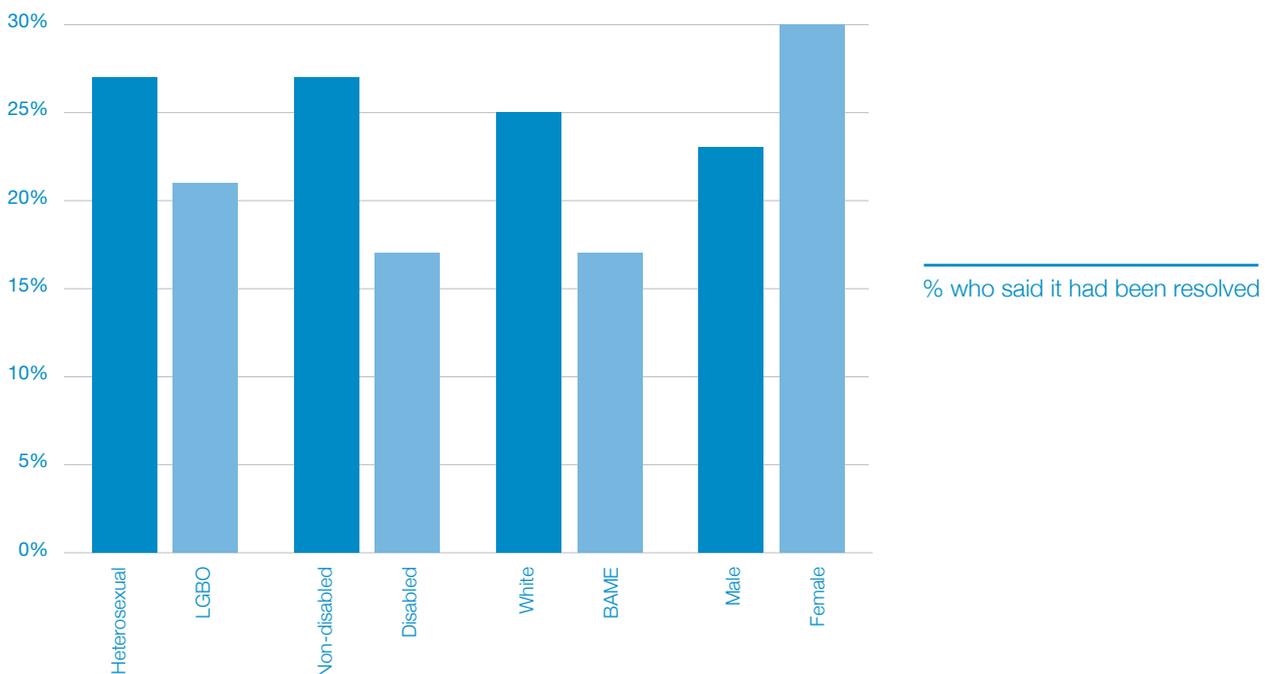
Key challenges

- 3.5 The largest People Survey diversity differences were between staff with a long-term limiting condition and those without. Disabled staff reported much higher rates of discrimination and bullying/harassment and were also less likely to think that the issue had been resolved. They were less positive about career opportunities and less likely to think that individual differences are respected. These results were very similar to the Civil Service wide results.
- 3.6 We need to get better at tackling bullying and harassment. In 2016 our bullying and harassment scores fell by one point to 12%, although this is still higher than the Civil Service median of 11%. Our discrimination score remained unchanged at 14%, two points above the Civil Service median.



(Percentage of staff reporting bullying, harassment or discrimination)

3.7 Our 2016 People Survey scores showed that most staff who reported being bullied or harassed didn't think the problem had been resolved after reporting it. In fact, reporting only slightly increased the chances of resolution. This is similar to the rest of the Civil Service. There is significant variation in levels of reported bullying and harassment across the DfT family, which is reflected in local Inclusion Action Plans (IAPs).



(Percentage of staff reporting bullying, harassment or discrimination who said it had been resolved)

3.8 We're designing our performance management system of the future, and we have consulted widely on what that should look like from April 2018 onwards. Our staff networks are a vital part of that consultation, as are our trade unions and other staff groups. One of our key aims in this redesign is to make the system more inclusive, in both the policy design and the way it operates in practice.

Diversity data sharing

3.9 In order to understand the diversity of our workforce and make sure that we're taking the right action, we collect diversity data from our staff to perform regular, high quality analysis. In line with the Public Sector Equality Duty, we publish this analysis – our annual Equalities Monitoring report – on gov.uk⁸.

3.10 As well as providing vital information, diversity data sharing rates are a good indicator of how people feel about working here. By 2021 we want to have sharing rates of over 70% for every characteristic. This is a challenging target as over the last five years our rates have been falling. However after several large communications campaigns and new 'nudges' to prompt people to complete their data on our HR systems, that trend has started reversing in 2017.

