

Equality, Diversity and Inclusion Strategy

June 2012 – June 2015

June 2012

Equality, Diversity and Inclusion Strategy

If you require further information on this document or require the document in another format, please contact Jerome Williams, HR Policy and Diversity Consultant:

E: Jerome.williams@decc.gsi.gov.uk

T: 0300 068 6927

Foreword

Equality, diversity and inclusion helping to improve DECC's performance

DECC is operating in an environment that is exciting but also demanding and the successful implementation of our policies across all groups in society is highly dependent on us understanding and effectively responding to the diverse needs and interests of everyone. To be a high performing department it is essential that together we create a workplace where all of us can achieve our full potential, feel that our contributions are valued and work effectively and flexibly together.

This strategy marks a turning point in our approach to equality and diversity. Whilst we have made progress in some areas, there is more to be done to ensure we have diversity at all levels and value the contributions of everyone. Equality, diversity and inclusion needs to become central to the work that we do and the way that we work in DECC. This strategy aims to:

- Embed equality, diversity and inclusion into our leadership, policies, systems, processes and governance arrangements
- Ensure our policy design and communication builds on the results of engagement with different groups in society
- Build the skills and environment we need to improve equality diversity and inclusion
- Increase the diversity of our staff at all levels, improving the ability of all staff to reach their potential, ensuring equality in how we manage performance, promote and reward everyone.

Together, we have the potential to make a positive impact on every individual within DECC and across different groups in our society, including those from vulnerable backgrounds. Achieving this in practice requires all of us to take responsibility for ensuring equality and building on the strengths of diversity.

The actions in this strategy will affect many aspects of what we already do and how we work. This will include the information we use and how we challenge ourselves to help us make good decisions, how we behave to each other, how we encourage, value and reward contributions from different staff and how we evaluate the impact of our internal and external policies.

We have all had the opportunity to contribute our views and experiences to help build this strategy, through the Diversity Review carried out in 2011 and the consultations and feedback that followed. This has helped to focus the strategy on the areas and actions we collectively believe will make the biggest impact. We thank you for your input and now ask you to help make DECC a better, more inclusive department that builds on the strengths of diversity in the way that we work and the work that we do.

Wendy Barnes

Moira Wallace

Chief Operating Officer

Permanent Secretary

Diversity and Inclusion Champion

Defining Equality, Diversity and Inclusion

Equality is about creating a fairer society where everyone can participate and has the same opportunity to fulfil their potential.

Equality is backed by legislation (Equality Act 2010) designed to address unfair discrimination, harassment and victimisation; advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not. There are 9 protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, sexual orientation.

Diversity acknowledges and values the full range of differences between people both in the workplace and in wider society.

Diversity acknowledges that entry into the workplace and an individual realising their potential once there can be influenced by a range of factors beyond the characteristics included within equality legislation, including social, economic and educational background, professional background, hierarchical level, working style, nationality etc.

Inclusion refers to an individual's experience within the workplace and in wider society and the extent to which they feel valued and included.

Contents

Executive Summary	
Why Equality, Diversity and Inclusion is Important to DECC	
Current Progress and Challenges	
The Strategy	
The Delivery of the Strategy	
Governance	
Risks and Mitigation	
Appendix 1	Equality, Diversity and Inclusion: Progress and Challenges in DECC
Appendix 2	Development of the Equality, Diversity and Inclusion Strategy
Appendix 3	Governance
Appendix 4	Risk Assessment
The Department of Energy and Climate Change (DECC) – About Us	

Executive Summary

Why equality diversity and inclusion is important to DECC

- Engaging with and better understanding our diverse stakeholders and customers and building on the experiences and insight of our diverse staff helps us to design and deliver more effective policies.
- Valuing the contributions of everyone, including people from under-represented groups and ensuring equality, makes a positive difference to organisational innovation, efficiency and performance.
- Positive reputation internally and externally will improve our ability to attract and retain the best talent and have stronger relationships with our stakeholders.

Where we are now – equality and diversity progress and challenges

DECC's equality and diversity successes and challenges were highlighted in the DECC 2011 Diversity Review conducted by independent diversity expert Anne Watts OBE with input from DECC staff networks, the Trade Unions and staff.

Progress	Challenges
<ul style="list-style-type: none">• Established staff networks: Disnet, LGBT, REM, Part-time• All identified accessibility requirements met or in an action plan• Diversity e-learning delivered to all staff• Senior Civil Service disability target of 5% met• 41% of staff in the talent pipeline are women• DECC awarded Stonewall Most Improved Employer in 2012 Workplace Equality Index	<ul style="list-style-type: none">• Feedback that the performance management system is disliked & that the moderation system was not seen as objective, fair or motivating.• 30.3% of women in SCS against a target of 39%• 25% of women in PB2 against a target of 34%• 4% ethnic minority staff in SCS against a target of 5%• Low staff declaration rates on ethnicity (64%), religion (45%) and sexual orientation (45%)• Cultural barriers are experienced by some staff hindering how their contribution is valued, their potential to develop and how they are rewarded• insufficient training in core management skills in many areas of DECC

