

Department of Energy and Climate Change

Equality and Diversity Strategy including the DECC Single Equality Scheme

This publication is also available in audio, Braille and large print format. If you would like a copy in any of these formats, please contact us at:

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A Message from the DECC Permanent Secretary

As DECC's Diversity Champion I am absolutely committed to creating an environment where everyone feels valued and where our workforce achieves their full potential. Our diversity statement sets out our vision and approach to diversity. It has the full support and commitment of senior management across the Department.

In writing this equality and diversity strategy, we are making a positive commitment to our staff. We are setting out just what we plan to do support and develop our people and we are making firm our desire to make DECC a great place to work.

We want DECC to be a place where every member of staff has the chance to make a difference, develop and fulfil their potential; a place where our people feel valued and supported; and a place that is a community of individuals, working together to meet an imperative and rewarding goal.

We believe that every employee should be treated with openness, honesty and respect. We won't tolerate unfair treatment or discrimination. We recognise that all employees have a responsibility to treat each other fairly and with respect, no matter what their race, gender, sexual orientation, disability, age, religion or beliefs, gender reassignment, or socio-economic status.

DECC's challenge is to demonstrate measurable impact for Diversity as well as realistically manage expectations. 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 and create the conditions for success.

I am personally committed to helping DECC become a fair and open place for all to work. My Board colleagues are fully supportive, and I ask you to join me in this quest.

Moira Wallace

Permanent Secretary

DECC Equality and Diversity Strategy

Introduction

Diversity is important in DECC as the work we do impacts on the whole of the UK population and contributes to the global strategy to address climate change and energy security and supply. This includes policies on helping vulnerable groups, which means DECC policies must take account of how to engage with people who are hard to reach and who have particular needs for their successful delivery. A recent example is the Household Energy Management Strategy 'Warm Homes, Greener Homes' which sets out how DECC will meet some ambitious targets to reduce carbon emissions from the household sector. The policies outlined in the document will impact potentially on every citizen and some of the most vulnerable households, so it was vital to think about wider equality issues as part of its development

As the work DECC does impacts on the population then the way we do it also impacts on the population. 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. A diverse workforce will therefore help us consider more options, which in turn has a greater possibility of delivering practical solutions to everyone.

As well as the practical considerations of delivering better policy DECC is committed to being open and fair. This is best demonstrated if everyone has equality of opportunity from the selection process through to development and promotion. The expectation is that such an open and fair approach will result in a staff workforce that is reflective of the population as a whole. However, the majority of DECC staff are based in London, and this may influence our ability to recruit in certain areas.

This DECC Equality and Diversity strategy is built on the following principles:

- 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 will embed diversity into all policy development and service delivery.

Why is diversity important to DECC?

- We recognise that the inclusion of people from under-represented groups can make a difference to organisational performance through incorporating people who can think more widely and creatively in line with their diverse experiences and more closely identify stakeholder and customer requirements
- Improved staff morale, engagement and credibility within the Department if people believe they are treated fairly and with respect
- A positive reputation internally and externally will improve our ability to attract and retain talent and have strong relationships with our stakeholders.

- We want to demonstrate best practice and avoid or minimise discrimination.

DECC has embedded equality and diversity in its HR policies, and is working to deliver this in our workforce actions. This compliments our need to have people with the right skills to do the job, and will ensure fairness in all areas of our employment policies. This strategy document is designed to demonstrate the internal workforce actions, and how DECC is also starting to focus on our external delivery. We recognise that in some areas this will require further training for our staff, and sometimes it will mean presenting things differently.

DECC has a diverse workforce, but recognises it still has imbalances in the makeup of its workforce to be addressed. Our vision is to achieve a more diverse workforce, representative of the society in which we live and able to demonstrate an understanding of its needs, meet our SCS diversity targets, and encourage an open and transparent culture.

We are committed to promoting diversity and equality, to improving our performance, and ensuring progression, recognition and reward is based on merit. We know that it is not enough just to have an understanding of diversity issues, but that if we are to drive better performance we must ensure that diversity and equality are integral to our culture, the way we work, and our reward strategies both as an employer and as a government department.

As part of its commitment to valuing diversity DECC has established a Diversity Advisory Group. This is an umbrella organisation representing all Diversity interest groups in DECC. There are currently three Diversity related networks in DECC involving:

- Disability network
- Lesbian, Gay, Bi-sexual and Transgender network
- Ethnic & Religious Minority network.

Activities in connection with the staff networks are official duties, and are agreed by managers and reflected in appraisal reports.

Alongside valuing equality and diversity in its workforce, DECC is aware of the impact of our policies on the population as a whole. We strive to ensure we have considered any potential impact our work will have on individuals or communities because of their gender, age, race, disability, ethnicity, sexual orientation, religion or belief, or socio-economic circumstances and put appropriate adjustments in place when possible.

The DECC approach to equality and diversity is summarised in our Equality Statement shown in Annex A. This will be published on the DECC internet.

The structure of this strategy

Section one: 'facts, figures and feedback,'

outlines where we are now, what the current situation is and what facts and data we know from our recent staff surveys, research and analysis.

Section two: 'key areas for action,'

explains in detail our plans and commitments, and addresses our key challenges of:

- How to achieve a more diverse workforce when the likelihood is the Civil Service is getting smaller?
- How to meet our SCS targets?
- How to move towards a more open and transparent culture?
- Recognising that the diversity of the Department is not a stand-alone topic.

Section three: 'who will deliver this and how?'

outlines the high level delivery plans for our two main strategic themes including next steps and responsibilities:

- People and Culture
 - Learning and development
 - Monitoring and review
 - Promoting equality and diversity – Champions roles
 - Implementation in DECC – SCS and line managers
 - Equality Impact Assessments
 - Staff surveys
 - Equal pay audits
 - Procurement related activities
 - Building accessibility
- Policies and Procedures
 - Scrutiny role, e.g. reviewing workforce profiles and performance data
 - Procurement procedures
 - Role of the Permanent Secretary and the Management Board supported by Internal Audit
 - Role of the Operations Committee
 - Monitoring reports and the annual review will be available online at <http://www.decc.gov.uk/default.aspx>

This is the background to the Action Plan for the DECC Single Equality Scheme described later.

Section one: facts, figures and feedback

Who we are

The Department of Energy and Climate Change (DECC) was created in October 2008 to bring energy policy (previously with the former BERR) together with climate change policy (previously with Defra). The Secretary of State for Energy and Climate Change is the Rt Hon Chris Huhne MP; Moira Wallace is the Permanent Secretary.

The Department has nearly 1,200 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 partners¹:

- 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

What we do

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
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 <http://www.decc.gov.uk/default.aspx>

¹ The list includes Executive and Advisory Non-Departmental Public Bodies. We also work very closely with the Energy Saving Trust, Carbon Trust and Ofgem.

Where we are now: facts and figures

Staff numbers

The Department has naturally taken time to rise to its full complement. In December 2009 we completed a major recruitment exercise and staff numbers are now at expected levels. Future plans take into account known constraints on administration budgets as the table below illustrates:

Expected staff numbers 2009 – 2011		
Autumn 2009	2009-10	2010-11
1200	1129	1250

It can be seen from this table that DECC is planning to reduce headcount by 71 staff in 2009/2010 and then increase again in 2010/11. This initial reduction reflects the change from the numbers required to establish the Department compared to the numbers required to deliver the work going forward, combined with the general reduction in civil service administration costs. As part of the initial planning a proportion of staff recruited during 2009 were taken on as temporary staff on fixed term contracts ranging from 12 to 24 months.

Temporary staff are not included in our diversity profile and will not affect the diversity make up of our workforce when contracts are ended. However, staff on fixed term contracts are part of our diversity profile as they are deemed to be employees under the ONS data definitions, and an exercise will be completed to monitor the diversity of staff on fixed term contracts.

Structure and senior staffing

The Department is structured into five Director General led groups, all of which blend staff from the two predecessor Departments. More details are available from our website at <http://www.decc.gov.uk/en/content/cms/about/governance/governance.aspx>

As a policy and delivery department, DECC has quite a high proportion of Senior Civil Servants (SCS). As of December 2009, there were seventy-five Senior Civil Servants in our Department.

What the law says we have to do

The law makes it illegal to discriminate on the grounds of gender (including gender reassignment), race, disability, ethnic or national origin, sexual orientation, age, religion or belief. Additionally, other related legislation covers pay and protection from harassment.

In April 2010, the Equality Act became law and encompasses all diversity and equality legislation in one Act. Although the Bill became law in April 2010, parts of it do not come into effect until April 2011 and existing legislation will continue to apply until then.

In addition, as a public body DECC has a number of obligations on disclosure of information covering areas such as diversity in public appointments, diversity targets for SCS posts, and employee profiles for race, disability and gender. These responsibilities will be extended under the Equality Act to include social-economic categories, a wider diversity classification and procurement. In addition, DECC will have a responsibility to publish information on gender pay gaps. Annex B includes an explanation of equal opportunities, diversity and equality terminology, together with a list of relevant legislation.

