

Introduction

This 'light touch' report presents renewed evidence to demonstrate progress the Department for International Development has made in delivering the aims of the Civil Service Strategy – 'Promoting Equality, Valuing Diversity' in 2010/11.

We have provided a summary of progress grouped around the four themes in the Strategy: Behaviour and Culture Change, Leadership and Accountability, Talent Management and Representation.

Behaviour and Culture change

Aim: Dignity and respect for all. We are inclusive and confident. Equality and diversity are fully mainstreamed across DFID.

Progress

The main focus of our work over 2010/11 has been ensuring DFID is equipped to meet the legal obligations set out in the new Equality Act 2010 (came into force October 2010) and comply with the Public Sector Equality Duty (April 2011):

- We represent DFID in the cross government Equality Act Implementation Working Group, attending monthly meetings set up by the Government Equalities Office (GEO), which allowed us to share our knowledge and expertise, share ideas about implementation best practice, challenge the GEO on key policy areas and keep on track of latest developments.
- Working with the Employment Policy Adviser, we updated all the relevant HR and diversity policies and other material on our intranet to incorporate the new protected characteristics and definitions for discrimination.
- We rewrote DFID's Equal Opportunities Policy to take account of new legislation and our obligations in the Public Sector Equality Duty.
- We organised training and briefing for key HR stakeholders – last year ACAS delivered training on the Equality Act (November 2010), and this year Louise Sutton (GEO) delivered a presentation on the Public Sector Equality Duty (March 2011).
- We revised the e-learning package (called Same Difference), which is accessible via the internet using a password and is designed to provide interactive themed learning in thirty minute bite-sized chunks. The package covers three modules: Equality and the Law, which focuses on the new Equality Act 2010, Valuing Diversity, and Equality Analysis/Equality Impact Assessments.
- Last year we worked with colleagues in procurement and commissioning to ensure that equality considerations are included throughout the tendering and contract management processes and information is recorded in such a way that it can later be published.
- We already publish a considerable amount of workforce equality information and will continue to improve on this and establish a baseline suite of data and equality information/analysis to identify what we already collect/publish and where there are gaps.

- Next steps include a series of communication pieces to increase staff knowledge on the Public Sector Equality Duty and developing high level equality objectives - we anticipate that we will put forward a number of options for board approval in relation to headline objectives which apply across the department and will be reported on, reviewed and revised. We anticipate that initial objectives will look to address information gaps and to develop objectives which reflect the department's key business priorities within the context of transparency and democratic accountability and the government's approach to equality.

We have also been focused on taking forward action from the results of the Civil Service People Survey 2010. One of the areas of continuing concern for DFID is discrimination, bullying and harassment: 10% of DFID staff said they had personally experienced discrimination at work in the last year and 9% of DFID staff said they had personally experienced bullying or harassment at work in the last year. Some of the next steps delivered include:

- inviting staff for one to one sessions for isolated cases of bullying;
- delivering a specially designed bullying and harassment workshop;
- delivering tailored training to Band A (equivalent to G6 and G7) managers;
- facilitating diversity and equality sessions using the Insights Discovery tool (see below); and
- encouraging wide use of the Challenging Behaviour DVD at team building events.

It is hoped that the impact of this will be greater awareness of dignity at work, a reduction in the number of instances of bullying, colleagues learn how to spot and deal with harassment and training improves management. Some departments within DFID have been commissioning specific pieces of work, I present two examples below:

- **DFID Nepal**

DFID Nepal is working through a People Survey Action Plan, reflecting detailed discussions with all staff last year, facilitated by a local consultant. They have taken a number of actions to address findings in the People Survey such as a workshop for all staff on cultural differences. This included role play and break-out discussion groups that examined helpful and unhelpful cultural differences between UK and Nepali colleagues and within each group. Outcomes included the decision to develop a briefing pack for all new staff on Nepali and UK cultures. Two staff members developed a detailed plan for this - the principle being that the process of talking these issues through with all staff could be as valuable the final product. DFID Nepal also came up with a number of behavioural suggestions to address problems arising from cultural misunderstandings and build positively on cultural differences. They jointly agreed a DFID Nepal Value statement on cultural differences (*'acknowledge, respect and work with cultural differences to strengthen mutual understanding and build team working'*). DFID Nepal has strengthened the capacity of their Diversity Champion, by expanding the mandate of their cross-cutting change management group to include diversity issues. Other workshops held have also explored issues around harassment, bullying and robust management and addressed differing perceptions due to cultural differences.