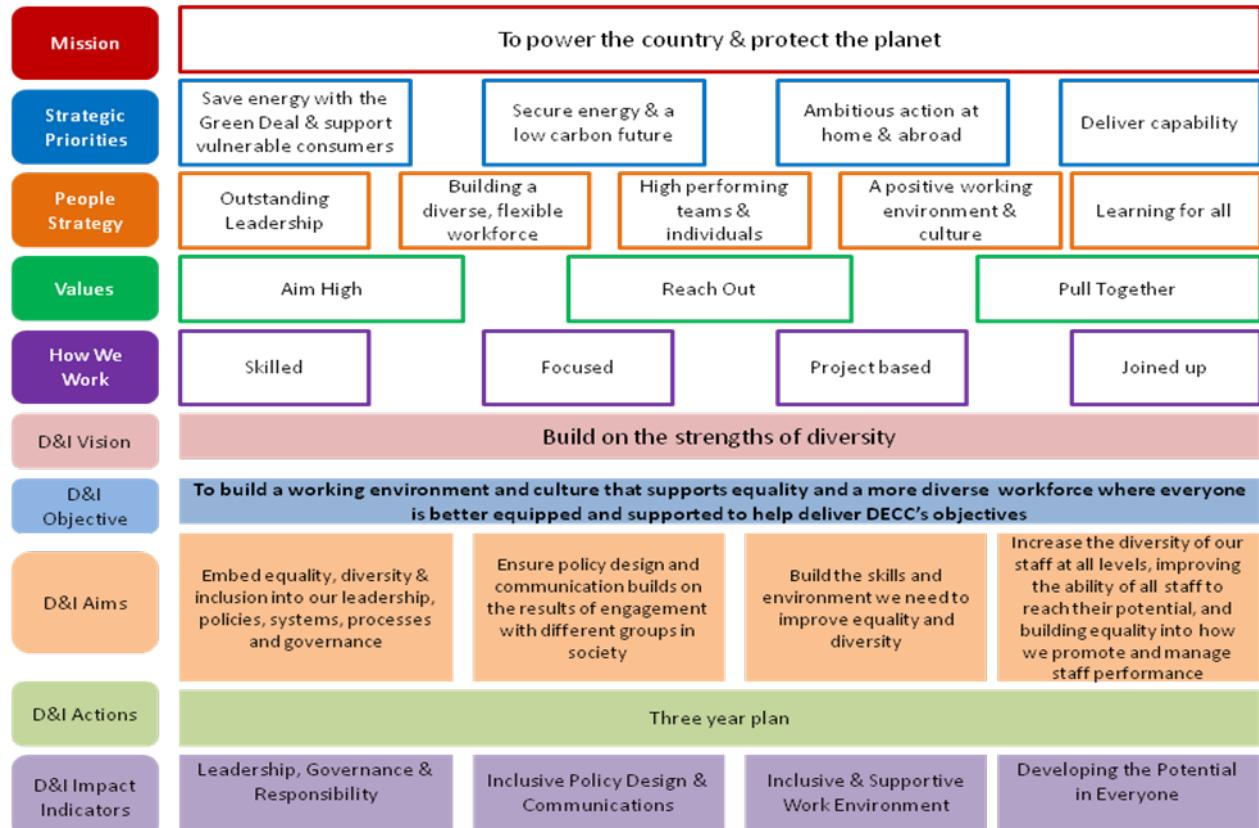
Where we want to get to – our equality, diversity and inclusion aims and objective

The objective of this strategy is to:

Build a working environment and culture that supports equality and a more diverse workforce where everyone is better equipped and supported to help deliver DECC's objectives.

The strategy objective and aims have been developed with input from staff through team discussions on the outcomes of the 2011 Diversity Review, from consultations with the staff networks, Trade Unions and Directors. The strategy has been developed in line with the Civil Service-wide Diversity Strategy and not only seeks to meet but go beyond the requirements of the Equality Act 2010. As the overview below shows, it supports the achievement of the DECC mission and vision and aims to overcome the challenges highlighted by the Diversity Review.

DECC Equality, Diversity and Inclusion Strategy - Overview



How we will improve our performance on equality, diversity & inclusion

The three year action plan is designed to:

- Create greater transparency and improve equality in outcomes of the performance management system
- Equip all staff, managers and leaders through training, information and highlighting role models to build equality, diversity and inclusion into the work they do and the way they work
- Raise awareness of equality, diversity and inclusion and involve staff through the staff networks, team discussions, the Trade Unions and DECC-wide events

- Build shared responsibility and accountability for achieving improvements by explicitly embedding inclusive leadership into the performance management process and creating DG-Group specific equality diversity and inclusion objectives
- Embed equality, diversity and inclusion into recruitment, training and promotion
- Improve engagement with different groups in society and build diverse needs and interests into policy design, delivery and communications.

How we will ensure accountability and track our progress

- Accountability for delivering this strategy is held by the DECC Diversity Champion, the Chief Operating Officer.
- Progress will be monitored quarterly using 19 performance indicators by the Equality, Diversity and Inclusion Strategy Board (EDIB) which is chaired by the Diversity Champion and will include external independent experts, representatives from the staff networks and Directors. It will report on progress to the Executive Committee and Department Board.

Why Equality, Diversity and Inclusion is important to DECC

Equality, diversity and inclusion will help to improve DECC performance by:

- Engaging with and better understanding our diverse stakeholders and customers and building on the experiences and insight of our diverse staff helps us to design and deliver more effective policies
- Valuing the contributions of everyone, including people from under-represented groups and ensuring equality, makes a positive difference to organisational innovation, efficiency and performance
- Positive reputation internally and externally will improve our ability to attract and retain the best talent and have strong relationships with our stakeholders.