Where is DECC now?

The purpose of this strategy is to bring about improvement in the delivery, perception and leadership of equality and diversity. To help demonstrate and measure progress, equality and diversity targets were initially set in the People Strategy. Key successes include:

- An interim Diversity strategy was published in November 2009
- A Diversity Advisory Group representing the disability; Lesbian, Gay, Bisexual and transgender; and religion and ethnic minorities networks has been established.
- An initial diversity staff profile has been produced.
- All identified IT, desk or building adjustments have either been completed or have an action plan.
- The external recruitment exercise in 2009 successfully took into account equality and diversity considerations, for example 17% of respondents were from an ethnic background and 5% were gay, lesbian or bi-sexual.
- The DECC Diversity Champion at Management Board (Phil Wynn Owen) has been announced.
- The Diversity section on the DECC intranet was created.
- A disability access audit of 3 Whitehall Place has been completed (actions are currently being taken in regards to the recommendations).

In addition, work is progressing on other initiatives including introducing equality and diversity e-learning.

Equality Impact Assessments (EqIAs) are carried out on all new and existing DECC functions and policies to ensure there is no adverse disability, gender or race impact, and will be extended to include ethnicity, age, sexual orientation, religion or belief, and socio-economic circumstances. All policy submissions to the Board for approval will include the results of an EqIA.

DECC will make sure that consultation on all relevant policies is thorough and targeted at all appropriate parties. We will ensure that all consultation exercises carried out will be accessible, proportionate and appropriate with effective and meaningful Government responses. The consultation methods used may include:

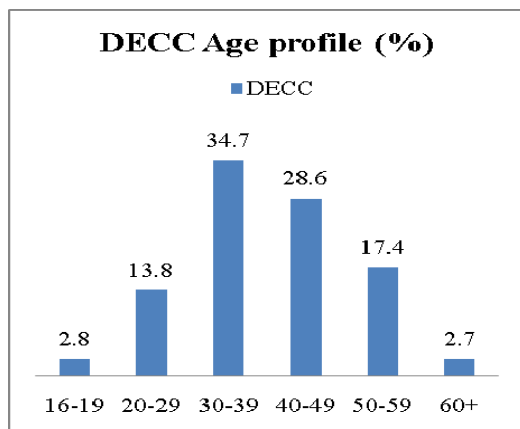
- Hosting meetings with relevant groups and individuals
- Sending copies of proposals to targeted consultees.
- Appointing advisory committees on specific issues
- Focus groups
- Surveys
- Consulting via the website

DECC will publish the results of the Equality Impact Assessments electronically on the DECC website and as part of the relevant consultation process.

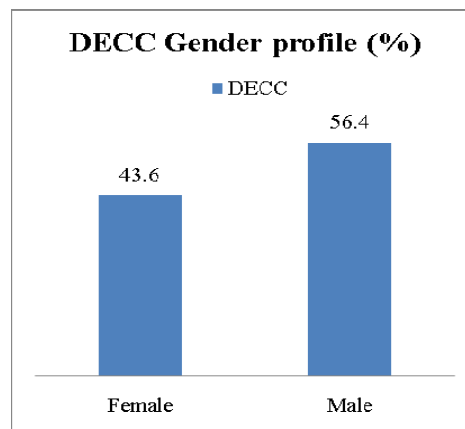
What is our data telling us?

The summary profiles are:

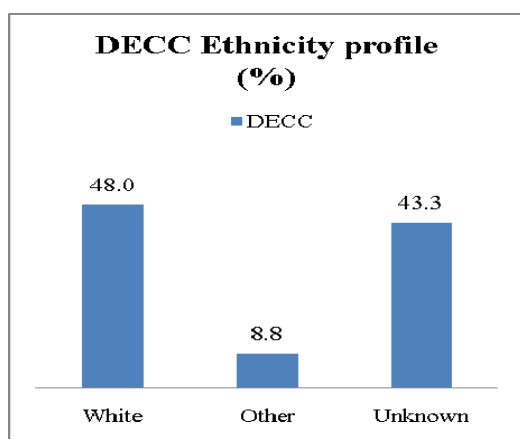
Age



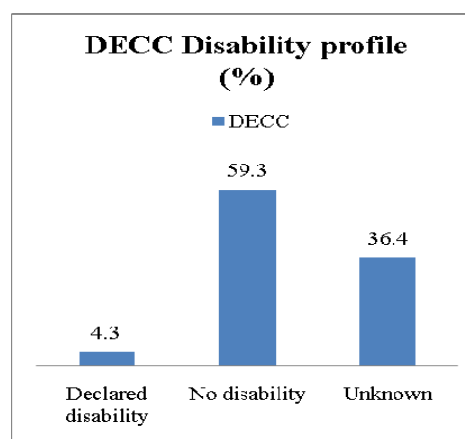
Gender



Race and Nationality



Disability



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

- Employee profile
 - 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. This presents challenges such as:
 - If managers recruit in their own image there is a danger the age profile will continue to get younger, which will drive the age profile further from the Civil Service norms.
 - DECC does not have the ability to draw on the experience of older staff gained over many years.
 - There is a risk of a mismatch between stakeholder groups, for example the elderly, and the policy setting groups, which could lead to a lack of empathy or perceived fairness.
 - This leads to the challenge - should DECC have an older age profile, and if so what should it do about changing the current position? These

questions will be addressed as part of further work in later phases of the delivery plan

- The ethnicity profile cannot be confirmed due to a low declaration rate, however the existing data indicates a BME percentage in line with the working population and the Civil Service generally
- Any disability data cannot be reviewed, due to low declaration rates.
- The SCS profile shows DECC is not meeting the Civil Service targets for gender, race or disability:

	DECC SCS Diversity data at December 2009			Civil Service target for 1 April 2011	Increase in staff required to meet Civil Service target
	No. of minority staff	No. of staff at Band	Percentage		
SCS women	19	75	25.3%	39%	10.2 (13.6%)
SCS women PB2 and above	5	19	26.3%	34%	1.5 (7.9%)
SCS BME	3	75	4%	5%	0.75 (1%)
SCS Disabled	2	75	2.7%	5%	1.75 (2.3%)

Note – there is an expectation the SCS targets will be extended to cover all seven equality strands (gender, disability, race, ethnic or national origin, sexual orientation, religion or belief and age).

- External recruitment exercise data indicates:
 - applications from males/females were in approximately the same ratios as existing staff
 - both disability and ethnic categories had lower application ratios than existing staff.
- 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
- Equality impact assessment - an initial review demonstrates that EqIAs are not a priority at the initial policy-making decision time. It has also been hard to find evidence they are published externally. It is recognised that impact assessments are being completed, but this is not consistent and does not appear to be in a timely manner.

- Staff diversity data declaration rates:
 - The level of unknown data, particularly in areas such as ethnicity, disability and sexual orientation, is large enough to be statistically significant and so mean no valid analysis is possible in these areas.
 - A process has been established with BIS and DEFRA to provide a monthly update on all staff diversity data
 - An exercise was completed in January 2010 to encourage all staff to update their personal diversity profile. However, there has been feedback that it has been difficult for individuals to use the process to update the system. This will be reviewed to make inputting data easier in future.
 - A baseline diversity profile will be published on the intranet.
 - Advice will be provided to the SCS to address any data issues at team level that would benefit from their intervention.
 - Following this the Trade Unions and Diversity Advisory Group will hold workshops to encourage staff to implement this data.
 - Depending on the outcome it is planned to hold a further reminder exercise later in the year

The Capability Review recognised that DECC had not yet got the data to enable us to decide how we will meet our diversity targets at SCS level through promotion of the feeder grades. Our response confirmed we would continue the work already started to improve our data on diversity, and, working with DECC's Diversity Action Group and Trade Unions, set out how we will meet our diversity targets.

The evidence from the staff survey shows a very positive overall result for DECC's staff's perception of inclusion and fair treatment with an overall engagement level of 63%. There are also indicators where DECC can look to improve, for example:

- 88% of staff have not experienced discrimination in the last 12 months, and 90% have not experienced bullying and harassment. Obviously this leaves a significant minority who are reporting these experiences or prefer not to say and we will ensure this is considered in our training and communications.
- 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.

The Diversity Advisory Group (DAG) feel that diversity may be acknowledged within DECC but is not yet embedded in the culture. As an example the DAG referred to a lack of courtesy / consideration towards disabled colleagues, and insufficient regard to their needs in the roll out of IT.

Accommodation and work life balance are recognised as issues that staff think can be improved. This can have an indirect or direct impact on equality and diversity. The Action Plan following the Management Board road shows and the staff survey in 2009 includes the following examples and actions:

- We like being in one building but we don't think the 7/10 desk ratio is working well – we have put in more desks, are planning more occupancy surveys to check levels and exploring other accommodation options.
- Meeting space is tight - more meeting space has been made available, and guidance issued on meeting options.
- Difficulty with foyer pods - we have installed an additional circle-lock in reception and created a new staff entrance from Great Scotland Yard in April 2010.
- We are working too many hours too often and there is insufficient prioritisation of work - a number of commitments have been made by the Management Board in the People Strategy to ensure that this issue is addressed. Other actions include:
 - Edmund Hosker is DECC's Work-Life Balance champion.
 - DECC Work-Life Balance Group was established in December 2009 with representatives from each Group and across all grades.
 - Management Board will ensure that priorities are matched to resources in DECC's 2010-11 Business Plan. Senior managers will be assessed in 2010-11 against a leadership objective which will include a responsibility to ensure that long hours working is not the norm.