Inclusion – by 2021 we want to:

- Increase our inclusion and fair treatment theme score over the Civil Service median and towards Civil Service high performer level.
- Reduce overall bullying, harassment and discrimination (BHD) to at or below Civil Service median.
- Reduce BHD gaps for underrepresented groups.
- Increase diversity data sharing to over 70% for each protected characteristic.
- Maximise our networks' effectiveness by creating a self-assessment tool and development offer.
- Have a performance management system that works for everyone.
- Continue to reduce stigma around mental health and improve support on mental health and wellbeing for individuals and their line managers.

8 <https://www.gov.uk/government/publications/department-for-transport-equality-monitoring-2015-to-2016>

Looking out: making travel accessible for people with disabilities

Disability affects one in five people in the UK and most disabilities arise while people are still at work. With this number expected to rise due to an ageing population, an accessible transport system is more essential for the UK than ever before.

Our transport accessibility team works to address barriers faced by people with disabilities and health conditions that inhibit mobility. They worked with disability organisations and the Disabled Persons Transport Advisory Committee (DPTAC) to develop the draft Accessibility Action Plan (AAP) addressing gaps in transport provision to ensure that disabled people have the same access to transport and opportunities to travel as non-disabled people.

A mental health and transport summit in 2016 and hidden disabilities workshop in 2017 resulted in a call for transport providers to treat hidden disabilities (such as autism, dementia, mental health conditions, cancer, and chronic pain) as seriously as visible disabilities. One recommendation is the introduction of a national assistance card, enabling people with hidden conditions and disabilities to show transport staff and fellow passengers they need help when travelling in England.

Race

- 3.11 We've made good progress on increasing the number of BAME senior and future leaders in the DfT family over the last few years. In 2016/17, 6% of our Senior Civil Servants (SCS) are BAME. This is the highest it's ever been and it compares favourably to the Civil Service average of 4.9%.
- 3.12 We're making similar progress on our internal talent pipeline. In 2013/14, 8% of grades 6 and 7 (the two grades immediately below SCS) in DfTc were BAME – a figure which has risen to 13% in 2016/17. However, we still have more to do to reflect the diversity of the people we serve and to make sure our progress is sustainable. That's why we're prioritising work on our SCS and pipeline.

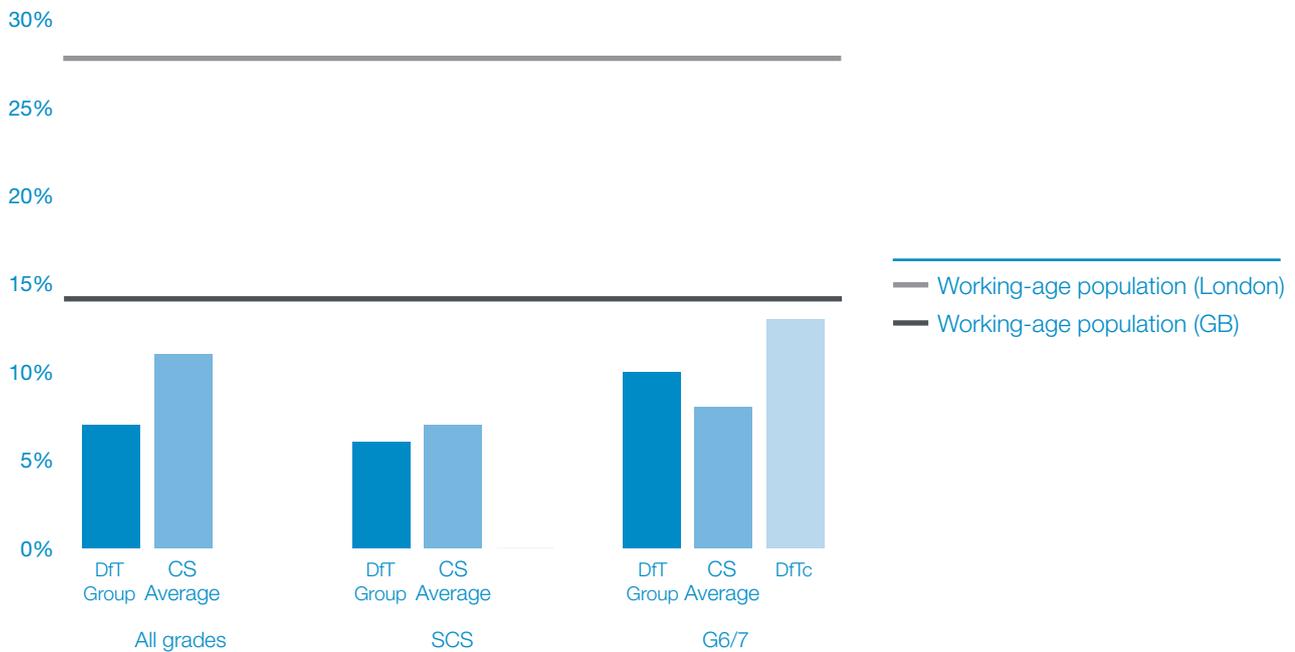


(Tricia Hayes, our race and faith champion)