Improving engagement with our customers and stakeholders

DECC's work impacts on the whole of the UK population and contributes to the global strategy to address climate change and energy security and supply. Successful delivery of our mission and many policies is dependent on our ability to understand and respond to the different motivations, interests and needs of different groups in society.

As the work DECC does impacts on the population then the way we do it also impacts on the population. Delivery of DECC's agenda is fundamentally dependent on consumer behaviour. If we want people to accept changes to national infrastructure and their living environment, and to make changes to the way in which they work, travel, and heat and light their homes, we need to really understand what these changes mean for people in all circumstances and from all backgrounds. We can do that best if DECC is able to draw on the different backgrounds, cultures and life experiences of its staff and stakeholders. We will make better and more deliverable policy that will have a better chance of driving real world change if we embrace equality, diversity and inclusion in our work environment and our policy design.

Improving our performance

It is well recognised that a diverse group of people will consider a wider selection of ideas, solutions and processes than a group of similar thinking people and that diversity in leadership is linked to high performing organisations¹. High performing companies such as Google, Procter and Gamble and BT actively use equality, diversity and inclusion to help build a more diverse workforce that is better equipped to understand and meet different customer needs.

¹ The Eversheds Board Report, March 2011; A Business Case for Women, McKinsey – https://www.mckinseyquarterly.com/A_business_case_for_women_2192

It is essential that we attract and retain the best talent and value the experience of all our staff. We cannot allow behaviours, policies or work styles that do not support equality, diversity and inclusion to get in the way of this. An engaged, diverse workforce will help us consider more options, which in turn has a greater possibility of delivering practical and innovative solutions and policies to everyone².

Current Progress and Challenges³

To be a great department, we need to recruit, retain and develop diverse talent. To achieve this, we need to be seen as an inclusive department where equality, different working styles and experience is valued. Whilst we are making some progress towards achieving this, we still have some distance to go (see appendix 1 for more detail)

The first DECC Equality and Diversity Strategy, together with the Single Equality Scheme was published in 2010. Following the first anniversary of its launch and consultation with the department's Diversity Advisory Group, the equality networks⁴ and Trade Unions, an independent Diversity Review was commissioned and carried out by diversity expert, Anne Watts OBE supported by the HR department. It was to evaluate the extent to which the strategy had been embedded into business as usual within the department. The Diversity Review highlighted both the department's equality and diversity achievements and key areas requiring further improvement

In order for the department to realise the business benefits of diversity a change in approach is required. The Diversity Review recommended that:

- Equality and Diversity should be brought into the mainstream of the department by being aligned to DECC's strategic values and ways of working
- Clear accountability and recognition from leaders and managers in DECC that diversity is a business imperative which impacts not just on internal issues but also on policy design and delivery
- Development of skills and behaviours across all staff, especially managers, to enable staff to recognise the value of diversity and inclusion and assist managers in recognising and guarding against any preconceptions and prejudices of certain traits or backgrounds (unconscious bias).
- Within the context of the Civil Service reforms the Performance Management system needs urgent reviewing.

² **Engaging for Success: Enhancing performance through employee engagement**, David MacLeod and Nita Clarke, Department for Business, Innovation and Skills, 2009; **Inclusive Leadership: from Pioneer to Mainstream**, Opportunity Now in partnership with Shapiro, 2011; **The Drivers of Employee Engagement**, Robinson, D., Perryman, S. & Hayday, S. IES, Report 408, '04.

³ Please refer to Appendix 1 for more detail on equality, diversity and inclusion progress and challenges.