The organisation of Equality and Diversity within DECC

Overall and final responsibility for promoting diversity rests with the Permanent Secretary. The Permanent Secretary is responsible to the Secretary of State for ensuring that the Department (including its Executive Agencies) has adequate mechanisms to fulfil all its responsibilities under equality legislation.

Phil Wynn Owen, Director General, National Climate Change and Consumer Support, is DECC's Diversity Champion. He shows leadership and commitment to diversity by helping to ensure DECC meets its legislative requirements, by actively demonstrating his commitment – e.g. by attending meetings of the DAG, and promoting a best practice approach.

The Diversity Advisory Group is a coalition of the staff networks in DECC. It currently consists of the disability network, religion and ethnic minority (REM) network and the lesbian, gay, bisexual and transgender networks. If other networks such as gender or age are established they will also join this group. The purpose of the DAG is to promote equality and diversity both to staff and management, contribute to the creation and monitoring of policies and procedures, and provide a support network for staff.

The Equality Champions Network will be a group of SCS staff who will represent equality and diversity in their areas. They will look for opportunities to:

- Promote, cascade and encourage equality and diversity in their teams
- Help to ensure that an Equality Impact Assessment is completed for any work the team is involved in
- Help individual staff members to identify opportunities for development, especially when this could be diversity related, for example mentoring.

All DECC staff, including its Executive Agencies, have a responsibility for equality and diversity, and this is outlined in more detail in Annex C.

Section two: key areas for action

Why do anything?

DECC wants to be a place where people are treated fairly and with respect and this is demonstrated in the policy delivery plans that staff develop and in their relationships with each other and our stakeholders. One of our core DECC values is to reach out and this underpins this Equality and Diversity strategy.

What are the main challenges?

The main challenges are:

- How to achieve a more diverse workforce when the likelihood is the Civil Service is getting smaller?
- How to meet our SCS targets? We do not currently have the monitoring information and establishing it for the SCS feeder grades is a priority. However even with this information, we can recognise that the numbers involved are quite small, and we are therefore unlikely to see major changes in the short term.
- How to move towards a more open and transparent culture?
- Recognising that the diversity of the Department is not a stand-alone topic. Issues of work life balance, flexibility, and constraints due to accommodation all have a direct or indirect impact.
- Obtaining a full diversity staff profile – what you can't measure you can't manage
- Challenging the culture to value and promote diversity – i.e. fully imbed?

Our action plan contains actions which will help us meet these challenges.

What are we trying to achieve?

We want to:

- Be an Equality and Diversity aware employer.
- Ensure that everyone is treated fairly.
- Attract, develop and retain staff from a wide range of backgrounds, interests and experiences enabling a diverse workforce.

Our Equality Statement and Action Plan give the high level deliverables, and individual policies will contain details of the processes when relevant.

The action plan summary

The action plan is shown in detail later; the main points are:

- Including equality and diversity in induction and e-learning.
- Management Board and SCS will have more advanced development.
- Positive action for minority groups when appropriate.
- Monitoring, including Civil Service staff survey, processes outcome such as performance management, equal pay audit and publishing the diversity profile.
- Establishing equality and diversity leads, for example DECC Diversity Champions, an Equality Champions Network, and the Diversity Advisory Group.
- Equality Impact Assessments – establishing an EqIA Champion, training and monitoring.

- Procurement includes an equality element.
- Major changes to building and IT systems will include Equality Impact Assessments and pursue reasonable adjustments to meet the needs of our diverse workforce.
- Establishing a link to the Work Life Balance Group.
- Publishing the Single Equality Scheme and regular progress updates.

Meeting the General and Specific equality Duties

DECC will put measures in place for policy assessment to determine the likely impact they may have on race, gender or disability. In preparation for meeting the Equality Act we will extend this to include age, sexual orientation and religion/belief. This assessment will be made at an early stage, before the policies are adopted.

DECC will analyse the policy and stakeholder environment and if appropriate will identify and involve stakeholders at an early stage of policy development, particularly where a proposed policy is likely to have a significant impact on a particular group. If, during this assessment and consultation process, we find that the proposed policies could impact unfavourably on people on the grounds of race, gender or disability, we will review and revise them wherever possible. Where such revision is not possible we will take all reasonable steps to reduce the discriminatory impact of the policy. New policies are subject to Public Consultation in accordance with Cabinet Office guidance, for a minimum of 12 weeks.

Article 2(5) of the Sex Discrimination Act 1975 (Public Authorities) (Statutory Duties) Order 2006 requires that we consider the need to have objectives to address the causes of any differences between the pay of men and women related to their sex. As part of the pay review next year we will complete a pay review audit and then consider whether actions are needed in the light of the results. DECC have reviewed the existing position but due to staff being on two different legacy payrolls with different job level indicators it has not been possible to complete a meaningful analysis. This review will become possible during the course of the next year when DECC moves to a single shared service provider.

Resources and financial considerations

Equality and Diversity is managed within the HR team, with Facilities and Internal Communications teams contributing as indicated in the Action Plan.

The Diversity Advisory Group are also involved in discussions, planning and advising on implementing this strategy and the Single Equality Scheme.

Line managers and staff are responsible for ensuring they implement and participate as appropriate.

The initiatives in the action plan are covered in HR's business plan. There is a resource implication for all DECC staff in undertaking relevant learning and development in relation to this strategy.

In addition there are costs associated with completing reasonable adjustments to the buildings and IT provided. It is not possible to give any indication of these as they vary greatly depending on the work or equipment needed.

DECC's Equality Scheme

As a public body we have a current legal obligation to consult on and publish Equality Schemes that demonstrate our action plans for race, disability and gender. In preparation for meeting the Equality Act in 2011 we are extending this from now to include age, sexual orientation and religion/belief. A summary of our statutory equality duties is shown in Annex C.

This document includes the DECC Single Equality Scheme, together with the shorter Equality and Diversity Statement setting out the high level summary which we will also publish. The Action Plan described later shows how we will deliver the Single Equality Scheme.

DECC's Equality Scheme will begin the discussion on the culture in DECC as well as addressing our legal requirements. We will focus on how everyone can be more involved in ensuring that DECC is a fair and equitable place to work.

The Single Equality Scheme is a three year plan that will set out what we will do over the short and medium term. However, in order to coincide with the normal Civil Service cycle this Scheme will run until 31st December 2011. Core DECC and Agency Chief Executives are responsible for managing the Schemes and the programme of work that flows from them. The Scheme objectives will be delivered by developing local actions in core DECC and the agencies.

Measuring success

Our key measures of success will be:

- Cabinet Office measures – to meet SCS targets
- Diversity Advisory Group feedback – positive progress agreed
- Staff survey – to be better than the Civil Service average when it is possible to measure this
- Capability review – positive feedback
- Benchmarking scores from Stonewall, Employer's Forum on Disability, Opportunity Now, Employer's Forum on Age and Belief, Race for Opportunity to be in the top 50%
- Increased responses in collecting staff diversity data – data for all seven categories is statistically valid.

We will publish the results of our progress against our equality action plans. We will achieve this via:

- Annual progress reports for race, gender and disability that will meet our current legal obligation and show how our actions are delivering. There are no targets as such for these areas but it is reasonable to work towards benchmarks such as the Civil Service averages and the UK workforce averages.
- Secretary of State Report on disability equality which sets out progress towards disability equality across our policy sectors and proposals for co-ordination of future work.

Consultation

A meaningful Single Equality Scheme cannot be developed by policy makers alone. We will work closely with our internal and external stakeholders, NDPBs, arms length providers, outsource providers and independent specialist bodies to consult and involve representatives from the seven equality strands. A list of our proposed consultation stakeholders is included as Annex D.

In addition we will use findings from a range of key consultation exercises to influence the priorities and actions within the Scheme:

- The staff survey
- The LGB&T Network survey
- Annual external benchmarking surveys, such as Stonewall and the Employers Forum on Age.
- Monitoring of staff trend data.

There is a specific obligation to consult with disabled people in relation to the Single Equality Scheme and we will meet this by:

- Ensuring we have input from the DECC Disability Network
- Publishing this draft consultation to all staff and specifically inviting disabled staff to comment.
- Publishing this draft consultation on the DECC internet and specifically inviting disabled members of the public to comment.
- Consulting with the Employers Forum on Disability as a representative group.

