



Government
Project Delivery
Profession

Project Delivery Diversity and Inclusion Strategy 2020-2023

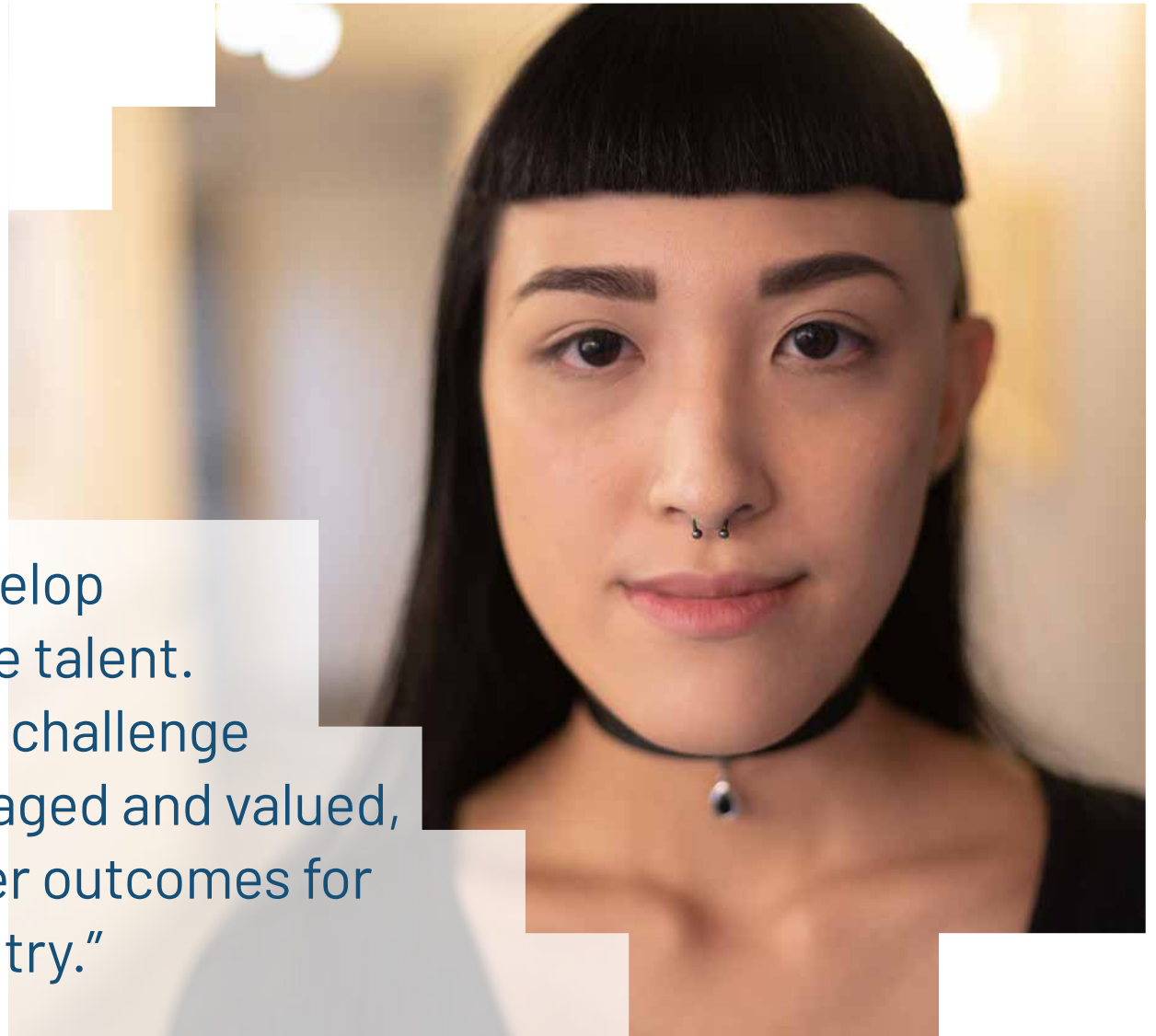




“The goal is a Civil Service where **everyone** feels able to bring their whole self to work and perform at their best...”