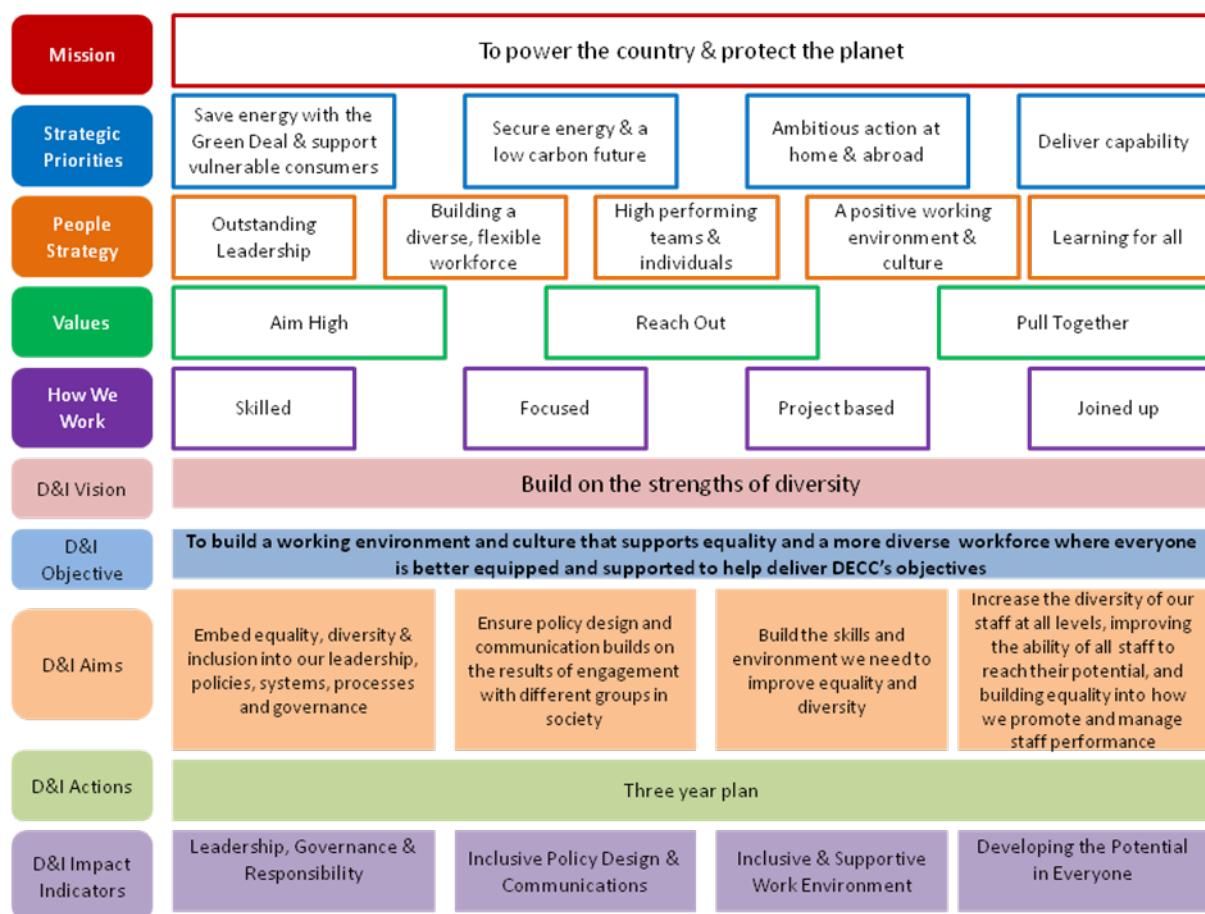
⁴ The Religion and Ethnic Minority network (REM), the Disability network (DisNet), the Lesbian, Gay, Bisexual and Transgender network (LGBT network) and the Part-Time network.

The Strategy

Equality, diversity and inclusion lie at the heart of enabling DECC to deliver. All DECC staff, including its Executive Agencies, have a responsibility for equality, diversity and inclusion. This strategy has therefore been designed to help us build equality, diversity and inclusion into the work that we do and the way that we work. As Figure 1, below shows, it supports the delivery of our mission, achievement of our priorities, our people strategy and our values.

This strategy has been developed in line with the Civil Service Diversity Strategy and is not only seeking to meet but going beyond the requirements of the Equality Act 2010. For further information on the consultations and research used to build the strategy and action plan and the principles underpinning it, please see Appendix 2.

Figure 1 DECC Equality, Diversity and Inclusion Strategy



Delivery of the Strategy

The Delivery Plan and Impact Indicators document sets out in detail how the objective and the aims of the strategy will be delivered over three years and how progress and impact will be tracked, using a set of 19 indicators. The actions that have been identified to deliver on the vision, objective and aims are based on:

- The results, recommendations and suggested actions from the DECC Diversity Review
- Actions included in external best practice benchmarks and guidance on age, disability, gender, race, work-life balance and sexual orientation from the Equality and Human Rights Commission and the diversity forums⁵.

The three year action plan is designed to enable DECC to work towards delivering the objective and aims. The key actions require DECC to:

- Improve engagement with different groups in society and build diverse needs and interests into policy design, delivery and communications
- Create greater transparency and equality in outcomes of the performance management system
- Equip all staff, managers and leaders through training, information and highlighting role models to build equality, diversity and inclusion into the work they do and the way they work
- Raise awareness of equality, diversity and inclusion and involve staff through the staff networks, team discussions, the Trade Unions, DECC-wide events
- Build shared responsibility and accountability for achieving improvements by explicitly embedding inclusive leadership into the performance management process and creating DG-Group specific objectives
- Embed equality, diversity and inclusion into recruitment, training and promotion

Governance

Overall accountability for achieving the objective and aims set out in this strategy is held by the DECC Diversity Champion.

The Equality, Diversity & Inclusion Strategy Board is chaired by the DECC diversity champion and includes representation from the staff networks, Directors and independent external equality experts. It will monitor the delivery and impact of the strategy and provide direction on any changes required to the action plan. It will report on progress and impact to the Executive Committee and Departmental Board.

The Governance process is set out in Appendix 3

⁵ <http://www.equalityhumanrights.com/publications/guidance-and-good-practice-publications/guidance-and-good-practice-for-employers/>; <http://www.efa.org.uk/>; <http://www.bitcdiversity.org.uk/>; <http://wwwefd.org.uk/>.

Risks and Mitigation

A full risk assessment with controls and assurances of the strategy and delivery of the action plan has been undertaken. These are set out in detail in Appendix 4.

Appendices

Appendix 1 – Equality, Diversity and Inclusion Progress and Challenges in DECC

Progress

DECC has embedded equality and diversity in its HR policies, and is working to deliver this in our workforce actions. This complements our need to have people with the right skills to do the job, and will ensure fairness in all areas of our employment policies. Some of our policy areas such as Green Deal, Smart Meters and Fuel Poverty, have significant implications for different, particularly vulnerable groups in society. Therefore consideration of inclusion and diversity in the development of these policies has been at the forefront of our work.