Likewise there is a specific obligation to consult on race in relation to the Single Equality Scheme and we will meet this by:

- We will consult with DECC policy teams in order to address the requirement in Article 2(1) of the Race Relations Act 1976 Statutory Duties) Order 2006, which requires that the scheme states those of our functions which we have assessed as relevant to our performance of the general duty.
- Ensuring we have input from the DECC Race, Ethnicity and Belief Network.
- Publishing this draft consultation to all staff and specifically inviting staff to comment on race.
- Publishing this draft consultation on the DECC internet and specifically inviting members of the public to comment on race.
- Consulting with Race for Opportunity as a representative group.

We commit to further stakeholder involvement over the lifetime of this scheme. This scheme must be a living, evolving outline of our ambition for equality in DECC; our stakeholders must influence our priorities and objectives to ensure we are taking action and focusing effort in the areas of most need.

Governance and Monitoring

The governance of DECC Equality and Diversity strategy will be:

1. Twice yearly review by the Management Board
2. Twice yearly review by the Operations Committee
3. Individual policies supporting the equality and diversity strategy will be reviewed by the Operations Committee prior to implementation
4. Quarterly progress review by the Diversity Advisory Group
5. Individual policy consultation with Legal, Finance, Trade Unions and business representatives as appropriate.

We will monitor how we are doing by a variety of methods, including:

- Ensure a demographic breakdown of the DECC workforce by race, disability, gender, sexual orientation and age is published on an annual basis (to be included in annual review of the Single Equality Scheme).
- Ensure an annual review of this Single Equality Scheme is published, to include specific comment on race, gender and disability
- Publication of the Secretary of State Report on disability equality
- Publication of DECC's progress in meeting Civil Service SCS targets in the Annual Report
- Overview and monitoring of the use of DECC Disciplinary Policy; Bullying and Harassment Policy; Grievance Policy, and performance management scheme is broken down by race, disability, gender, age, religion / belief, and sexual orientation
- Review equality and diversity data from the annual staff survey
- Benchmark against Race for Opportunity, Employer's Forum on Disability, Employer's Forum on Age, and Stonewall (one benchmark per year on a rolling basis).
- Complete a review by Internal Audit
- Meet our legal obligations under race by ensuring we publish our policy impact assessments and follow-up monitoring. This will be on the internet and will be done as part of the consultation phase of each major policy or change.
- Review recruitment, promotion and leaving statistics.

Section three: High level action plan

Our initial consultation and research have provided an understanding of the issues facing us in relation to equality and diversity. From these we have identified two main strategic themes:

- People and Culture
- Policies and Procedures

People and Culture

To embed equality within DECC, we will ensure our equality priority actions appear in our People Strategy and report against them on an annual basis. This will help to ensure transparency, accountability and staff ownership. Responsibility for delivering this will involve a number of people and the key activities are summarised as:

- Learning and development – Learning and Development Manager
- Monitoring and review – Management Board
- Promoting equality and diversity – Diversity Champions
- Implementation in DECC – SCS and line managers
- Equality Impact Assessments (EqIAs) – EqIA Champion
- Staff surveys – Workforce Planning Manager
- Equal pay audits – Pay and Performance Manager
- Procurement related activities – line managers with finance and legal
- Building accessibility -- facilities

We will use Equality Impact Assessments (Annex E) as a way of collecting and analysing information on how our policies and practices affect equality in the delivery of services. We will use this information to meet our equality duties and monitor progress, and where we have identified inequality we will work to ensure this is eliminated.

The Equality Impact Assessment Champion will lead the work on embedding EqIAs in DECC. An example of a current EqIA can be found at www.decc.gov.uk/en/content/cms/consultations/smart_metering/smart_metering.aspx

The EqIA for this strategy is included as Annex F.

All staff will undertake appropriate training during the course of the next year to ensure that a basic understanding of equality and diversity is consistent across DECC. We will look for evidence of effectiveness on how this has been used to decide on future development activities. In planning this work we are conscious that the majority of our existing staff have transferred from either BIS or DEFRA and will therefore have probably completed basic diversity awareness training in the last 2 to 3 years. For this reason the initial awareness package is designed to ensure that everyone has the same basic knowledge without being too time-consuming. Future work will develop specific areas that we identify as being relevant to DECC. The HR Policy and Diversity Manager will lead this work in conjunction with the Learning and Development Manager.

The Management Board and Directors will also participate in additional activities to help them raise their own awareness of diversity in the workplace. More details on this are contained in Annex G.

Policy and Procedure

To assist us in our scrutiny role we will receive quarterly reports which detail a range of information relating to equality and diversity issues, such as workforce profiles and performance data.

The HR Workforce Planning and Information Manager will lead on producing these reports in conjunction with the finance team. This will utilise data provided by our shared service partners, currently BIS and DEFRA. The production of this data and associated reports is part of the specification for the shared services project.

The outcomes from the Equality Impact Assessments for on all new and existing DECC functions and policies will be included in the submission to the Management Board. This senior level overview will ensure all DECC's delivery recognises and addresses any potential adverse impact as a result of a persons or communities race, disability, gender, age, sexual orientation or religion/belief.

In buying goods and services we follow appropriate rules to make sure that our actions are legal and fair. These rules are set out in the Civil Service Procurement procedures. Every project manager is responsible for working with the procurement team to ensure that the equality and diversity issues are considered in their projects.

It is the role of the Permanent Secretary with support from the Management Board and Internal Audit to ensure our vision for equality and diversity is delivered.

The Operations Committee will monitor the Scheme on a six-monthly basis and the Management Board will be presented with an annual review detailing progress.

Monitoring reports and the annual review will be available online at www.decc.gov.uk/default.aspx and will be made available in alternative formats on request. A comprehensive review will take place at the end of the Scheme. In this we will demonstrate what action we have taken and what outcomes we have delivered, leading to less discrimination and greater equality.

How You Can Contribute and Complain

The closing date for responses is 29th October 2010.

E-mail responses are preferred. Please submit replies to:
diversityconsultation@decc.gsi.gov.uk Alternatively, hardcopy replies should be sent to:

Diversity Team, HR Directorate, Department of Energy and Climate Change, 7th floor,
Area E, 3 - 8 Whitehall Place, London. SW1A 2HH

Additional copies

You may make copies of this document without seeking permission.

This publication is also available in audio, Braille and large print format. If you would like a copy in any of these formats, please contact us as above.

Confidentiality and Data Protection

When this consultation ends, members of the public may ask for a copy of the responses under Freedom of Information legislation.

If you do not want your response - including your name, contact details and any other personal information - to be publicly available, please say so clearly in writing when you send your response to the consultation. Please note, if your computer automatically includes a confidentiality disclaimer, but will not count as a confidentiality request.

Please explain why you need to keep details confidential. We will take your reasons into account if someone asks for this information under Freedom of Information legislation. But, because of the law, we cannot promise that we will always be able to keep these details confidential.

We will summarise all responses and place this summary on our website www.decc.gsi.gov.uk This summary will include a list of names of organisations that have responded but not people's personal names, addresses other contact details.

Help with queries

Please direct any queries about this consultation to a dedicated e-mail address:
diversityconsultation@decc.gsi.gov.uk or in writing to:

Diversity Team, HR Directorate, Department of Energy and Climate Change, 7th floor,
Area E, 3 - 8 Whitehall Place, London. SW1A 2HH

If you have any comment or complaints about the consultation process, please address them to:

DECC Consultation Coordinator
Area 6A
3 - 8 Whitehall Place
London. SW1A 2HH

E-mail: consultationcoordinator@decc.gsi.co.uk

A copy of the code of practice on consultation can be found at:
www.decc.gov.uk/media/viewfile.ashx?FilePath=Consultations\1_20090408170031_e_@_codepracticeconsultation.pdf&filetype=4

This consultation on the DECC Single Equality Scheme has particular relevance to individuals or organisations with an interest in race, and people with disabilities in relation to the Single Equality Scheme, so we are particularly keen to have comments from people in connection with these topics.

Action Plan

This combined, single and integrated action plan serves to meet all of our general and specific equality duties and helps DECC to:

- be systematic in the way it promotes race, disability, gender, age, religion and sexual orientation equality
- set a development agenda with realistic objectives
- incorporate race, disability, gender, age, religion and sexual orientation equality into performance management arrangements (indicated by ✓ against the relevant action).
- The Resources column indicates estimated man days to deliver this action plus any event or package required.
- The Costs column indicates costs to be met from the admin budget.

These actions represent DECC’s delivery plan for the Single Equality Scheme.