...one that can attract, develop and retain the most diverse talent. Where openness, honesty, challenge and innovation are encouraged and valued, helping us to achieve better outcomes for all the citizens of this country.”

Find out more about the [Civil Service D&I Strategy](#)





“We all have a role to play, and a responsibility, to become more active in creating an inclusive culture.”

Foreword

People are the foundation on which effective project delivery is built. A project can't be delivered by just one person. Strong, flexible, professional and capable teams are crucial to successful delivery.

We know we can all deliver more effectively when we feel welcomed and valued for the unique perspective we bring to those teams. When everyone, irrespective of their background, is supported and empowered to achieve their goals and progress their careers.

We can only deliver world class projects that reflect the needs of our diverse society when our profession is fully representative of that population as a whole, from those fulfilling our entry level roles through to our most senior leaders. If we embed inclusivity into both what we do, and how we do it, it will benefit every one of us, citizens included.

The Project Delivery profession is a great place to build a career. We all have a role to play, and a responsibility, to become more active in creating an inclusive culture. The profession should feel like a great place to be, whoever you are and whatever your background.

I am proud to see the progress that the Civil Service has already made to become more diverse and work in more inclusive ways. We know that change can happen, and I invite you to help us deliver the change outlined in this strategy. Without collective effort, we can only go so far, but by working together we can become inclusive by instinct.

Nick Smallwood

Head of Project Delivery Function and Profession
CEO, Infrastructure and Projects Authority

Our champions



Neil Couling
Ethnicity Champion
Department for Work and Pensions

"I firmly believe that Race and Ethnicity is everyone's issue. We all have a responsibility to acknowledge and take action against unconscious bias to help correct the racial disparities that we see in our profession. Tackling racism is hard work, but like all things that are worth doing, hard work leads to results. If we all work hard to support the activities in this strategy then we can transform the Project Delivery Profession."



Suzanne Newton
Social Mobility Champion
Home Office

"Socioeconomic background is a difficult characteristic to visualise and often define. However, to be the best Civil Service we can be, we need to utilise diversity of backgrounds, thoughts, skills and talents. That's why it is imperative that we open up a wider conversation about Social Mobility to remove some of the perceived stigmas that exist to show that regardless of your background you can make a real difference and reach the very top of the profession."



Nick Smallwood
Gender Champion
Infrastructure and Projects Authority

"Although we do have strong representation of women across the Project Delivery Profession, we still have more to do to increase female representation at Senior Grades. As the Gender Champion I am committed to working with members of the profession to target action to increase representation and to address the factors impacting gender balance in project delivery."



Karina Singh
Diversity and Inclusion Champion
HM Land Registry

"The Project Delivery Profession is integral to building the UK of the future. Creating diversity of experience, background and perspective at all levels in our profession is essential to delivering projects that reflect the needs of our diverse society. Our strategy sets out our ambition and commitment to make a difference for our profession and citizens."



Luis Castro
LGBT+ Champion
Department for Business, Energy and Industrial Strategy

"I am excited for us to work together to tackle the challenges and maximise the opportunities we have to make our profession one where everybody in the LGBT+ community feels valued, empowered and proud. To do this, we need to uphold our values and principles, and we need to make an extra effort to make sure no one is left behind, especially when times are tough."



Jon Griffiths
Disability Champion
Department for Transport

"As the Project Delivery Profession we must deliver projects that meet the diverse and ranging needs of the society we serve, for example the 20% of people in the UK who have a disability. To do this, our profession must reflect society. We have to ensure that our colleagues with disabilities are not only welcomed and included in everything we do, but fully supported to have fulfilling careers and reach our most senior roles."

Where are we now?

Our strategy is based on a solid evidence base that has given us insight into the diversity of our colleagues working at all levels of the Project Delivery profession. This data has shown us that there are some clear areas that we need to change and improve as a priority.