DECC has a diverse workforce, but recognises it still has imbalances in the makeup of its workforce to be addressed.

As part of its commitment to valuing diversity DECC has established a Diversity Advisory Group (DAG). This is an umbrella organisation representing all Diversity interest groups in DECC. The networks have been established by staff for staff. They have made an important and positive contribution to raising awareness of equality, diversity and inclusion across the department by providing a forum where experiences can be shared and issues raised. They have helped to raise cultural awareness by running educative and enjoyable events. The networks were instrumental in contributing to the Diversity Review which informed the development of this strategy. There are four Diversity related networks in DECC involving:

- Disability network (DisNet)
- Lesbian, Gay, Bi-sexual and Transgender network (LGBT)
- Religion and Ethnic Minority network (REM)
- Part-time working network

We recognise that the department would benefit from other networks, including age and gender and work is underway to develop these networks.

Activities in connection with the staff networks are official duties, and are agreed by managers and reflected in appraisal reports. The DAG reports into the DECC Executive Committee.

In line with the requirements of the Equality Act 2010 Public Sector Equality Duty, the department sets out questions for policy leads to follow to help them pay due regard to the statutory equality legislation. These assessments are carried out on appropriate new DECC functions and policies or where there are changes to or reviews of existing relevant policies to ensure there is no disproportionate impact on people with protected characteristics and to seek to advance equality of opportunity and foster good relations between people who share a relevant

protected characteristic and people who do not share it. DECC publishes the results of the assessments and what screenings have been undertaken electronically on the DECC website and as part of the relevant consultation process and these are reviewed annually by the Executive Committee.

All identified IT, desk or building adjustments have either been completed or have an action plan.

The DECC approach to equality and diversity is summarised on the DECC internet.

Challenges

Diversity Review Findings

The Diversity Review in 2011 highlighted three key equality, diversity and inclusion challenges:

1. The perception of DECC's culture and the quality of some of the leadership and management within the department
2. The Review found that there was a common perception of particular cultural barriers in DECC that may hinder how some staff contributions at work is valued and ultimately how they are rewarded. This perception meant that there was a belief that there was a certain 'type' that was more likely to be valued and therefore awarded a higher box marking in DECC. The 'type' was described as being those that were generally younger, had the ability to work long hours, and had similar educational backgrounds.
3. DECC's organisational maturity in relation to diversity
4. The Review indicated that there appeared to be little time or energy given to the issue of diversity either organisationally or at an individual level.
5. Consistent concerns about the application of the performance management system
6. There was an overwhelming view from participants in the Review that the appraisals and performance management system is disliked and that there is an unspoken divide between those who are allocated high box markings and those awarded lower box marks. It was felt that the system was not providing DECC with the benefits of an effective appraisal system. Also there was a feeling that the moderation process, which underpins the system was not objective or fair and unsuitable to motivate staff.

Declaration rates

In analysing the recruitment, development and promotion of staff, DECC is reliant on the voluntary self-completion of applicants and staff declaring diversity information. Whilst we are currently undertaking a push for completion of this information, reporting levels remain low on some characteristics (see Table 1 below) which adversely impact on our ability to provide meaningful analysis in some areas.

DECC is undertaking a drive to increase declaration rates. This issue has increased with recent recruitment so the department is also reviewing its process to identify how to better capture data on new starters.

Table 1: Percentage of DECC people who have declared against each of the Protected Characteristics

	SCS		All DECC	
	Dec 2010	Dec 2011	Dec 2010	Dec 2011
Gender / Age	100%	100%	100%	100%
Disability	77%	85%	70%	71%
Ethnicity	68%	79%	63%	64%
Religion	43%	61%	38%	45%
Sexual Orientation	44%	59%	38%	45%

Senior civil service targets

As table 2 below shows, whilst DECC has met SCS targets on disability, it has further progress to make on ethnicity and on gender the department continues to be well below Cabinet office targets. DECC has 30.3% of women in its SCS compared to the target of 39%. It has 25% of women in PB2 and above compared to a target of 34%. DECC is expanding its targeted development offering for females to encourage promotion and looking to establish a gender network to improve engagement on this issue.

Table 2: Progress against Senior Civil Service Targets

		31-Mar-11	30-Jun-11	30-Sep-11	31-Dec-11	SCS Target (%) (by 1-Nov-2013)
		(%)	(%)	(%)	(%)	
Headcount (SIP)		86	84	94	99	
Gender	Women	26.74	28.57	30.85	30.3	39
	Men	73.26	71.43	69.15	69.7	
	Women PB2 and above	20	21.74	24	25	34
	Men PB2 and above	80	78.26	76	75	
Disability	Disabled	3.49	4.76	6.38	5.05	5
	Non-Disabled	76.74	73.8	73.4	79.79	
	Non-declaration rate	19.77	21.44	20.22	15.16	
Ethnicity	White	66.27	64.28	67	74.74	
	BME	3.49	3.57	4.3	4.04	5
	Non-declaration rate	30.24	32.15	28.7	21.22	

Feeder groups

Table 3 below shows that at Grade 6, the pipeline of talent into the SCS, representation of women is in line with the SCS target, although representation of people with a disability and from an ethnic minority background are below the corresponding targets. The department is continuing to analyse the representation of different groups within the feeder grades and is expanding this to include G7.