I am proud to represent the interests of our BAME staff on our board, in my role as race and faith champion. Over the last few years we have done lots to support BAME staff in achieving their career goals and to improve the diversity of our senior team. We offer a mix of formal development, mentoring, and broader cultural awareness. We are forensic in our use of data to help build and communicate understanding of the specific diversity challenges we face. We have superb partners in our award winning networks, which act as critical friends across our business, giving BAME staff a voice in everything we do.

Tricia Hayes, Director General, Roads, Devolution and Motoring
DfT Race and Faith Champion

- 3.13 Across DfT 7% of our workforce is BAME, compared to an average of 11% across the Civil Service. This is partly because a lot of our people are based in areas of the UK with lower numbers of BAME people in the local working population. Swansea is an example. It has the largest workforce of the DfT family but has a local working population which is 3.9% BAME.
- 3.14 As expected, with most staff based in London, BAME representation is highest in DfTc at 20% of our workforce. We would like this to be higher, especially given that in 15/16, 39% of applicants to DfTc roles were BAME.



(BAME staff in the workforce at DfT, Civil Service and local working-age population)

Race – by 2021 we want to:

- Move towards representation rates that reflect the proportion of BAME individuals in the local working-age population in each of our major office locations.
- Continue strengthening our BAME talent pipeline (grades 6 and 7) and our leadership cadre (SCS).
- Increase diversity in roles and professions where BAME staff are underrepresented.

My story: Nadeem



(Nadeem at the Civil Service D&I awards in 2016)

DVSA works hard to give everyone the support they need to thrive. Nadeem is a great example of the impact this approach can have.

Nadeem got involved in embRACE, the DVSA BAME network. His knowledge and enthusiasm quickly led to him becoming chair.

Recognition followed, and Nadeem was shortlisted for the championing minority ethnic people award at the Civil Service D&I awards 2016, soon followed by an invitation to co-host the 2017 DfT family chairs and champions conference, where he was surprised to be presented with an award by the Permanent Secretary Philip Rutnam.

Nadeem attributes his success to the support he has received, saying:

There is total commitment from the top of DVSA in making the agency a great place to work, and all of the staff network groups will continue making this vision a reality.

Nadeem Aziz, Business Change Manager, DVSA

Disability



(Ameena from the DfTc Ability Network presenting the ENEI Disability Confident award to the Civil Service Workplace Adjustments Team)

- 3.15 Across DfT, 12% of staff have a disability. This is lower than the national working age population (16%) but above the Civil Service average of 9.2%. The level drops as seniority increases – only 6% of our talent pipeline report having a disability (broadly similar to the rest of the Civil Service) and the figure drops to 2% for the SCS.
- 3.16 We have more to do to ensure that staff with disabilities in all grades and roles feel supported to do their best at work. Disabled staff have lower engagement scores and are significantly more likely to have experienced BHD at work, and these are major issues that we need to tackle.
- 3.17 Making the right workplace adjustments for staff who need them is important to us. Our workplace adjustments policy is designed to make sure we meet individual needs and support all of our people to be their best. Our workplace adjustments teams are on hand to help and advise staff and line managers get the right support in a timely way.

- 3.18 We were pleased to be among the first departments to achieve the Disability Confident Level 3 Leader accreditation⁹ in March 2017. However, we recognise that we still have much work to do.

Looking in: becoming disability confident in DVLA



(Former Permanent Secretary Philip Rutnam is presented with DfT's Disability Confident award)

DVLA's 'Becoming disability confident' campaign aims to tackle myths and break down barriers. Working alongside our Ability staff network to establish the needs of staff, managers and customers, we created useful resources such as our A-Z hub of disabilities, providing information around specific conditions and how staff and managers can help and support others. The information and advice is practical and deliverable, and can make a real improvement to both working practices and customer experiences.

Feedback from staff has been extremely positive:

It's the best thing HR could have done for staff who have medical conditions as it is unobtrusive, easy to use and so very informative.

This is a magnificent tool – wish there had been something like it when I was ill, but the ongoing condition which I have (and will have for the rest of my life) is covered as well.

⁹ <https://www.gov.uk/government/publications/disability-confident-guidance-for-levels-1-2-and-3/level-3-disability-confident-leader>

Disability – by 2021 we want to:

- Reduce the gap in engagement scores for disabled staff, particularly for those whose disability has a greater impact on work.
- Increase the representation of disabled staff in our senior leadership (SCS).
- Continue strengthening our talent pipeline for disabled staff (grades 6 and 7).
- Get the basics right in any new DfT building design.
- Provide expert and timely workplace adjustments across the DfT family.
- Build line manager disability confidence.