Key R: Race D: Disability G: Gender LGBT: Lesbian, Gay, Bisexual, Transgender A: Age R/B: Religion and Belief E: Ethnicity

Strategic Theme 1: People and Culture: Ensure that everyone, whether working for or with DECC, or impacted by our actions, finds the organisation to be fair, inclusive, supportive and non-discriminatory in its actions and decision making.											
Key Priority	Action required	Owner	Target date	How will we measure success?	R	D	G	LG BT	A	R/B	E
Develop a culturally competent organisation that recognises, respects and values differences	All staff, including temporary staff, contractors and consultants, receive inductions to include Equality and Diversity awareness (to be included in the Learning and Development Strategy).	Richard Banks	Ongoing	All staff, including temporary staff, contractors and consultants have a commitment to Equality and Diversity.	✓	✓	✓	✓	✓	✓	✓
	Management Board to take part in a 'Dining with a Difference' event	Management Board / Alison Rumsey	September 2010	Feedback and Board members demonstrate a commitment and understanding of Disability.		✓					

DECC Equality and Diversity strategy and Single equality Scheme

Develop a culturally competent organisation that recognises, respects and values differences (continued)	All staff, including temporary staff, contractors and consultants, receive Equality and Diversity awareness e-learning training (to be included in the Learning and Development Strategy).	Richard Banks	Start August 2010	All staff, including temporary staff, contractors and consultants have a commitment to Equality and Diversity.	✓	✓	✓	✓	✓	✓	✓
	All SCS staff receive advanced Equality and Diversity development sessions (to be included in the Learning and Development Strategy). To be supported by team discussions to cascade knowledge.	SCS	Start January 2011	All SCS staff have a commitment to Equality and Diversity.	✓	✓	✓	✓	✓	✓	✓
	Identify minority groups for lawful and appropriate positive action, for example mentoring.	Richard Banks and Alan Donaghey together with the HR Business Partners	Start January 2011	Targeted positive action enables all staff to have equality of opportunity	✓	✓	✓	✓	✓	✓	✓
	Annual review of People Strategy to ensure key equality duties are reflected	Management Board	TBA	Policies and procedures are fair and equitable and allow us to meet our equality duties.	✓	✓	✓	✓	✓	✓	✓
	Continue to take part in the Civil Service wide staff survey to monitor employee satisfaction levels and act on responses	Laura McArthur	2010 & ongoing	Improvements in satisfaction levels of all staff	✓	✓	✓	✓	✓	✓	✓
	Conduct an equal pay audit to assess if there are any gender pay gaps, communicate with staff and implement changes	Dan Coughlin	As part of the 2011 pay remit	Changes are successfully implemented			✓				
	Deal effectively with complaints of discrimination made by staff or the public	Line managers	Ongoing	Strengthened trust and confidence in DECC	✓	✓	✓	✓	✓	✓	✓

DECC Equality and Diversity strategy and Single equality Scheme

Develop a culturally competent organisation that recognises, respects and values differences (continued)	Review the diversity profile in DECC, including staff on fixed term contracts, and how it relates to stakeholders and policy delivery	Alan Donaghey	November 2011	Improved empathy between policy delivery and stakeholders					✓		
	Encourage representation in DECC from underrepresented groups, e.g. by additional targeted advertising or positive action	Recruiting manager	Ongoing	Effective representation	✓	✓	✓	✓	✓	✓	✓
Actively champion equality and diversity	Establish an Equality Champions Network. The remit will extend to include wider issues that impact on equality and diversity, such as constraints on flexibility and accommodation	Phil Wynn Owen	September 2010	Equality and diversity actions are embedded within each part of DECC including NDPBs, outlining a clear commitment to this scheme; and that SCS Champions are chosen for each diversity strand.	✓	✓	✓	✓	✓	✓	✓
	Complete Equality Impact Assessments on existing policies where relevant	EqlA Champion in conjunction with the Operations Committee	Ongoing	Policies, functions and procedures are inclusive, eliminate discrimination and promote equality of outcome.	✓	✓	✓	✓	✓	✓	✓
	Review the process to complete Equality Impact Assessments on new policies, functions and procedures	EqlA Champion in conjunction with the Operations Committee	January 2011	Policies, functions and procedures are inclusive, eliminate discrimination and promote equality of outcome.	✓	✓	✓	✓	✓	✓	✓
	Deliver Equality Impact Assessment (EqIA) training to all policy leads	EqlA Champion in conjunction Richard Banks	Autumn 2010	Key staff and members are able to demonstrate a commitment and champion Equality and Diversity.	✓	✓	✓	✓	✓	✓	✓

DECC Equality and Diversity strategy and Single equality Scheme

Actively champion equality and diversity (continued)	Share EqIA outcomes and information, including the DAG and the Trade Unions.	EqIA Champion in conjunction with Internal Communications	January 2011	All staff demonstrate a commitment and understanding of Equality and Diversity.	✓	✓	✓	✓	✓	✓	✓
	Managers procuring contracted goods and services to have due regard for Equality and Diversity legislation (to be included in the DECC Procurement Policy)	Finance and Legal teams with managers	Ongoing	Risk of non-compliance reduced. Diverse contractors rewarded where lawful.	✓	✓	✓	✓	✓	✓	✓
	All buildings are accessible (existing and new)	David Kennedy	On going	Risk of non-compliance with Disability Discrimination Act requirements are reduced		✓					
	Review all reported cases where individuals have not had relevant adjustments identified properly or implemented in reasonable time, and use the learning to improve actions for future planning.	IT and HR teams	Ongoing	Risk of non-compliance with Disability Discrimination Act requirements are reduced		✓					
	Ensure any SCS vacancies reach a broad audience, e.g. put on CS vacs	Recruiting manager	Ongoing	Risk of not meeting Civil Service targets are reduced	✓	✓	✓	✓	✓	✓	✓
	Plan for an equality and diversity awareness day	DAG and Human Resources	March 2011	Equality and diversity actions are embedded within each part of DECC	✓	✓	✓	✓	✓	✓	✓
	Explore SCS gender issues and return to the Management Board with a proposition	Human Resources	September 2010	An action plan to address gender imbalances is agreed			✓				
	Provide mentoring, secondment and/or work shadowing opportunities in DECC for people in any of the diversity strands where monitoring indicates it is appropriate and it is relevant to an agreed individual development plan	Director Generals	2012/13	Equality and diversity actions are embedded within each part of DECC, outlining a clear commitment to this scheme	✓	✓	✓	✓	✓	✓	✓

DECC Equality and Diversity strategy and Single equality Scheme

Actively champion equality and diversity (continued)	Explore age issues and include specific actions if required in the revised strategy for Management Board	Human Resources	November 2010	If relevant an action plan to address age imbalances is agreed					✓		
	Establish a link with the work life balance group	Phil Wynn Owen and Edmund Hosker	September 2010	Ideas and feedback are exchanged between the two groups to improve policy and practices	✓	✓	✓	✓	✓	✓	✓
	Management Board to review progress on the diversity strategy and the consultation on the Single Equality Scheme	Management Board	November 2010	Equality and diversity actions are embedded within each part of DECC	✓	✓	✓	✓	✓	✓	✓

Strategic Theme 2: Policies and Procedures: Ensure that all consultation, engagement and communication activities are planned and delivered to meet our equality duties, objectives and priorities.											
Key Priority	Action required	Lead responsibilities	Target date	How will we know it is working?	R	D	G	L G B T	A	R/ B	E
Build strong relationships with our stakeholders	Establish Networks (if interest is identified) not currently represented in the Diversity Advisory Group	Diversity Champions	March 2011	Improved feedback, e.g. staff survey			✓		✓		
	Quarterly review with the Diversity Advisory Group	Diversity Champions	Ongoing	Improved feedback, e.g. staff survey	✓	✓	✓	✓	✓	✓	✓
	Annual review with the Diversity Advisory Group	Permanent Secretary	March 2011	Improved feedback, e.g. staff survey	✓	✓	✓	✓	✓	✓	✓
	Establish equality and diversity review meetings with external stakeholders	Diversity Champions, Directors and HR Business Partners	February 2011	Improved external stakeholder links	✓	✓	✓	✓	✓	✓	✓
Ensure a high level of quality, clarity and consistency of information	Ensure all information and services are accessible (review the ECC Communications Strategy)	Alan Donaghey, Steve Hudson and Communications Teams	October 2010	Raised profile with stakeholders, including staff	✓	✓	✓	✓	✓	✓	✓
	Consult on and publish a DECC Single Equality Scheme	Alan Donaghey	November 2010	The organisation can show it has a public commitment to equality and diversity	✓	✓	✓	✓	✓	✓	✓
	Ensure all information is appropriate and available in different formats or languages on request (to be included in the Communications Strategy)	Alan Donaghey, Steve Hudson and Communications Teams	Ongoing	The organisation demonstrates committed to ongoing dialogue	✓	✓	✓	✓	✓	✓	✓

DECC Equality and Diversity strategy and Single equality Scheme

Ensure a high level of quality, clarity and consistency of information (continued)	Each Director General to hold discussions on equality and diversity to cover external delivery policies and internal processes.	Director Generals supported by Directors and HR Business Partners	Complete by end July 2010, and feedback in August 2010	The organisation demonstrates committed to ongoing dialogue	✓	✓	✓	✓	✓	✓	✓
Improve feedback mechanisms to our stakeholders	Publish annual progress on Single Equality Scheme	Alan Donaghey and Communications Teams	TBA	Improved feedback, e.g. staff survey, improved staff diversity ratios	✓	✓	✓	✓	✓	✓	✓
	Develop the DECC website to ensure maximum accessibility for all (to be included in the Communications Strategy)	Communications and IT Team	Late 2011	Staff and other stakeholders will be able to access information and it meets AA standard	✓	✓	✓	✓	✓	✓	✓

Annex A: DECC Equality and Diversity Statement

Equality and Diversity is important to us as the work we do as the Department of Energy and Climate Change impacts on the whole of the UK population and contributes to the global strategy to address climate change and energy security and supply. This includes policies on helping vulnerable groups, which means the DECC delivery policies have got to think about how we reach people who are hard to reach. We have a wide ranging remit with overall objectives to:

- ensure our energy is secure, affordable and efficient
- bring about the transition to a low-carbon Britain

To do this we want to have the right mix of people with the skills to do the jobs required. As a Department we recognise we must attract, develop and retain staff from a wide range of backgrounds, interests and experiences. We have been working hard to develop our identity, culture and values and as a result we have identified three key values, which will inform the way we act and everything we do: **Aim high, Reach out and Pull together.**

As an Equality and Diversity aware employer, we are committed to treating all staff and job applicants fairly and without discrimination. We aim to ensure that everyone is treated fairly, and to recognise and value differences such as age, disability, gender, marital status, sexual orientation, gender reassignment, race, colour, nationality, ethnic or national origins, religion or beliefs and/or employment status.