- **DFID Policy and Research Directorate (PRD)**

PRD Diversity Group invited PRD staff to complete a short survey to give the Diversity Group and the PRD Leadership Team more information on some of the main diversity issues in the Directorate identified in the Civil Service People Survey. The Diversity group agreed to deliver three focus groups in partnership with the PRD Leadership team to look in more depth at some of the diversity issues that the internal mini-survey had uncovered: supporting part-time working, improving flexible working and work-life balance and issues around split headquarters, in terms of location (London and East Kilbride). The objective of all the workshops is to come up with practical and concrete steps for PRD staff and management, to build upon recent progress in these areas and to learn from existing good practice and agree next steps with success criteria. This will be followed through by PRD Leadership in 2011/12 financial year and the impact should be that PRD is more location neutral, part-time workers are better managed and have improved career prospects and that work overload issues are addressed in PRD.

Other work to address behaviour and culture change:

- We integrated diversity and equality into DFID's Corporate Induction Programme and by ensuring it is higher up on the agenda, tried to raise the profile. The redesigned creative session gives individuals an opportunity to explore their own diversity and think about diversity in the broader context of DFID's business. Diversity sessions have also been integrated into induction programmes for Stabilisation Unit, which is the Government's centre of expertise to respond to the complex challenges of fragile and conflict-afflicted states and includes staff from DFID, Foreign Office and Ministry of Defence.
- Last year we facilitated diversity and equality workshops for staff in DFID's Jerusalem office. The Diversity Team made use of the Insights Discovery tool, which is a preference based system with its foundations in the work of the psychologist Carl Jung. This tool helps individuals to recognise, understand and value differences, looking at how and why people think and act in different ways, and how to work more effectively with others to deliver results quicker. We also facilitated similar sessions for Asia Division, Africa Division, Business Solutions Division and Employee Health and Wellbeing Team and has received positive feedback.
- We simplified our equality impact assessment toolkit further to reflect the requirements of the new Equality Act 2010. We now have a simple one page screening form to get policy and decision makers to consider the effect their policies, services and decisions have on equality and the protected groups listed in the Equality Act. We apply the principles of best practice in our overseas offices through a similar business planning tool (*Gender and Social Exclusion Analysis Framework*) ensuring that DFID's poverty reduction programmes reach the poorest and most excluded.
- DVDs continue to be a popular and effective way of embedding diversity in DFID. They cover Age, Disability, Gender, Race, Religion or Belief, Sexual Orientation, Valuing Diversity in Teams and Challenging Behaviour. We have 3 copies of each DVD and 5 copies of the Challenging Behaviour DVD and they are continuously out on loan, with a waiting list to use them. The DVDs help staff understand the importance of open-minded attitudes and respectful behaviours and look at the misconceptions and prejudices about diversity and equality through a mixture of thought provoking case studies and provide solutions. Individuals have found them most useful for creating discussions at team events around handling difficult situations in the workplace.
- The Diversity Networks contributed to behaviour and culture change by raising awareness through newsletters and events. In February 2011, the Lesbian, Gay, Bisexual and Transgender (LGBT) Network held a photo exhibition entitled 'Sexuality Matters' launched by the Permanent Secretary, to illustrate the connections between poverty, development and sexuality. Discrimination on the basis of sexuality can make people poorer and can impede their ability to ask for and get choice and control over services. The Ethnic Minority Network (EMN) published their first newsletter showcasing the network's activities and initiatives that support Black and Minority Ethnic staff and promote race equality in DFID and the wider Civil Service. The EMN also held a lunchtime seminar in October 2010 - 'Diversity in an Economic Downturn' – with a guest speaker from the Home Office.
- To support managers and staff, we purchased an online Diversity Calendar. The Calendar is a cost-effective way of promoting diversity and lists holidays, events and the principal religious festivals for the major world religions. The information provided in the calendar gives line managers a useful initial reference point to assist them in anticipating the need for time off for staff who practice a particular religion or belief. Line managers are encouraged to use the calendar as part of their normal yearly planning to manage staff absences.
- Another small but significant change to create an inclusive culture, DFID Pakistan, after much pushing managed to have announcements and alarm tests on the British High Commission compound done in both English and Urdu, ensuring many technical and security staff that have