Gender

3.19 Representation of women in our senior leadership (SCS) is at an historic high of 37%. After several years of hovering around 33% female, our talent pipeline is also on the move and 36% of DfTc grades 6 and 7 are female in 2016/17.



(Bernadette and the Gender Equality Network Executive Committee celebrate the Times Top 50 listing)

3.20 We're pleased that for the first time we've been recognised as one of the Times Top 50 Employers for Women. The award is testament to the hard work colleagues have put into gender equality over the last few years, including:

- Our fantastic gender equality and women's networks across the DfT family, who support, develop and inspire women wishing to progress their careers with us.
- Active, visible senior champions for gender equality, including our Permanent Secretary.
- Working with delivery partners across the transport sector to ensure gender equality is embedded in the Transport Infrastructure Skills Strategy.
- Jointly leading on Civil Service events to mark International Women's Day 2017 in London and Cardiff.

Looking in: encouraging women to apply for roles where they're traditionally under-represented



(An MCA Marine Surveyor at work)

In February 2017 we worked with a group of students from the Harvard Business School to produce a report entitled 'Moving diversity forward'. The report showed how behavioural insights can help us increase the number of women roles where they're currently underrepresented, looking at Marine Surveyors in MCA and Type Approval Vehicle Inspectors in VCA.

There were lots of suggestions for improving our approach, including re-wording job adverts to remove gendered language, making interviews more inclusive, and using female role models throughout recruitment. Not only have we made changes in MCA and VCA, our Departmental Resourcing Group (DRG) are now using the learning to improve our entire recruitment process.

- 3.21 Although we're making good progress and 45% of our total workforce is female, these headline figures mask significant variations in numbers and the nature of the challenge experienced in different parts of our business. We also recognise that there are many issues which affect men that we need to tackle together, such as the stigma around talking about mental health and supporting fathers to take an active role in parenting.
- 3.22 In 2015 the Government committed to eliminating the gender pay gap in a generation. The gender pay gap shows the difference between the average earnings of men and women as a percentage of men's earnings. In the Civil Service the gap stands at 13.6% and reflects the fact that historically more women have worked in lower grades than men, which is why work to increase the number of women in senior roles is a vital part of how we're closing the gap.

Looking out: Think Campaign for 2018 – Year of Engineering



2018 is the Year of Engineering, a cross-Government campaign led by the Department for Transport to inspire the next generation of brilliant engineers and to address the lack of race and gender diversity in the workforce.

We are partnering with a wide range of organisations to highlight the breadth of engineering jobs on offer and provide young people with a variety of role models. They will then see people like them working in engineering. We want to improve understanding of engineering and challenge stereotypes about the profession.

We hope that the work that we are doing will increase the diversity of the engineering profession, and inspire the next generation of young people.

Gender – by 2021 we want to:

- Continue moving towards gender parity in all grades and locations.
- Strengthen our female talent pipeline (grades 6 and 7) and senior leadership cadre (SCS).
- Increase the number of women in roles and professions where they are underrepresented.

LGBT+



(MCA flying the flag for Southampton Pride)

- 3.23 Research by Stonewall¹⁰ suggests that a genuine commitment to building inclusion helps LGBT+ people to feel safe about coming out at work and has a positive effect on their ability to be their best professional self.
- 3.24 We are working with our LGBT+ networks to bring this to life. We have achieved much in the last few years, from marching in London, Swansea, and Southampton Prides, to achieving a bronze award under a: gender's organisation health check. Our recruitment data shows that LGB candidates perform well at all stages of our selection processes.
- 3.25 There are still plenty of challenges. We need to update our HR systems so that we are able to capture information about gender identity and do more to increase LGB people's confidence in sharing their diversity data so we have a clearer picture of how they are affected by our people policies (for example, in performance management, progression and talent management).

10 Peak Performance: Gay People and Productivity: Stonewall (2008)
http://www.stonewall.org.uk/sites/default/files/Peak_Performance_2008_.pdf

Looking in: transgender awareness training for DVLA staff



DVLA's dedication to an inclusive environment runs through our whole agency: from our contact centre staff answering customer queries all the way to our champions at the highest level. We're improving staff awareness of D&I, especially our contact centre staff, who work with the public day in, day out, and need to understand the different needs and experiences of our customers. Our transgender awareness training showcases that approach.

Our data showed that our people needed support to interact more effectively with transgender people, be they customers or staff. We developed core training for all of our staff, creating a suite of products including management guidance, training videos, and an online training module.

With over 98% of our staff having undergone this training, we hope that our staff now have a greater understanding around transgender issues, and can reflect this positively in their interactions with customers and one another.