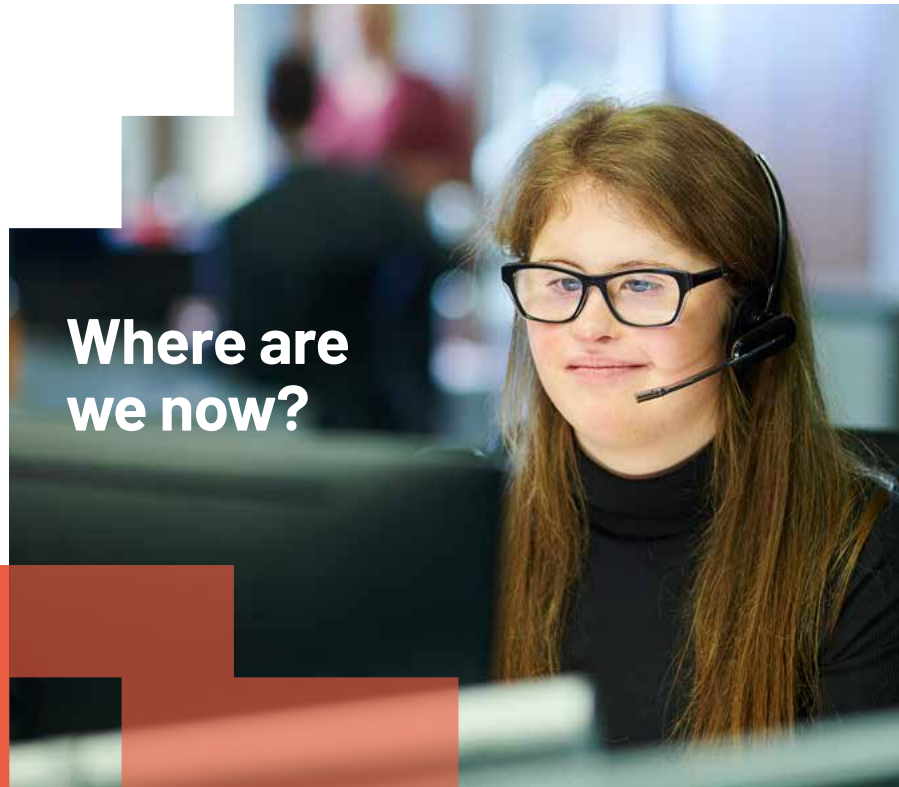
We need to increase the representation of women in our Senior Responsible Owner and Project Director positions for our Government Major Project Portfolio. We must prioritise activity that will **support the progression** of women and enable more women to fill these important roles. Our plans to **support the progression** of all those who want a career in our profession are central to achieving this change.

We also need to increase the diversity of participants nominated for and attending our Major Projects Leadership Programme and Project Leadership Programme. We must ensure participation is representative in our core leadership programmes. Our planned activity to support progression will work towards achieving this.

We also have information showing the different experiences parts of our community have in terms of feeling included, respected and engaged at work.

The Project Delivery Function inclusion score exceeded the Civil Service benchmark. We want to build on this and continue to create an **inclusive culture** across our profession.

Inclusion and fair treatment scores for individuals who identify with a minority group are not as high compared with scores for individuals who do not. We need a profession where everyone feels included and where everybody is treated fairly. Creating an **inclusive culture** is essential to accomplish this.



Where are we now?

“We need a profession where everyone feels included and where everybody is treated fairly. Creating an inclusive culture is essential to accomplish this.”

Individuals who identify with a minority group report higher rates of bullying, harassment and discrimination when compared with individuals who do not. No one should suffer discrimination and there is no place for it in our profession. Each one of us has a role in creating an inclusive culture where discriminatory behaviour is stamped out. Addressing this is a fundamental part of our work to build an inclusive culture.

The last few years have seen encouraging progress for the profession, showing us that change is possible if we work at it. This strategy sets clear expectations for the kind of profession we want to be and the priorities we need to work on to get there.



The foundation of our strategy

The Civil Service D&I Standard


We will align with the Civil Service D&I Standard and embed the D&I Practice Expectations, ensuring expectations are met and continually improved upon.