- DFID Nigeria hosted an event to celebrate the culture and diversity of Nigeria as part its 50th Independence Anniversary. Local and UK staff all dressed in Nigerian clothing, and the different styles and customs from different parts of the country were explained. Staff also watched cultural displays by colleagues and local artists, and presentations reflected on Nigeria's recent history and development challenges. The event brought staff together to celebrate Nigeria's diversity, and help UK staff better understand the context in which DFID works. Without this understanding our ability to appreciate different perspectives, and help address Nigeria's complex social and regional challenges, would be less.
- To ensure equality for all, DFID Bangladesh ensured that staff appointed in-country (SAIC) were included on a number of senior level boards. For example they expanded the representation of their Senior Management Group to include SAIC and allowed the inclusion of staff at all grades on the SAIC Executive Committee (including Band D drivers and office assistants) and ensured that SAIC colleagues are part of the Business Continuity Planning Team.

Leadership and Accountability

Aim: Active, visible leadership of every aspect of equality and diversity and successful delivery of DFID's strategy, driven by clear and effective lines of accountability.

Progress

- Overall accountability for diversity and equality rests with DFID's Management Board. We have a Diversity Champion at Director-General level, who represents DFID at the Whitehall Diversity Champions Network. This role is rotated among the Director-Generals. Our Diversity Champion has recently agreed to take on the role of Disability Champion to raise the profile of disability issues within the DFID and provide proactive visible leadership. .
- We have a proactive and visible LGBT Champion (who is also the Chair of DFID's LGBT Network). They have continued to raise awareness and the profile of sexual orientation within the organisation and ensure that challenging sexual orientation issues are addressed to create a more inclusive organisational.
- We have a successful network of senior level Gender Champions (approximately one per Division), headed by a Director-General, who continue to meet on a quarterly basis to review progress and raise the profile of gender equality in DFID, ensuring top management ownership, and providing greater accountability and challenge. The Gender Champions will lead work on the new Strategic Vision for Girls and Women – launched by the Secretary of State in March 2011.
- We also have a proactive and significant Ethnic Minority Network consisting of staff across all Bands and locations. DFID's EMN works closely with other race and equality networks across Whitehall and has forged links with the Runnymede Trust and other organisations working to strengthen leadership in ethnic minority communities in the UK. The EMN plays a vital role in providing practical support to DFID staff through mentoring, coaching, sharing experience and learning.
- All Directors are required to confirm annually in a written Statement of Assurance that staff in their Division are aware of DFID's legal obligations under the Equality Act 2010 and Public Sector Equality Duty.

Talent Management

Aim: Talented people from the widest range of backgrounds joining and progressing up through the Civil Service.