LGBT+ – by 2021 we want to:

- Improve our support to LGBT+ staff by taking part in the Stonewall Workplace Equality Index and addressing gaps.
- Develop our understanding of how we're meeting the needs of gender-diverse staff by expanding available categories for gender-identity monitoring on our HR systems and providing an Mx pronoun option.
- Work with staff networks to encourage more LGBT+ staff to share their diversity data.
- Share learning and materials from DVLA's transgender awareness training across the DfT family.
- Achieve a silver ranking in a:gender's annual health check (by 2018).
- Improve accessibility for gender-diverse staff by providing gender neutral toilets on our main sites.

Faith

- 3.26 We want to be a place where our staff can freely express all faiths or none without fear of discrimination. We want people to feel confident about sharing stories about their faith and to encourage all our staff to be curious about different beliefs, cultures and customs so we increase our faith literacy. We'll ask existing and emerging faith networks to help us.
- 3.27 Our diversity data sharing rates for religion and belief across the DfT family range from 29.4% in DVLA to 85.8% in VCA. But faith is consistently the category for which rates of sharing are lowest. By raising awareness, improving facilities and supporting our networks, we'll help staff feel more confident to share their data so that we can understand and address any issues.

Faith – by 2021 we want to:

- Increase the number and quality of faith rooms in our buildings.
- Continue to support faith staff network groups.
- Raise awareness of faith issues and faith literacy through storytelling and other activities.

My story: Henna



(Ruhana, Henna, and Hamza)

Two years ago I got a place on the prestigious Oxford Young Muslim Leadership Programme (YMLP). The two weeks at Christ Church College, Oxford gave me an opportunity to reflect on my identity as a leader, and what leadership means to me. It also gave me the chance to dine at Buckingham Palace!

The programme consisted of workshops, seminars and talks from CEOs, MPs and Permanent Secretaries. I saw qualities in them that I saw in myself too, and this helped me recognise my own potential as a leader.

I recognised how much I benefitted from seeing leaders share their stories, and did the same when I returned to the department. I wrote an article for MyDfT, and shared the news that applications were open for the 2017 intake.

There was a high level of interest, from both Muslim and non-Muslim staff. Two colleagues, Hamza and Ruhana, wanted to apply and I helped them do so. Places are limited and there was some tough competition! Fortunately, Hamza and Ruhana were both successful and were the only civil servants to gain a place for YMLP 2017. I felt really proud that my article was able to inspire them.

Henna Khan, HR Fast Streamer

Age and caring responsibilities

Employees at different ages

- 3.28 Age inclusivity isn't just about aging, but about different life cycles and the associated intergenerational issues – like caring for partners or elderly parents, mid-life career changes, raising children, managing the effects of the menopause or starting out in your career at a time of significant uncertainty. We have a range of networks and forums across our organisations for carers, young people, apprentices, people with young families and the over 50s. Our aim is to make DfT an inclusive employer across all generations. This helps with recruitment, retention, engagement and making us a great place to work.
- 3.29 There is lots going on across the DfT family, including improving support for late career planning and progression, health and wellbeing in older age and during the menopause, and increasing opportunities for young people to join us through apprenticeships and work placements.

Looking in: physiotherapy support for staff at DVSA

We want to make sure we're providing the right wellbeing support to staff in front line roles. That is why DVSA introduced a physiotherapy pilot scheme in January 2017. Data showed that one of the most common reasons for absence is musculoskeletal conditions, and these most commonly occur as we age.

The main aim of the scheme is early intervention to support staff as quickly as possible in identifying and addressing problems. Staff can have a face-to-face assessment and further treatment sessions with a qualified physiotherapist at a clinic local to their home or work, wherever they live.

The scheme has received great feedback and has made a real difference to over 200 people. They can now more comfortably perform their duties at work and reap the benefits in their everyday activities at home too.

The physio treatment I received was great and I actually looked forward to attending each session. My mobility and flexibility during the treatment were hugely increased and my back pain levels have significantly reduced.

My story: Lydia



(Lydia Doyle, DfT apprentice of the year)

Due to ill health when I left school, university was not an option for me, and until I came to work at the DVLA I thought my days of learning were over. Just after starting in the contact centre I began to work on my NVQ Level 2. At the time I was 33 and thought apprenticeships were only for school leavers. Now I am completing my level 3 NVQ and have proven myself wrong!

Since starting my apprenticeship journey I have been named student of the year at Gower College, and apprentice of the year in DfT. My NVQ has taught me that I can strive for anything I want, and has given me the knowledge to make it possible.

It's never too late to learn!