Improving our evidence base

The insight we have into the diversity and inclusiveness of our profession is only as good as the data that we have. We will continue to improve the integrity of our data, and commit to taking an intersectional approach where possible. We will seek to understand the behaviours behind patterns and trends, and we will use better insight to help us to focus our efforts and to measure where we are making a difference.

Skills and experience accreditation

We will be developing greater objectivity and equality in how we assess and accredit our project delivery workforce through the development of a Government Projects Academy. This will provide a clear and common framework for everyone to work towards as they progress their careers.



“If we embed inclusivity into both what we do, and how we do it, it will benefit every one of us, citizens included.”

What we aim to do

Creating an inclusive culture

Myth busting

Role models

Inclusive working guides and toolkits

Accessibility of development

Supporting progression

Mentoring and sponsorship

Spotting and harnessing potential

CV and interview preparation skills

Embedding D&I outcomes for projects

Defining D&I standards for project design and delivery

D&I ambassadors on projects

Creating a future-fit diverse talent pipeline

THE FOUNDATION OF OUR STRATEGY

The Civil Service D&I Standard

Improving our evidence base

Skills and experience accreditation

We will take action to identify, understand and promote the behaviours which create a culture where everyone feels able to bring their authentic self to work and diversity of thought is valued.

Creating an inclusive culture

Myth busting

Role models

Inclusive working guides and toolkits

Accessibility of development

We will undertake **myth busting** activity to promote the accessibility of the profession, and celebrate successes and **role models** to increase the visibility of the diversity and inclusive working practices we have in the profession.

Sharing **inclusive working guides and toolkits** will enable all Project Delivery leaders, managers and colleagues to work in the most inclusive way and be responsible for holding each other to account.

Reviewing the extent to which our core Project Delivery **learning and development** opportunities are accessible and inclusive to all will allow us to make changes to both what and how we deliver.

We will take action to support the progression of project delivery colleagues to the most senior roles of the profession, inclusive of all backgrounds.

Supporting progression

Mentoring and sponsorship

Spotting and harnessing potential

CV and interview preparation skills

We will build mentoring, reverse **mentoring and sponsorship** into our business as usual people activities, with a particular focus on supporting individuals from groups which are currently underrepresented.

We will continue to build diversity into our talent management and succession planning activities, ensuring that we are more thoughtful and evidence based in **spotting potential** and that our plans include talented staff from underrepresented backgrounds.

We will provide or signpost the practical, **direct support available to candidates** throughout the job application process to enhance the conversion rates for minority groups.

We will embed D&I thinking into our work so that inclusion becomes instinctive and is reflected in project outcomes.

Embedding D&I outcomes for projects

Defining D&I standards for project design and delivery

D&I ambassadors on projects

Creating a future-fit diverse talent pipeline

We have a responsibility to ensure that **diversity and inclusion is incorporated into our project delivery standards**, methods and governance. We want the projects we deliver to not only meet minimum equality standards, but to add value for individuals, groups and communities via outcomes that enhance inclusion.

We will **build consideration of D&I impacts into our overall project delivery framework and life cycle processes**, providing clear guidance on how to do this.

We will introduce **D&I ambassadors** to hold us to account in meeting the D&I standard, provide guidance if we fall short and celebrate excellence.

We will research longer term requirements for project delivery skills. This will take into account predicted changes in demography, project design and implementation methodologies, so that early action can be taken to build diversity into **skills and talent pipelines** for the future.



Government
Project Delivery
Profession

Produced by the Infrastructure and Projects Authority

You may re-use this information (excluding logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit www.nationalarchives.gov.uk/doc/open-government-licence/ or email: psi@nationalarchives.gsi.gov.uk

Where we have identified any third party copyright material you will need to obtain permission from the copyright holders concerned. Alternative format versions of this report are available on request from projectdeliveryprofession@ipa.gov.uk

For comments or queries please contact:
projectdeliveryinclusion@ipa.gov.uk