Table 3: Analysis of feeder groups by gender, disability and ethnicity

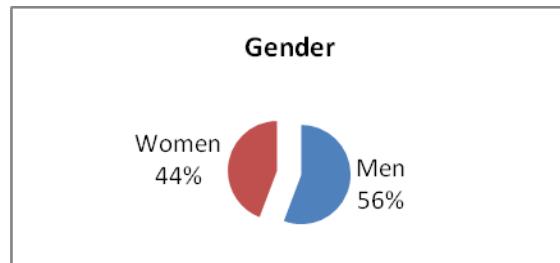
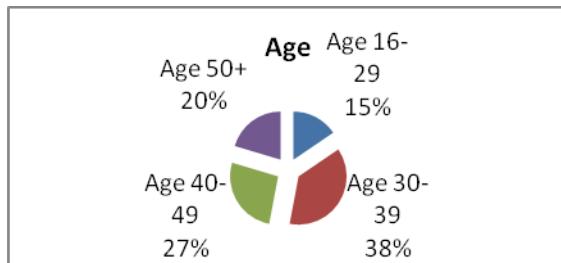
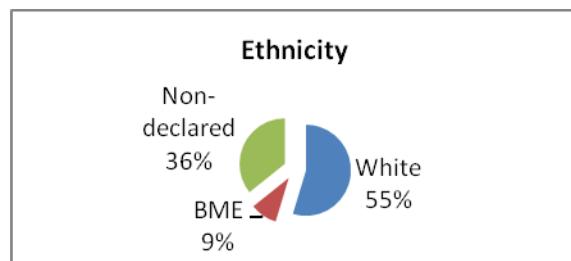
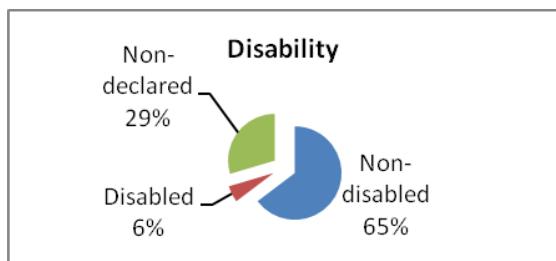
		31-Mar-11 (%)	30-Jun- 11 (%)	30-Sep- 11 (%)	SCS Target (%) (by 1-Nov- 2013)
Headcount (SIP)		150	159	162	
Gender	Women	43.33	40.88	41.36	39
	Men	56.67	59.12	58.64	
Disability	Disabled	4	4.4	4.32	5
	Non-Disabled	70	66.66	65.43	
	Non-declaration rate	26	28.94	30.25	
Ethnicity	White	68.66	64.28	64.81	
	BME	2.67	2.52	3.09	5
	Non-declaration rate	28.67	33.2	32.1	

Diversity across all staff

The current equality evidence to date presents a mixed picture, with the main points to note being:

- There is a gender imbalance in favour of males, increasing in the higher grades.
- There is an imbalance in favour of the young compared to the Civil Service profile.

Workforce diversity data



Evidence from the 2011 staff survey

Staff survey data:

- Confirms the gender imbalance (no analysis possible yet on grades), and the disability and ethnicity picture.
- Indicates a lesbian, gay and bisexual declaration rate in line with Stonewall
- expectations for an organisation the size of DECC

The evidence from the 2011 staff survey shows indicators where DECC can look to improve, for example:

- 7% of staff responding to the survey say that they have experienced discrimination and bullying and harassment over the past year
- An analysis of employee engagement shows gender and ethnicity levels similar to DECC as a whole, but staff declaring a disability are less engaged. This will be an indicator for the future of how we are improving the culture for people who consider themselves to have a disability.
- Staff who consider they have a disability generally report lower belief in the leadership and change management than DECC overall, are less sure how their work relates to DECC's objectives than other staff, and do not feel challenged or have choice in their work.

How DECC Compares to Other Departments and Organisations

- DWP Staff declaration rates of 82.5% for disability (compared to 71% in DECC) and 76% for ethnicity (compared to 64% in DECC)

- Home Office staff declaration rates of 80% for sexual orientation (compared to 45% in DECC)
- 43% of women in BIS SCS compared to 30.3% in DECC
- DWP established a Customer Equality Reference Group to help involve customers in diversity issues and to act as a consultative group for the Department's proposals when implementing Equality legislation
- Centrica use data from their employee survey to compile a Diversity Index
- PWC have introduced a new board level mentoring programme for 28 high potential female partners, and by introducing a 'comply or explain' policy regarding the ratio of women being promoted to senior ranks
- Lloyds TSB provide access to disabled mentors, ethnic minority mentors and Lesbian, Gay and Bisexual (LGB) staff can select mentors with LGB knowledge/experience.
- Companies such as Google and BT explicitly position their inclusion and diversity strategies as levers to support achieving their core business strategies.

Appendix 2 – Development of the Diversity and Inclusion Strategy

Engagement

The Equality, Diversity and Inclusion strategy has been developed in consultation with all members of DECC. It has included meetings and workshops with:

- Department Trade Union
- Members of the DECC staff networks: Religion and Ethnic Minority network (REM), Lesbian, Gay, Bi-sexual and Transgender (LGBT) network, Disability network (DisNet), Part-time workers network
- The Diversity Advisory Group
- Members of the Management and Change Committee, Diversity Champions and other Directors within the department

Following the Diversity Review, everyone in DECC was asked to contribute to building a shared vision of what the department would be like if it was more equal, diverse and inclusive, also, the critical actions that will achieve this vision. These have been used to shape the vision and action plan included within this strategy.