Lydia Doyle, DVLA, DfT apprentice of the year

Young families

- 3.30 In the 2016 People Survey 35% of staff told us they had some form of parental responsibility. The central department's Employees with Young Families network gives its members support in a number of ways, including a checklist on preparing for parental leave and access to a network that provides individual support to parents and shares good practice to help people balance their work and family life.
- 3.31 The network also runs keep in touch (KIT) events where staff on parental leave visit the department with their children and catch up with their team in a relaxed atmosphere. The network uses these events to provide information on things like flexible working.

As well as catching up with colleagues, it was great to hear the latest news and ask questions about what was going on. This went a long way to helping me feel connected with the department. Simply being invited made me feel welcomed and in the thoughts of my workplace.

EwYF network member

Caring

- 3.32 Previously a hidden group, we're becoming more aware of the challenges faced by those with caring responsibilities, as well as the qualities and experience that carers bring to the workplace. In 2016, 23% of DfT staff told us they have some form of caring responsibility, a figure that excludes caring for children (except where the child has a disability). That's nearly a quarter of our staff. As well as supporting our carers' networks to raise the profile of issues carers face and share stories, our key challenge is to improve our data collection so we can better understand the needs of carers, and take action where needed.

Looking in: learning about carer needs and developing skills with case studies

The DfTc carers network have developed a set of case studies to help managers understand what carers' needs might be and how to have conversations with their staff about caring responsibilities. The case studies are designed to show the range of roles in which carers might work and the demands that may be made of them.

The case studies also bring out a range of caring situations including:

- Caring for children, siblings, spouses and parents
- Caring for people with mental health issues and addictions
- 'Sandwich' carers who care for both an older and younger person
- Caring for someone at a distance
- Joint caring with another person

Network members developed and trialled the case studies, and have made them available for a range of uses such as management training, induction of new staff, union learning, distance learning, mentoring, and coaching.

Age and caring responsibilities – by 2021 we want to:

- Better understand how we are meeting the needs of staff with caring responsibilities by collecting caring status as part of our diversity data monitoring on HR systems and address gaps.
- Improve our support to older staff and their line managers to address lower engagement scores.

Social mobility

- 3.33 Social mobility is fast becoming a priority for the Civil Service. Social mobility is the extent to which people from different socio-economic backgrounds can move across social and economic divides throughout their lifetime.
- 3.34 We launched a social mobility steering group in 2016 to improve our understanding of the challenges for our department and to start taking action. The group has four key aims:
- Promoting the business benefits of social mobility through a network of champions.
 - Piloting new approaches to recruitment to build greater diversity of socio-economic background in our workforce (e.g. increasing uptake of apprenticeships, using strength-based interviewing).
 - Supporting people to thrive by helping everyone build strong social networks and maximise their personal impact through access to the right development.
 - Reaching out to schools and communities through volunteering in schools and providing work placements.

My story: Louise



I left my local comprehensive school at 16. My dad who was a steelworker encouraged me to apply to DVLA as an admin assistant as it would be a good, secure job for life. He was right, though perhaps not in quite the way he expected. The organisation has supported me to achieve my potential in a number of ways. I've had 17 different roles in four professional areas taking advantage of great family friendly policies which helped when I was bringing up my family and had strong mentors.

I'm not saying it was all plain sailing. I probably had an insecurity about not having a university education so when I reached my 40s, I studied for my CIPD, then a Masters in employment law and spent a year on secondment in DfTc to gain broader experience. I didn't want to spend as much time away from my family as I did, but they couldn't have been prouder and hopefully I have instilled in them that if there are barriers to achieving what they want, they can remove them with hard work and the support of others.

Louise White, DVLA HR and Estates Director

Social mobility – by 2021 we want to:

- Better understand the socio-economic background (SEB) of our workforce by introducing new SEB monitoring categories on our HR systems, in line with the wider Civil Service.
- Undertake the Social Mobility Employer Index.
- Continue to showcase stories from role models.

How we'll measure progress

How we'll measure the diversity of our organisations

We'll use our existing Equalities Monitoring process to track the representation of underrepresented groups in our workforce.

Demographic make-up

- All staff – whole DfT family
- All staff – each agency and DfTc
- SCS
- Grades 6 and 7

Flows into/out of

- SCS and those non-SCS posts in our agencies identified as 'large command'
- Grades 6 and 7

Recruitment and progression outcomes:

How different groups do at sift, interview and how they progress through our organisations

Performance management:

Tracking performance management outcomes for all staff and those from underrepresented groups

Diversity data sharing rates:

Our progress towards our aim of 70%+ data sharing rates for each of the characteristics

We'll benchmark ourselves against:

- The wider Civil Service
- Local working-age populations
- The wider transport sector

How we'll measure the inclusiveness of our organisations

We'll use our annual People Survey and local pulse surveys that test how DfT organisations are doing at the local level.