Progress

- The Senior Leadership Committee (SLC) conducts a talent review twice a year. This involves the Director-Generals (with input from Directors) producing a nine-box talent matrix showing the performance and potential of all Senior Civil Service staff. This is reviewed and validated by the SLC. These assessments inform the setting of performance and learning objectives. The HR Director is using a representative group of Directors to shape a more systematic approach to sub-SCS talent management in 2011-2012.
- We are signed up to the Fast Stream Scheme, which is the talent management programme for graduates who have the potential to become the future leaders of the Civil Service. DFID also runs an in-house nomination scheme for talented individuals within the organisation to join the Fast Stream. The Fast Stream journey is normally over a four year period where individuals cover all aspects of DFID's business (policy, operational delivery and corporate services) in either of the two UK headquarter locations (London and East Kilbride) and working overseas in a country office possibly in a fragile state. DFID currently has 83 Fast Streamers in post split evenly by gender. Over the last year 31% of Fast Streamers have progressed to G7 level (18% female and 13% male). We have two female Fast Streamers sharing one job.
- We supported seven staff members (all women, one LGBT staff member and two from a black, ethnic minority background) on the Coaching Squared programme. Coaching Squared offers 'light touch' structure which partners individuals from different backgrounds into a coaching relationships. The main objectives of the initiative are raising career prospects by focussing on person progressions with an independent peer, building confidence through discussing challenging work based development issues in a safe and confidential environment, accessing different leadership styles/ways of working, developing coaching skills including the manager as coach principal, access to a professional network and unleashing potential/talent. In an evaluation of the programme, participants cited an increase in their personal confidence and an awareness of their own personal development priorities as the main benefit from participating.
- DFID provides support to successful applicants on the Minority Ethnic Talent Association (META): Growing Talent programme. Established in 2006, META was founded with the aim of supporting talented staff of ethnic minority background to develop their potential and become leaders in the Civil Service. The 18-month programme is designed to foster the leadership potential of talented ethnic minority colleagues and equip them to succeed at a high level, through personal mentoring by senior civil servants and targeted development sessions, coaching and networking events. Last year one member of staff was successful in attaining a position on the META scheme.

Representation

Aim: A Civil Service that is making good progress towards reflecting society by 2020, at all levels.

Progress

- Please refer to the Departmental Data Collection Report 2011 for progress on representation in DFID.

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PLEASE NOTE:

Information in this report has been drawn for Home Civil Servants and Staff appointed-in-country from the HR Database as at December 2010.

DFID Grading System

SCS = Senior Civil Service
A1 = G6
A2 = G7
A2 (L) = Senior Executive Officer
B1 (D) = Fast Stream
B1 = Higher Executive Officer
B2 = Executive Officer
C1 = Administrative Officer
C2 = Administrative Assistant
D = Drivers and Ancillary Staff

1) Departmental Targets for grades below Senior Civil Service (SCS)

DFID set 2011 diversity targets for women, disability and black, minority, and ethnic (BME) staff for the grades listed below. The table shows the percentage in grade at the end of December 2009 and 2010 against the 2011 targets:

% of grades	BME			Disabled			Women		
	2009 actual	2010 actual	2011 target	2009 actual	2010 actual	2011 target	2009 actual	2010 actual	2011 target
A1 / G6	6	7	10	2	2	3	40	44	40
A2 / G7	6	5	12	2	2	4	51	52	50
A2 (L) / SEO	11	8	12	3	3	4	49	53	50
Fast Stream B1 (D)	2	2	10	3	2	4	46	47	50
B1 / HEO	12	7	12	2	2	4	51	54	50

- DFID has always been an exemplar of good performance across the Civil Service, which is why we set ambitious and stretching targets for 2011.
- We have exceeded the targets set for women in all grades below the SCS except Fast Stream where we are moving in the right direction.
- We have not met our diversity targets for black, minority ethnic (BME) and disabled staff and recognise that we have more work to do in this area.

2) SCS Representation

The table below shows the SCS diversity targets and current representation.

% in Senior Civil Service	DFID position @ Dec 2009	DFID position @ Dec 2010	DFID 2011 targets		Civil Service 2013 targets	
Women*	33	35	↓	41	↓	39
Women in TMP**	26	33	↓	38	↑	34
Black Minority Ethnic	11	11	↑	12	↑	5
Disabled	2	1	↓	3	↓	5

KEY: ↑ above target ↑ on track or met target ↓ below target

* Includes women that are on maternity leave or are in SCS job grades (i.e. overbearing a post) but excludes staff on secondment or unallocated unpaid

**TMP (Top Management Posts) - includes Director (Grade 3), Director General (Grade 2) and Permanent Secretary (Grade 1) posts