The shared vision created was to Build on the Strengths of Diversity. Examples generated to describe this vision are encapsulated in the 10 features of the vision in practice set out below:

- We talk about inclusion as part of our mainstream work
- We do not tolerate inappropriate behaviour
- We are all involved in and responsible for equality, diversity and inclusion
- We are more in touch with society and hear more from external groups
- We, as individuals, all feel valued and included and are active in encouraging others to feel that
- We are more representative of society at all levels within DECC
- We have increased levels of energy and innovation
- We are more empowered, where work is done by appropriate grades
- We do not tolerate needless inflexibility, are open to more diversity in working patterns and people don't continually work long hours
- We focus on and reward quality and delivery, celebrating all good work, not just the high profile projects

This vision provides the foundation on which the strategy and its priority areas for change are built.

Principles underpinning the strategy

- We believe that everyone should be treated with openness, honesty and respect.
- We won't tolerate unfair treatment or discrimination.
- We want to be an organisation that people are proud to be part of and work with.
- We will aim to have a workforce that reflects the diverse community which we serve.
- We will value and make the best use of the diversity of talent in DECC so that our people fulfil their potential
- We understand that the successful delivery of our policies is dependent on DECC ensuring that we are engaged with and can respond to our different customer and stakeholder interests and needs

Legal responsibilities

DECC is committed to meeting its obligations under the Public Sector General and Specific duties of the Equality Act 2010 and this strategy reflects our commitment to have due regard to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

Protected characteristics include:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race
- Religion and belief
- Sex
- Sexual orientation

The Act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics
- Taking steps to meet the needs of people from with protected characteristics where these are different from the needs of other people
- Encouraging people with protected characteristics to participate in public life or in other activities where their participation is disproportionately low

The broad purpose of the equality duty is to integrate consideration of equality and good relations into the day-to-day business of public authorities. It requires equality considerations to be reflected into the design of policies and the delivery of services, including internal policies, and for these issues to be kept under review.

The Civil Service Diversity Strategy

This strategy has been considered in terms of the Civil Service Diversity Strategy and is aligned to its four key themes:

- Behaviour and culture change
- Leadership and accountability
- Talent management and representation
- Capability.

Appendix 3 – Governance

Overall accountability for achieving the objective and aims set out in this strategy is held by the DECC Diversity Champion.

Delivery of the Equality, Diversity and Inclusion strategy will be coordinated and managed from the Chief Operating Office (COO) by the Inclusion and Wellbeing Business Strategy Co-ordinator.

An Equality, Diversity and Inclusion Implementation group (EDIG), will meet six times a year to support the delivery of the strategy and action plan. The EDIG will be accountable for implementation and delivery of the strategy's action plan, preparing reports and making its recommendations for action to the Equality, Diversity & Inclusion Strategy Board (EDIB).

The EDIG will also be the body to which issues and risks raised by the Department's staff networks, trade unions, the diversity champions and the directorate diversity champions. are reported and escalated. The EDIG will liaise with those groups to ensure that views are represented and captured on a regular basis.

The EDIB will be accountable for the scrutiny adherence and progress of equality, diversity & inclusion strategy outcomes. The EDIB will monitor the delivery and impact of the strategy and provide direction on any changes required to the action plan. It will also identify and co-ordinate links with other relevant strategies at the Department and will act as the decision making forum for issues raised by the EDIG.

The EDIB will also be responsible for the monitoring of progress on Directorate Group equality, diversity and inclusion aims. Each Directorate Group will be asked to identify up to three equality, diversity and inclusion aims that are tailored to their own work and context but which also support the achievement of DECC-wide Equality, Diversity and Inclusion objectives. Each Directorate Group be held accountable for achieving these objectives by the EDIB twice a year and accountability will be built into the DECC group performance reviews.