People Survey – theme scores

- Overall engagement scores by protected characteristic (where there are negative gaps)
- Inclusion and fair treatment
- Our working culture
- Bullying and harassment – gaps for protected groups

People Survey – the percentage of people responding positively to specific questions

- DfT is committed to creating a diverse and inclusive workplace
- SCS in DfT promote inclusive behaviours
- Line managers in DfT promote inclusive behaviours
- I think it's safe to challenge the way things are done in DfT
- I feel able to challenge inappropriate behaviour in the workplace

Qualitative feedback

Free text comments in our People and pulse surveys, feedback from our staff networks.

We'll benchmark ourselves against:

- The wider Civil Service
- Benchmarking with professional organisations such as Stonewall, Business in the Community, and the Business Disability Forum

Finally: our call to action

- 4.1 This strategy sets out our five shared goals and the outcomes that will help us reach them. The next step is to turn these outcomes into actions. Our unique contexts and challenges mean that each DfT organisation defines its own set of local priorities and indicators annually in its Inclusion Action Plan (IAP). IAPs set out the detailed actions that will get each of us to where we need to be.



(New spaces available for wheelchair users on public transport)

- 4.2 At the end of each year, DfT organisations will assess the effectiveness of their IAPs. Self-assessments are the responsibility of senior leaders locally, and will then be considered collectively by our Group People Committee (GPC). This committee is made up of senior DfT leaders and agency chief executives and will provide peer review and challenge to ensure IAPs are relevant, robust and delivering against local challenges.
- 4.3 Our Executive Committee will review overall progress against this strategy on an annual basis.

What you can do

- 4.4 This strategy is only the beginning of the story about the work going on across our organisations. Taking action isn't just the responsibility of champions, networks and HR teams. It can sometimes feel difficult to know what we can do as individuals to make a difference. Annex A has some ideas to get you started. They certainly aren't exhaustive; rather they're intended as a prompt to help you think about the action you want to take.
- 4.5 **We all have a part to play in creating the change we want to see. How will you make a difference?**

Annex A: what can I do?

Things everyone can do

- Talk to colleagues in other departments about how they approach D&I. Share ideas.
- Share your thoughts and experiences and make sure your voice is heard by joining a staff network.
- If the network you want to join doesn't exist, why not set one up?
- If you're running an event, think about your speakers. Unconscious signals matter, and diverse panels send a powerful message.
- Help us spot the gaps – if you come across unintentional barriers, speak up.

As disability champion, I'm often approached by staff who've had difficult experiences and have ideas for how we can improve our support. Some of the best and most creative ideas come from people who've lived through it. It's my role to make sure those voices are heard.

Lucy Chadwick, Director General, International, Security and Environment Group
DfT Disability Champion

- Take the time to get to know your colleagues.
- If you're running a meeting, ask those attending how you can make sure they're included (e.g. by making sure you circulate documents in advance to someone with a visual impairment). Don't assume – ask.
- Make sure your development is up to date and you know what resources are available (e.g. disability confident learning on Civil Service Learning).
- Think about how you can make your corporate contribution count.

New to the department?

- Talk to your line manager about how you can get involved in our networks, events and initiatives.
- Make sure your manager knows about any additional support needs you have (for example if you have a disability or caring responsibilities).

Things team leaders can do

- Get to know your team.
- Take the time to understand what resources are available to support you and your team.
- If you have a new member of staff with a disability joining, start the workplace adjustments process early so support is in place as quickly as possible. Set a regular review point to make sure they're still working.
- Take time out to review how inclusive your management style is. Ask yourself: who in your team gets access to learning and development opportunities? Who do you go to for opinions and advice? Is everyone included in social events?

Things senior leaders can do

- Share this strategy with your networks. Ask colleagues across the transport sector and Civil Service about the approach their organisation is taking to diversity and inclusion. Help make links and share good practice.

Seemingly small actions can have a large cumulative impact, and it's worth taking the time to consider what you can personally do. For example when recruiting to my private office, I am conscious of the need for diversity and the risks of unconscious bias. For the last four roles, I have asked different colleagues to recruit my immediate team, rather than being involved in the selection process myself. I have trusted my colleagues to make the right decisions and it's really paid dividends by increasing our diversity as well as our effectiveness.

Jonathan Moor, Director General, Resources and Strategy Group
DfT Age and Carers Champion

- Make space to talk about this strategy at team meetings and away days. Help your team understand why this strategy matters.
- Encourage your team to attend network events by making time for them yourself.

- Understand how D&I intersects with your corporate responsibilities (e.g. sponsoring a development programme or internal change project, or championing a profession). These can be powerful levers for change.
- Supporting networks isn't just for champions. Consider lending your skills and experience to staff networks, particularly those which are newer or struggling to develop.
- Recognise and reward excellent line management.
- Try reverse mentoring (where a senior leader is mentored by a more junior colleague from an underrepresented group to learn about their experiences). If there's a particular type of experience you'd like to know more about, ask the appropriate network if they can help you find a mentor.