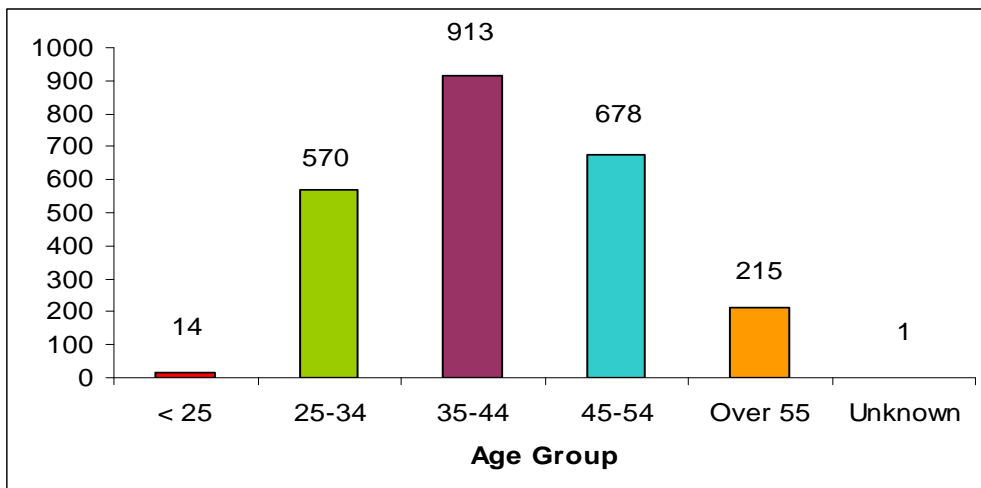
- DFID has exceeded the Civil Service 2013 target of 5% for black, ethnic minority staff in the SCS (11%) and nearly met our stretching internal departmental target of 12%.
- We have made steady progress in increasing the number of women in the SCS, particularly for women in top management positions (from 26% in 2009 to 33% in 2010) and are on track to meet the Civil Service 2013 target of 34% for women in top management positions.

- We have not met the targets for disabled staff and recognise that we have more work to do to increase the representation of disabled staff within the SCS and grades below the SCS.

3) Staff representation

Representation rates at December 2010 for staff at grades below the SCS for the following protected characteristics: age, disability, ethnicity, gender, religion or belief, sexual orientation, working patterns and location.

Age



- As with the previous years, the number of staff in the 25 and under and 55 and over age groups remains lower than the other age groups. The highest number of staff (38% of total number of staff in DFID) is in the age group 35 to 44.
- Staff aged 55 and over make up 8.3% of the organisation profile.