The DECC Equality and Diversity strategy is built on the following principles:

1. Strong leadership and accountability for delivering diversity
 - We believe that every employee 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.
2. Changing behaviour to create an inclusive culture
 - 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 and create the conditions for business success.
 - Understand and act on any systemic bias in our appraisal markings
 - Embed our values
 - Embed diversity into all policy development and service delivery – ensure it is not seen solely as an HR issue
3. Talent management – bring in and bring on people from different backgrounds
 - Embed diversity into our talent management and recruitment strategies
 - Using recruitment to show our commitment to diversity e.g. publicising successes and our membership on external benchmarking exercises, and to widen the talent pool
 - Develop and deliver a wide range of developmental activities e.g. mentoring, week in business, cross cutting departmental projects, volunteering opportunities in the local community

4. Representation - Workforce targets

- Civil Service wants to be representative of population by 2020 at all levels. DECC aims to represent the community we serve
- Targets – Cabinet Office aiming for 90% declaration rate by 2011
- One set of diversity targets to be agreed that we monitor and publish across all strands

5. Meeting legislation

- DECC will meet or exceed minimum criteria laid down in equality and diversity legislation.
- We will publish monitoring data as required by Cabinet Office
- We will publish Equality Impact Assessments

Employees of the Department also have rights and responsibilities:

- a. you have various rights including not to be discriminated against, victimised, bullied or harassed on the basis of your race, gender, sexual orientation, disability, age, religion or belief, gender reassignment, or socio-economic status.
- b. you are responsible for upholding our commitment to equality and diversity in the workplace, both in your attitude to other people and in the way you treat them.

DECC's key equality and diversity deliverables are:

- We promote awareness and understanding of differences between people through training, targeted development and leading by example. The Diversity and Learning and Development team will work closely to develop initiatives including mentoring programmes designed to support underrepresented groups such as women in the SCS.
- We ensure all DECC's external and internal delivery policies and procedures are promoting and creating an awareness of Diversity and Equality. We are committed to continually developing these policies to ensure we have embedded Diversity and Equality in all that we do. Examples include the impact assessment for Smart Meters and including equality and diversity in Induction sessions.
- We are committed to promoting diversity and equality, to improving our performance, and ensuring progression, recognition and reward is based on merit. We know that it is not enough just to have an understanding of diversity issues, but that if we are to drive better performance we must ensure that diversity and equality are integral to our culture, the way we work, and our reward strategies both as an employer and as a government department.
- We have compiled Diversity statistics for our employees so we are able to focus our efforts on underrepresented groups within DECC to try and ensure they are well represented. This will be extended to include reviewing internal processes such as performance management to ensure such groups are not disproportionately represented in the lower grading.
- We have established a Diversity Advisory Group (DAG), representing three Networks covering LGB&T, disability, and ethnicity and belief. The aim both of DECC and the DAG is to create an environment in which all staff feel valued, irrespective of their age, disability, gender, gender identity, race, religion or belief, sexual orientation or any combination thereof, and are able to realise their full potential. Activities in connection with the staff networks are official duties, and should be agreed by managers in the normal way, supported whenever possible and reflected in appraisal reports. This includes funding travel costs as for any other official meeting.

Moira Wallace

Permanent Secretary

Annex B: Useful Glossary of Terms and Abbreviations

Adapted from the Equality Challenge Unit – promoting equality and diversity in higher education

Action plan - Under the race, disability and gender public sector duties, all public sector authorities must set out in an action plan what they are going to do to address race, disability and gender equality issues.

Age discrimination (Ageism) - Age discrimination can be experienced by anyone, at any age, young and old. It results in people of certain age groups, or to be perceived from these age groups, being treated less favourably.

Alternative formats - Standard or traditional ways of presenting information are not always accessible to all people; alternative ways of communicating and providing information should be sought.

Bisexual - A bisexual person has an emotional and/or sexual orientation towards people of the same sex and people of the opposite sex.

BME - Black and Minority Ethnic. This refers to an umbrella term, covering all the characteristics of a 'racial group', as well as the religious and cultural bonds that are seen as defining Africans, Muslims, Rastafarians and other groups that may not have formal protection under the Race Relations Act.

Bullying - Bullying can be defined as offensive behaviour which violates a person's dignity, or creates an intimidating, hostile, degrading or offensive environment, or which humiliates or undermines an individual or group.

Discrimination – direct and indirect are the main categories of unlawful discrimination. Direct discrimination applies where a person is treated less favourably on the grounds of gender, race, disability, sexual orientation, religion or belief or age. Indirect discrimination occurs when policies or practices have an adverse impact on certain groups of people more than on others, in a way that cannot be justified. The groups protected by the legislation include groups defined by their gender, race, sexual orientation, religion or belief, or age.

Disability - The Disability Discrimination Act (DDA) defines a disabled person as someone who has a physical or mental impairment that has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities.

Disclosure - Disclosure is the process by which an individual declares personal equality information, such as their sexual orientation, ethnicity or whether they are disabled.

Diversity - Diversity recognises that everyone is different in a variety of visible and non-visible ways, and that those differences are to be recognised, respected and valued.

Diversity Advisory Group (DAG) - The DAG is an umbrella organisation representing all Diversity interest groups in DECC.

Equality - concerned with breaking down the barriers that currently block opportunities and outcomes for certain groups of people, in society, the workplace, education and so on.

Equal opportunities - Equal opportunities, or equality of opportunity, may be defined as ensuring that everyone is entitled to freedom from discrimination.

Equal pay - Equal pay generally is used to refer to the provisions of the Equal Pay Act 1970 which requires men and women to be paid the same where they are employed on like work, work rated as equivalent under a valid job evaluation scheme, or work of equal value, unless the pay difference can be objectively justified.

Equality and Human Rights Commission (EHRC) - The new Equality and Human Rights Commission opened on 1 October 2007. The EHRC takes over the work of the three previous commissions established to tackle discrimination and promote equality in Great Britain – the Equal Opportunities Commission (EOC), the Commission for Racial Equality (CRE), and the Disability Rights Commission (DRC) as well as combining the responsibilities and powers of the three previous equality commissions.

Equality Impact Assessment - EqlAs are the process by which every policy, procedure, practice, plan and strategy of an organisation is systematically reviewed and evaluated to ensure that they are not discriminatory and that they are making a positive contribution to equality.

Equality scheme(s) - The Race Relations Amendment Act 2000, Disability Discrimination Act 2005 and Equalities Act 2006 require all public bodies to have Equality Schemes which set out how the organisation will meet its general and specific duties in respect of race, disability and gender equality. The Equality Act 2010 proposes these duties be combined and extended to incorporate age, sexual orientation, religion and belief and gender reassignment.

Extremism - A term used to describe the actions or ideologies of individuals or groups outside the perceived political centre of society; or otherwise claimed to violate common moral standards.

Family friendly - Family friendly refers to the policies, procedures or practices (mainly in an employment context but they can also be in other areas such as welfare benefits, social care and health) that aim to be more sympathetic to life events such as the birth of children, bringing up and caring for children, illness in the family, caring for sick or elderly relatives, death, and dealing with the unexpected.

Flexible working - Flexible working can be broadly defined as any variation to the standard working day/week. Employees have a right to request flexible working in certain situations which employers do not have to agree to but they have to have sound business reasons for refusing.

Gender - 'Gender' refers to the socially constructed roles, behaviours, activities, and attributes that a given society considers appropriate for men and women. It is often confused with 'sex', which refers to the biological and physiological characteristics that define men and women.

Gender reassignment - gender reassignment is the activity of undergoing process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex.

Genuine occupational requirement - A genuine occupational requirement may allow for a valid defence to what would otherwise be unlawful direct discrimination. It applies in limited circumstances where having a particular characteristic can be a genuine requirement for a job.