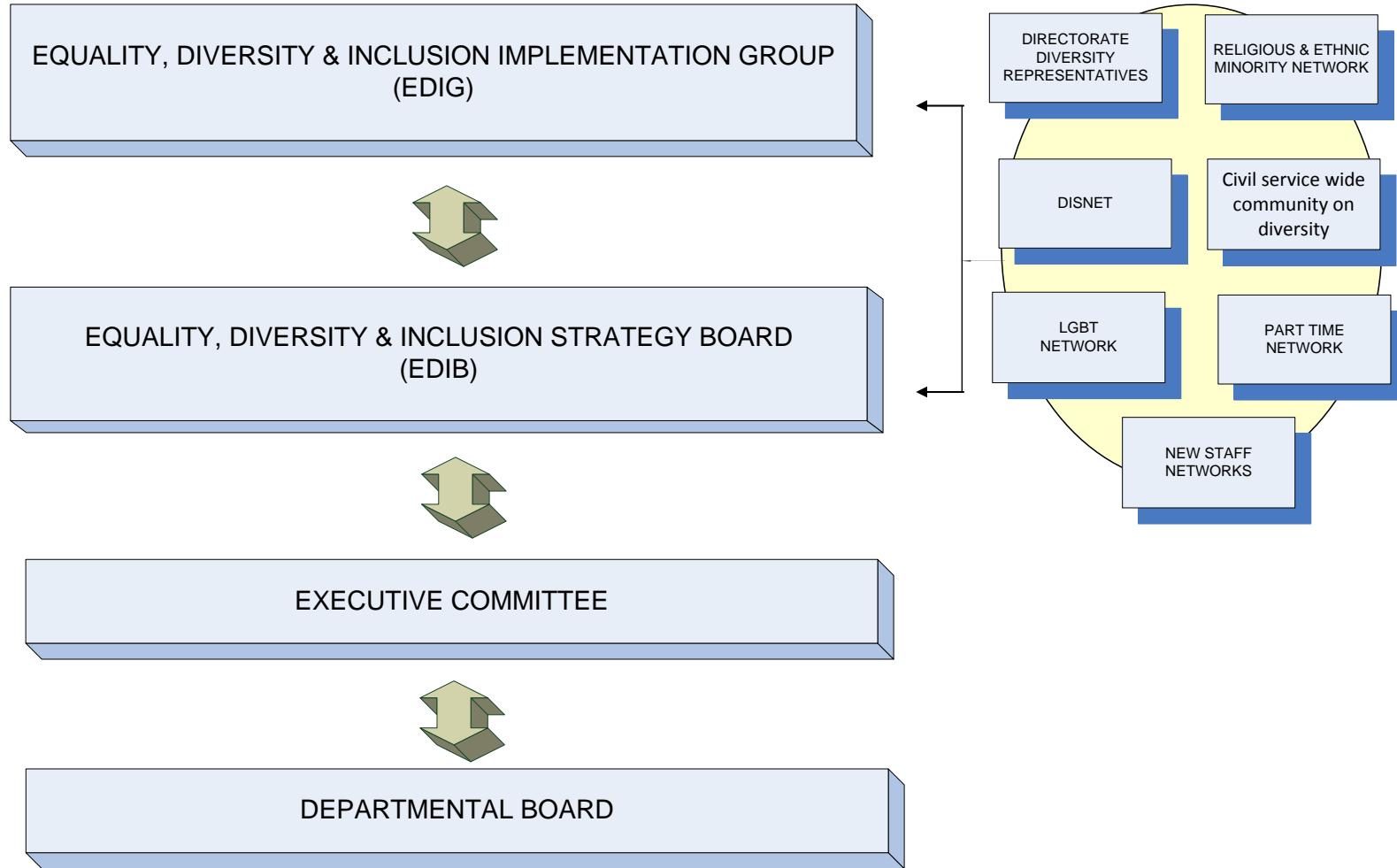
Staff networks have a critical role in informing and ensuring the successful delivery of this strategy. Staff representation from the networks are included in both the EDIG and EDIB and network Champions within the EDIB.

The EDIB. will report at least twice a year to the DECC Executive Board

The Executive Board will take responsibility for ensuring the successful delivery of the Equality, Diversity and Inclusion strategy. A progress report will be made annually to the DECC Departmental Board.

A summary of the Governance process is set out below:

Equality, Diversity and Inclusion Governance Structure



Membership of the EDIG shall be as follows:

- Chair – Inclusion & Wellbeing Strategy Co-ordinator
- Performance & Planning
- Strategy & Communications
- Representation from networks
- Directorate representatives

Membership of the EDIB shall be as follows:

- Chair – Chief Operating Officer
- Representation from networks
- 3 External experts
- Director, P & P
- Director HR
- Director from EMI
- Director from ICCE
- Director SEG
- Inclusion & Wellbeing Strategy Co-ordinator

Appendix 4 – Risk Assessment

Please see separate document

The Department of Energy and Climate Change (DECC) – About us

The Department of Energy and Climate Change (DECC) was created in October 2008 to bring energy policy together with climate change policy. The Secretary of State for Energy and Climate Change is Edward Davey MP; Moira Wallace is the Permanent Secretary.

The Department has around 1,300 staff based in London and Aberdeen. The Department has an annual budget of £3,177 million per year and works with the following arms length bodies and delivery partners⁶:

- Civil Nuclear Policy Authority
- Coal Authority
- Committee on Climate Change
- Nuclear Decommissioning Authority
- Advisory Committee on Carbon Abatement Technologies
- Committee on Radioactive Waste Management
- Fuel Poverty Advisory Group
- Nuclear Liabilities Financing Assurance Board
- Renewables Advisory Board
- UK Chemical Weapons Convention National Authority Advisory Committee

DECC has a vital role to play in the Government's programme to turn the UK into a low-carbon economy and we have adopted seven specific objectives to help focus efforts towards a low carbon future:

1. To secure global commitments that prevent dangerous climate change
2. To reduce greenhouse gas emissions in the UK
3. To ensure secure energy supplies
4. To promote fairness through our climate and energy policies at home and abroad
5. To ensure the UK benefits from the business and employment opportunities of a low carbon future
6. To manage energy liabilities effectively and safely

⁶ The list includes Executive and Advisory Non-Departmental Public Bodies. We also work very closely with the Energy Saving Trust, Carbon Trust and Ofgem.

7. To develop the Department's capability, delivery systems and relationships to ensure we serve the public safely.

You can find out more about the work of DECC at our website
<http://www.decc.gov.uk/default.aspx>

© Crown copyright 2011
Department of Energy & Climate Change
3 Whitehall Place
London SW1A 2AW
www.decc.gov.uk