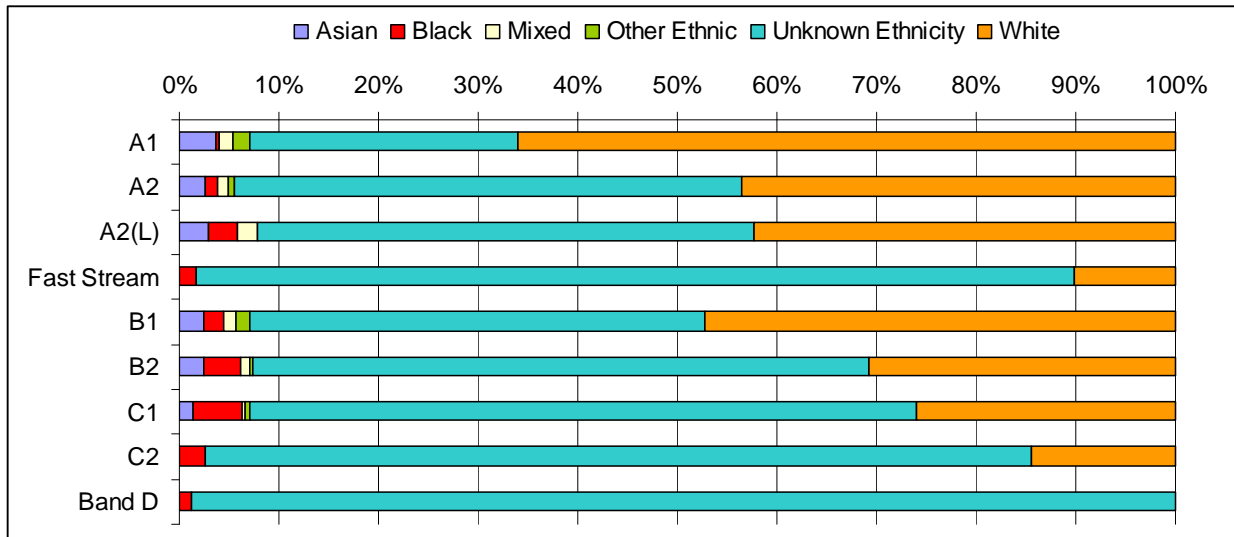
Disability

Grade	% declared Disability in 2009	% declared Disability in 2010	Total number staff in 2010
A1	1.9	1.6	300
A2	2.5	2.0	528
A2(L)	3.3	2.9	203
Fast Stream	3.5	1.6	59
B1	2.3	2.2	356
B2	6.3	3.9	409
C1	8.6	3.3	300
C2	9.1	2.6	76
Band D	-	-	77
Total	3.5%	2.5%	2308

- The number of staff that declared a disability has decreased in the last year. DFID has more staff declaring a disability in the lower grades, and declaration rates reduce the higher the grade.
- 7.6% of employees have a disability in the Civil Service (Civil Service Statistics 2010, ONS, Cabinet Office); anecdotal evidence also indicates that the number of people reporting a disability in DFID is an under-estimate. Improving disability declaration rates will be one of the priorities for DFID over the coming year.

Ethnicity

Ethnic Group	No. of staff	% of DFID staff
Asian	54	2%
Black	54	2%
Mixed	23	1%
Other	15	1%
Unknown	1259	54%
White	903	40%



- Ethnicity is unknown for 54% of DFID staff. This is partly down to the fact that a third of DFID employees are staff appointed-in-country and the traditional UK ethnic categories do not apply in some of our overseas offices where the ethnic breakdown cannot simply be categorised as Asian, Black and so forth.
- We recognise that our overall declaration rates are low (47%). Improving diversity declaration rates will be one of the priorities for DFID over the coming year.

Gender

Grade	Total Staff No.	% Females	% Males
A1	300	44%	56%
A2	528	52%	48%
A2 (L)	203	53%	47%
Fast Stream	59	47%	53%
B1	356	54%	46%
B2	409	60%	40%
C1	300	65%	35%
C2	76	24%	76%
Band D	77	13%	87%
Total	2308	52%	48%

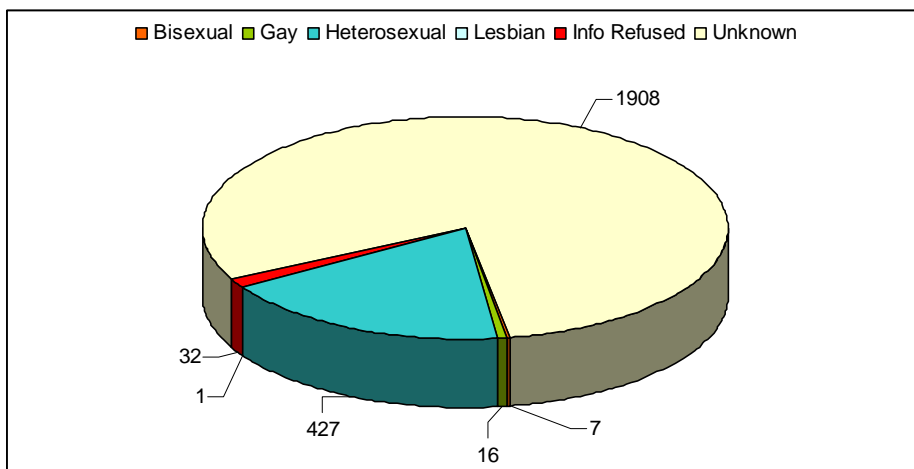
- Overall, within DFID there is an equal split between female and male staff.