Harassment - Harassment can be defined as unwanted conduct which may create the effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment which interferes with an individual's learning, working or social environment or induces stress, anxiety, fear or sickness on the part of the harassed person.

Human Rights - The Convention Rights that are set out in Section 1 of the Human Rights Act 1998. These include the right to life, to be free from torture, inhuman or degrading treatment; to be free from slavery; to liberty; to a fair trial or fair hearing; to respect for your private and family life and your home; and correspondence; to respect for freedom of thought, conscience and religion; freedom of expression; freedom of association and assembly; to marry and have a family; to peaceful enjoyment of possessions; not to be denied the right education; free elections and not to be discriminated against in the enjoyment of any of these rights.

LGBT - LGBT is a commonly used abbreviation for the lesbian, gay, bisexual and transgender community.

Monitoring - A process that involves collecting, storing, analysing and evaluating information, to measure performance, progress or change.

Multiple discrimination - Generally, people belong not just to one community, but several. This can make them a target of prejudice on more than one level, and impact upon their experience of discrimination.

Policies and practices - This is the term sometimes used in legislation to describe the activities that are undertaken by an organisation. In this context we mean the policies and action plans we develop and the programmes, initiatives and strategies that we deliver as part of our day to day work.

Positive action - Positive action is the deliberate introduction of measures to eliminate or reduce discrimination, or its effects. It is not about special treatment for any one particular group, but the fair treatment of all people.

Positive discrimination - Positive discrimination is illegal and occurs when one person or group of people is treated more favourably than another person, or group, would be treated in the same situation, based on a defining characteristic.

Prejudice - Prejudice is an adverse judgment, conviction or opinion formed beforehand or without knowledge or examination of the facts or based on limited experience. It may be felt or expressed.

Public sector equality duties - The public sector equality duties in relation to race, gender and disability are specified in law. Their application is guided by codes of practice. Each of the duties is broken down into a [general duty](#), which gives the broad outlines, and [specific duties](#) designed to help public authorities comply with the general duty.

Racism - Any distinction, exclusion, restriction, or preference based on race, colour, descent, or national or ethnic origin which has the purpose or effect of nullifying or impairing the recognition, enjoyment, or exercise, on equal footing, of human rights and fundamental freedoms in the political, economic, social, cultural, or any other field of public life.

Reasonable adjustment - It requires institutions to take reasonable steps to ensure disabled staff and visitors are not placed at a 'substantial' disadvantage by the way the institution operates.

Religion and belief - 'Religion is the belief in or worship of a god or gods as a particular system of belief or worship' (Chambers Compact Dictionary 2000).

Sexual orientation - The direction of one's sexual interest toward members of the same, opposite, or both sexes, especially a direction seen to be dictated by physiologic rather than sociologic forces.

Transgender - An umbrella term for people whose gender identity and/or gender expression differs from their birth sex. The term may include, but is not limited to, transsexual people and others who see themselves as not clearly fitting into male or female identities. Transgender people may or may not choose to alter their bodies hormonally and/or surgically. The term transgender should only be used as an adjective, for example 'transgender people'.

Equal opportunities, diversity and equality

The words Equal Opportunities, Diversity and Equality are often used interchangeably, yet in practice they have very different origins and meanings. During the 1960s, workplace Equal Opportunities primarily referred to differences in race and gender, reflecting the civil liberties and civil rights movements. This was supported by legislation outlawing discrimination on the grounds of sex, race or disability.

Equal opportunity is traditionally seen as a personnel function – making sure that rules and procedures follow the law for minority groups of employees. Equal opportunities focuses on treating everyone in the same way without recognising that different people will have different needs, and are able to contribute in different ways. The UK Government's definition of equal opportunities goes wider than that used by European Union institutions (which is confined to equality between the sexes).

Since the 1990s, however, workplace diversity has come to encompass a wide variety of cultural differences. **Diversity** is about understanding and influencing workplace attitudes and culture, and focuses on individual skills, contributions and potential. Importantly, diversity looks at wider issues than staffing alone, and recognises that getting diversity 'right' offers huge business opportunities. Workplace diversity can include everything from race, gender and age to socioeconomic and educational background. Diversity in the workplace can also be seen in differing communication styles, physical abilities, lifestyle choices, skill levels and personality traits.

Equality is about 'creating a fairer society, where everyone can participate and has the opportunity to fulfil their potential'. It is about identifying patterns of experience based on group identity, and the challenging processes that limit individual's 'potential' health and life chances.

In summary, the main legislation applying to Diversity and Equality is:

- Race Relations Act 1976 & Race Relations Amendment Act 2000
- Sex Discrimination Act 1975
- Rehabilitation of Offenders Act 1974
- Equal Pay Act 1970
- The Disability Discrimination Act 1995
- Human Rights Act 1998
- The Protection from Harassment Act 1997
- Sex Discrimination (Gender Re-Assignment) Regulations 1999
- Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000
- The Employment Equality (Religion or Belief) Regulations 2003
- Sexual Orientation Regulations 2003
- Race Relations (Amendment) Regulations 2003
- Employment Equality (Religion or Belief) Regulations 2003
- Employment Equality (Sexual Orientation) Regulations 2003
- Disability Discrimination Act 2005
- Equality Act 2006
- Employment Equality (Age) Regulations 2006

(This is not a complete list of all relevant legislation.)

Annex C: Our Statutory Equality Duties

Secondary legislation² made under the Sex Discrimination Act 1975, the Race Relations Act 1995 (RRA), and the Disability Discrimination Act 1995 (DDA), require public authorities to publish Equality Schemes to describe how we will meet the general duties that are statutorily applied to us via these Acts.

We have a statutory general duty to promote race, disability, and gender equality. This means eliminating unlawful discrimination and harassment, promoting equal opportunities and promoting good relations between people of different groups.

We have also chosen to aim to promote age, sexual orientation, and religion/belief equality, in anticipation of duties likely to come into force under the Equality Act. When amalgamated, our duties mean that every staff member, contractor or other worker in DECC must have due regard to the need to:

- Eliminate unlawful discrimination;
- Eliminate unlawful harassment related to race, disability, gender, age, sexual identity or orientation, or religion/belief;
- Promote equality of opportunity; and
- Promote good relations between and within people of different racial groups, genders, ages, religions, sexual orientations and people with and without disabilities.

The DDA and Equality Act also set out some additional general duties in relation to disability and gender equality. These are:

- Promote positive attitudes towards disabled people;
- Encourage participation by disabled people in public life;
- Take steps to account for disabled persons' disabilities, even where that involves treating disabled people more favourably than other people; and
- Eliminate harassment of transsexual people.

In addition to the general duties, we are also subject to several specific duties, laid down in secondary legislation the race, disability and gender codes of practice and we will treat them as also covering age, sexual orientation and religion/belief.

The specific duties set out steps that must be taken to assist us in fulfilling the general duties. When amalgamated, our specific duties can be broadly stated as follows:

- Identify those of our functions and policies which are relevant to our performance of our general duty under the Race Relations Act;
- Publish an Equality Scheme demonstrating how we intend to fulfil our general and specific duties;

² The Sex Discrimination Act 1975 (Public Authorities) (Statutory Duties) Order 2006; the Disability Discrimination (Public Authorities) (Statutory Duties) Regulations 2005; and the Race Relations Act 1976 (Statutory Duties) Order 2006.

- Involve employees, service users and others of different ethnicities, genders, ages, sexual orientations, religions, and disabled people in the development of our Equality Scheme;
- Consider the need to include objectives to address the causes of any gender pay gap;
- Consult stakeholders and take account of relevant information to determine equality objectives;
- Gather and use information on how policies and practices affect equality;
- Assess the impact of our current and proposed policies and practices on the seven strands of equality (race, disability, gender, age, sexual orientation, ethnicity, and religion/belief); and
- Implement the actions set out in our Equality Scheme within three years of its publication, unless it is unreasonable or impractical to do so.
- Review our Equality Scheme every three years.

We also have legal obligations to promote and protect human rights. The human rights principles of fair treatment, dignity, respect, liberty and equality underpin our work. Actions will be agreed as part of this scheme to ensure our responsibilities are delivered.

Annex D: List of Organisations Which Contributed to the Scheme

Please note this list will be developed as consultation progresses, and this envisaged list is indicative only at this stage.

- DECC Management Board (representing the Permanent Secretary and Director Generals)
- DECC Operations Committee (representing SCS staff)
- DECC staff (a virtual consultation)
- DECC Trade Union side
- DECC Diversity Advisory Group
- DECC Executive Non-Departmental Public Bodies
- DECC Advisory Non-Departmental Public Bodies
- DECC associated organisations such as Carbon Trust, Energy Saving Trust, Nuclear Liabilities Fund, Ofgem, British Energy Group Plc, Pilot Task Force for Oil and Gas, UK Coal Forum
- External stakeholders
- Internal Communications team
- Shared services – currently SSD and HR First
- Internal Audit
- Procurement team
- Stonewall
- Employers Forum on Age and Belief
- Employers Forum on Disability
- Race for Opportunity
- Opportunity Now
- BIS and Defra equality teams (for staff on legacy terms and conditions)
- Facilities team
- Interserve (as the facilities outsourced providers)
- IT team
- HR team

Annex E: Equality Impact Assessment - a Tool for Improvement

Assessing the impact of our policies, services, functions and procedures allows us to think more carefully about the possible impact of our work on different groups of people (for example, disabled people, people of different religions, ethnicity, sexual orientations, ages, and genders) and to take action to improve our services.