Annex B: how we conduct our data analysis

Our strategy is based on data collected for the 2016/17 Equality Monitoring reports for the DfT family: a snapshot of staff in post in each agency and DfTc on 31st March 2017. Data is summarised to present a diversity profile of staff in each agency and DfTc, and is also amalgamated to DfT Group level. It looks at all grades combined, but also at grades 6 and 7 as a group and the SCS as a further group.

Statistical analysis has been performed (where possible given sample sizes) on organisation level data, to indicate whether proportions of the minority groups are significantly different from that in the local working-age population. We have also looked at differences between grade groups to identify if there were any significant differences in the proportion of minority groups between grade groups.

Comparisons have been made with published data on the diversity of Civil Service staff, and staff in the wider transport sector. For the transport sector comparisons, the diversity data available was limited, so comparisons are made with gender and age and working pattern alone.

Analysis of flows in and out of DfT has been carried out by looking at the staff who left or joined between 31st March 2016 and 31st March 2017. It does not use recruitment data (this was not available at time of writing). Diversity data sharing rates are low for new staff, and this affects the feasibility of making robust estimates about the diversity profile of staff who joined the DfT group in the last year.

For all the analysis, diversity data sharing rates have an impact on our ability to accurately paint a picture of the diversity profile of staff. Sharing rates have improved in some areas over the last year, but not all. The diversity characteristics of staff who declared they “prefer not to say” have been treated as unknowns.

Annex C: explanation of terms

Term	Explanation
Accessibility Action Plan	A plan developed by DfT to make public transport more accessible for disabled users
Apprentice	Someone completing a qualification whilst in full-time employment
Attraction	How the department reaches out to and recruits new talent
BAME	Black, Asian, and Minority Ethnic people
Business area	Different DfT organisations (e.g. VCA, MCA)
Civil Service Diversity and Inclusion Strategy	A new strategy setting out how the Civil Service aims to become the most inclusive employer in the UK
Civil Service Fast Stream	A fast track graduate programme for future senior leaders
Civil Service People Survey	An annual survey of civil servants that helps us understand people's experience of working in our organisations
Commercial Development Programme	A DfT development programme for staff wishing to become commercial specialists
Departmental Resourcing Group	A team providing expert services in recruitment and attraction across DfT
The DfT family	The central department and our four executive agencies
DfTc	The central department

Term	Explanation
Disability Confident	A Government scheme aimed at helping employers attract, retain and develop disabled staff
Disabled Persons Transport Advisory Committee (DPTAC)	A body which advises the government on transport legislation, regulations and guidance and on the transport needs of disabled people, ensuring disabled people have the same access to transport as everyone else
Diversity data sharing	The sharing of personal data (e.g. sexuality, race) on our HR systems
DVLA	Driver and Vehicle Licencing Agency
DVSA	Driver and Vehicle Standards Agency
Equality Act 2010	Legislation to protect people from discrimination in the workplace and in wider society
Everyone Strategy	Network Rail's diversity and inclusion strategy
Executive Committee	A senior committee that steers the day-to-day work of the department
Gov.uk	The website of the British government
Group People Committee	A DfT committee, made up of senior members of the central department and agency chief executives, which looks at people issues
Invitation to Tender	Initiating the process where qualified suppliers bid for the contract to supply goods or services (e.g develop IT systems, build railways)
LGBT+	Lesbian, gay, bisexual, transgender and others including those who are intersex and gender non-binary
MCA	Maritime and Coastguard Agency
Pride	A celebration of LGBT+ culture. Held in different cities throughout the summer

Term	Explanation
Pulse survey	Local surveys that take place in between the annual People Surveys
SCS	Senior Civil Servants - our senior leaders
Staff networks	Groups created and led by staff members around a particular characteristic
STEM	Science, technology, engineering and mathematics
Stonewall	Stonewall works to improve the experience of LGBT+ individuals in the workplace, and throughout the country
STAT	Strategic Transport Apprenticeship Taskforce
Talent Action Plan	A Civil Service-wide programme of action to reduce the barriers faced by people from underrepresented groups which finished in March 2017.
Transport Infrastructure Skills Strategy	A strategy to ensure the transport sector has the skills it needs for the future
Transport sector providers	Businesses who work within the transport sector (e.g. bus operating companies)
Underrepresented groups	Groups that are less represented in organisations and senior positions (e.g. women, BAME)
Vacancy Holder	The manager who is in charge of hiring a new member of staff
VCA	Vehicle Certification Agency



Department
for Transport



Driver & Vehicle
Licensing
Agency

A Brilliant
Civil Service



Driver & Vehicle
Standards
Agency



Maritime &
Coastguard
Agency



Vehicle
Certification
Agency