Religion or Belief

Religion or Belief	Total Staff numbers
Agnostic	45
Anglican	30
Atheist	52
Baptist	13
Buddhist	17
Church of England	55
Church of Scotland	33
Coptic Orthodox	3
Free Presbyterian	7
Greek Orthodox	8
Hindu	44
Jehovah's Witness	9
Jewish	4
Muslim	85
Not Specified	61
Other	54
Roman Catholic	102
Russian Orthodox	4
Sikh	5
Unknown	1760
Total	2391

- Religion or belief is unknown for 74% of DFID staff. Once again given the fact that a third of DFID employees are staff appointed-in-country based in our overseas offices, the traditional UK categories are not applicable.
- Most of our overseas offices ensure that office holidays are not just UK-centric and take account of the different religious and cultural occasions that take place during the year. Our two UK headquarters and overseas offices have meditation/prayer room facilities.

Sexual Orientation

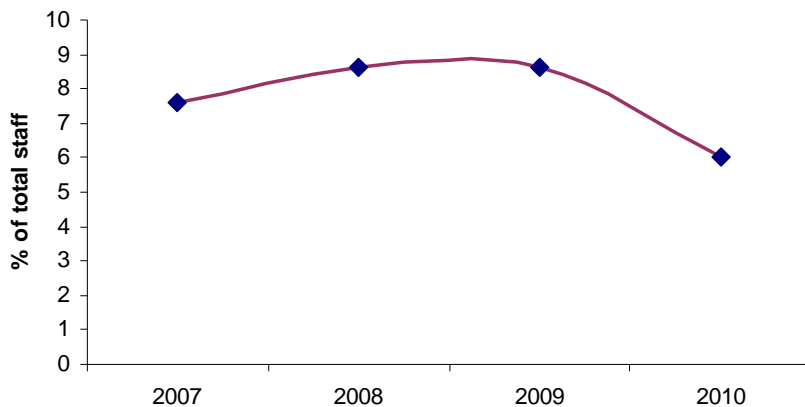


- Although the sexual orientation is unknown for majority of DFID staff (80%), the number of individuals declaring their sexual orientation as other than heterosexual has risen from 18 in 2009 to 24 in 2010. There are 29 members in DFID's LGBT Network.

Working Patterns

Grade	% working reduced hours 2009	% working reduced hours 2010	Total Staff numbers 2010
A1	7%	6%	300
A2	8%	7%	528
A2(L)	3%	3%	203
Fast Stream	3%	0%	59
B1	10%	7%	356
B2	11%	7%	409
C1	19%	9%	300
C2	4%	1%	76
Band D	-	4%	77
Total	9%	6%	2308

Reduced hours trend in DFID from 2007 - 2010



- Reduced hours include all staff that do not work full-time hours (this translates as 37 hours in our East Kilbride HQ and 36 hours in our London HQ).
- Over the last year, staff working reduced hours has decreased from 9% of total staff in 2009 to 6% in 2010. A break down by grade shows that at all levels there has been a decrease in the number of staff working reduced hours.

4) Departmental Declaration Rates

The table below shows the departmental declaration rates as at December 2010 for the protected characteristics listed. Declaration rates return based on 2391 total staff.



Protected Characteristic	Declaration Rates 2009	Declaration Rates 2010
Age	99.9%	99.9%
Disability **	100%	100%
Ethnicity	48%	46.6%
Gender	99.2%	100%
Religion or Belief	22.6%	26.4%
Sexual Orientation	18.3%	20.2%

** We recognise that this may not be an accurate reflection of the true profile within DFID, especially when the evidence base highlights that representation rates for disabled staff in DFID are low (2.5%) compared with the

number of disabled staff (7.6%) across the Civil Service (Civil Service Statistics 2010, ONS, Cabinet Office) and the number of disabled staff in the Public Sector (14%).

5) DFID People Survey Results

80% of DFID staff responded to the 2010 *Civil Service People Survey*. A summary of People Survey **Inclusion and Fair Treatment Questions** are shown below by age, disability, and gender to compare the experiences of individuals from these protected groups with those not within the protected group and against the overall results for DFID.

 Difference of 5% or more above the DFID overall percentage
 Difference of 5% or more below the DFID overall percentage

	Questions	DFID overall	20 to 24	25 to 29	30 to 34	35 to 39	40 to 44	45 to 49	50 to 54	55 to 59	60 to 64
Inclusion and fair treatment	1) I am treated fairly at work	83	93	90	83	83	83	85	79	83	80
Inclusion and fair treatment	2) I am treated with respect by the people I work with	88	93	90	87	88	90	90	84	91	86
Inclusion and fair treatment	3) I feel valued for the work I do	71	79	73	69	74	74	73	67	78	68
Inclusion and fair treatment	4) I think that DFID respects individual differences	79	93	85	81	78	77	78	77	81	80

Age

- There were no returns for staff under 20 or 65 and over.

Disability

	Questions	DFID overall	Disabled	Not Disabled
Inclusion and fair treatment	1) I am treated fairly at work	83	72	83
Inclusion and fair treatment	2) I am treated with respect by the people I work with	88	70	89
Inclusion and fair treatment	3) I feel valued for the work I do	71	59	72
Inclusion and fair treatment	4) I think that DFID respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	79	64	79

Gender

	Questions	DFID overall	Male	Female
Inclusion and fair treatment	1) I am treated fairly at work	83	85	82
Inclusion and fair treatment	2) I am treated with respect by the people I work with	88	90	88
Inclusion and fair treatment	3) I feel valued for the work I do	71	75	70
Inclusion and fair treatment	4) I think that DFID respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	79	82	77

6) Disability

- Last year we produced a *Guide to Reasonable Adjustments in DFID* and a line manager's checklist to provide more clarity around reasonable adjustments and help staff identify how reasonable adjustments can be accessed and how it enables work to be done differently. The reasonable adjustments budget for the financial year 2010/11 was £15,000.
- DFID was reaccredited last year with the Disability Two-Ticks Award for recruitment and retention of disabled staff where applicants with a disability that satisfy the minimum criteria for a post are invited for an interview; this applies to external recruitment and to candidates applying for internal recruitment/promotion. An example of how this works in practice - DFID Pakistan encouraged applications from potential candidates with recognised disabilities in a recent recruitment exercise. They shortlisted two candidates with disabilities, one was visibly challenged and the other is recognised as suffering from Asperger's Syndrome. During assessment centres DFID Pakistan allowed each candidate extra preparation time and in the end one candidate was successful.
- DFID's Employee Health and Wellbeing Team provide a confidential and independent support and advisory service to the organisation on health and wellbeing at work; dealing with work and personal issues which have an impact on staff, including mental health issues. Our intranet has dedicated pages which provide support and information to staff on mental health issues, including a line manager's guide to Managing and Supporting People with Mental Health and a link to a series of short video clips on mental health.
- Although we have a strong commitment to equal opportunities and have made some progress in promoting disability equality over the last few years, we need to do more to ensure individuals feel comfortable about declaring their disability and focus on increasing the representation of disabled people in DFID at all levels. The evidence base highlights that representation rates for disabled staff in DFID are low (2.5%) compared with the number of disabled staff (7.6%) across the Civil Service (Civil Service Statistics 2010, ONS, Cabinet Office) and the number of disabled staff in the Public Sector (14%). The Civil Service People Survey 2010 also indicated that on questions around inclusion, fair treatment and feeling valued, disabled staff scored lower than their non-disabled colleagues.
- Collaborating with our staff employee network (*Disability Forum*) we have started work on a plan of action to revitalise efforts. We recently appointed a Disability Champion at Director-General level. Other planned work includes:
 - further research into the actual work experiences of disabled staff in DFID
 - poster campaign to raise awareness of disability (visible and invisible)
 - continue developing relationships with other civil service disability networks
 - clarity around definition of disability to improve declaration rates
 - identifying key disability days and hold an awareness raising event