The Equality Impact Assessment (EqIA) process makes sure that our services are clear, meet the needs of all services users and employees, remove unlawful discrimination and promote equality of opportunity and good relations.

EqIAs allow us to:

- gather evidence on the impact of our activities on each equality strand;
- identify gaps, negative impacts or missed opportunities in our services, information or employment;
- monitor success in employing, retaining and developing disabled employees;
- measure progress towards disability equality and where improvements can be introduced;
- inform the design of services to make sure the full and fair participation of disabled people from the start - avoiding expensive corrective work.

The process has two stages:

Stage 1 - Screening: Involves checking all policies, services, functions and procedures. It considers the potential negative or positive impact, or gaps in knowledge about the impact, on people with disabilities, different religions, races, sexual orientations, ages, genders, ethnicities or socio-economic circumstances. It is a short process and makes use of previous involvement results, knowledge and experience, research and reports, complaints and feedback, Internet searches, and internal and external specialist advice.

Stage 2 – Full Assessment: Involves fully assessing the policies, services, functions and procedures, identified in Stage 1 Screening as possibly negatively affecting people who are disabled or have a specific religion, race, sexual orientation, age, gender, ethnicity or socio-economic circumstances. It provides an opportunity to assess the evidence and makes sure that research and engagement, with the groups involved (i.e. disabled people), is carried out and leads to improvements. If no negative impact is identified in Stage 1, then Stage 2 does not apply.

What will we do if the EqIA shows an adverse impact or gap?

If an adverse impact or gap is identified we will consider options for changing the policy, service, function or procedure to reduce the adverse effect.

If the adverse impact is unlawful, the policy, service, function or procedure (or elements of it) will be changed. If it is unavoidable then we will make sure that it is justified. For example, an

adverse impact may be justified through legislation which takes priority over equality legislation. We will make sure that if we reduce an adverse impact for one group that it does not create an adverse impact for another group. In this circumstance, the option we will choose will be one that promotes equality of opportunity.

What have we done so far?

We are establishing a clear process for carrying out EqIAs and are working to assess all policies and functions.

What will we do next?

- Carry out Equality Impact Assessments on all proposals for new policies, practices and procedures or changes to existing policies, practices and procedures which are significant enough to require a decision from the Operations Committee
- Ensure that the views of all diverse groups likely to be affected by the proposals are sought and taken into account as part of the decision-making process;
- Ensure that the Operations Committee give due regard to the results of Equality Impact Assessments and that these are taken into account in the decision-making process;
- Use the results of Equality Impact Assessments to address any issues of differential impact.

Annex F: Equality Impact Assessment for this strategy

Stage One: Screening for Impact	
Name of service/procedure/policy or project:	Equality and Diversity strategy, including the Single Equality Scheme
Project lead completing assessment:	Alan Donaghey
Position:	HR Policy and Diversity Manager
Division/directorate:	HR
1. What is the main purpose of the service/procedure/policy or project?	
To establish the Equality and Diversity framework for DECC.	
2. List the main activities of the project/policy. For strategies list the main policy areas.	
<ol style="list-style-type: none"> 1. Establish current staff profile and agree actions to address any gaps identified. 2. Assess SCS profile against Cabinet Office targets and agree actions to address any gaps identified. 3. Complete consultation with stakeholders on the action plan, shown as the Single Equality Scheme (SES). 4. Establish development activities. 5. Establish Equality Impact Assessment procedures. 6. Establish monitoring and review arrangements. 7. Publish the strategy internally and the E&D Statement and the SES both internally and externally. 	

3. Who will be the main stakeholders/users of the service/procedure/policy or project?

- DECC Management Board (representing the Permanent Secretary and Director Generals)
- DECC Operations Committee (representing SCS staff)
- DECC staff
- DECC Trade Unions
- DECC Diversity Advisory Group
- DECC Executive Non-Departmental Public Bodies
- DECC Advisory Non-Departmental Public Bodies
- DECC associated organisations such as Carbon Trust, Energy Saving Trust, Nuclear Liabilities Fund, Ofgem, British Energy Group Plc, Pilot Task Force for Oil and Gas, UK Coal Forum
- External stakeholders (a representative sample from the list of 40 from the Management Board)
- Internal Communications team
- Shared services – currently SSD and HR First
- Internal Audit
- Procurement team
- BIS and Defra equality teams (for staff on legacy terms and conditions)
- Facilities team
- Interserve (as the facilities outsourced providers)
- IT team
- HR team

4. Have you already consulted with people about this work? If yes, briefly describe what you did and with whom.

- High level consultation with the HR team policy leads, the Diversity Advisory Group and the Trade Unions.
- Previous consultation with the Strategic Design Board (now the Operations Committee) on the publication of the Interim Diversity Strategy.
- Previous consultation with the HR Director and DECC Diversity Champions on the publication of the Interim Diversity Strategy.

5. Use the table to tick:

- a) Where you think that the service/procedure/policy or project could have a negative impact on any of the equality strands, that is, it could disadvantage them
- b) Where you think that the service/procedure/policy or project could have a positive impact on any of the groups or contribute to promoting equality, equal opportunities or improving relations within equality strands.

	Positive impact	Negative impact	No impact	Reason and evidence (provide details of specific groups affected) - The overall DECC approach is to promote awareness of all categories
Age	✓			As DECC has a young age profile it is anticipated this will help older groups, for example people who may wish to remain after normal retirement age
Gender	✓			As DECC has a imbalance in favour of males this will help females
Sexual orientation	✓			As DECC has a very low personal data declaration rate this will help as we become able to identify if there are any issues
Race	✓			As DECC has a very low personal data declaration rate this will help as we become able to identify if there are any issues
Religion or belief	✓			As DECC has a very low personal data declaration rate this will help as we become able to identify if there are any issues
Disability	✓			As DECC has a very low personal data declaration rate this will help as we become able to identify if there are any issues

6. If you have indicated there is a negative impact on any group, is that impact: No negative impact found		
Legal? (not discriminatory under anti-discriminatory legislation)	Yes N/A	No N/A
Intended?	Yes N/A	No N/A
Level of impact?	High N/A	Low N/A
If the negative impact is possibly discriminatory and not intended and/or of high impact you must complete section two of this form. If not, complete the rest of section one below and consider if completing section two would be helpful in making a thorough assessment.		
7. a) Could you minimise or remove any negative impact that is of low significance?		
N/A		
b) Could you improve the strategy, project or policy's positive impact? If so, explain how. You may wish to use the action sheet at the end of section two.		
N/A		
8. If there is no evidence that the strategy, project or policy promotes equality, equal opportunities or improved relations – could it be adapted so that it does? If so, explain how.		
N/A		
Please sign and date this form, keep one copy and send one copy to the HR Diversity Manger		
Signed: Alan Donaghey	Date: 2 nd February 2010	

Note: As the assessment in Part 1 is positive, the Part 2 assessment or action plans are not required.

Annex G: Training, awareness and competence

All staff will undertake appropriate development during the course of the next year to ensure that a basic understanding of equality and diversity is consistent across DECC. We will look for evidence of effectiveness on how this has been used to decide on future development activities. In planning this work we are conscious that the majority of our existing staff have transferred from either BIS or DEFRA and will therefore have probably completed basic diversity awareness training in the last 2 to 3 years. For this reason the initial awareness package is designed to ensure that everyone has the same basic knowledge without being too time-consuming. Future work will develop specific areas that we identify as being relevant to DECC.

The Management Board and Directors will also participate in additional activities to help them raise their own awareness of diversity in the workplace.

Induction training

All our employees are given clear guidance and information relating to diversity during induction training when they start work. This covers the Department's commitment to achieving equality schemes objectives, employee staff networks and our harassment and bullying policy. Line Managers are responsible for ensuring that new entrants are provided with this equality and diversity information as part of their induction processes.

Core courses

A range of core E-Learning equality and diversity training will be available:

- Awareness training.
- Advanced awareness for senior managers.
- Equality Impact Assessments.

Leadership in Equality and Diversity

The Management Board will take part in a 'Dining with a Difference' event.

Director Generals, Directors and Deputy Directors are expected to attend and support awareness sessions in diversity to ensure that senior managers understand their responsibilities. Other job specific training is available.

DECC will support programmes such as the Stonewall Leadership Programme and summer placements for ethnic minority staff or disabled staff.

The Diversity team will work closely with the Learning and Development team to develop initiatives such as mentoring programmes, in addition to improving the content of management training and addressing issues of departmental culture.

We will review the impact of all these initiatives as part of the annual review of learning and development interventions towards the end of each financial year. From this we will make any

appropriate recommendations for improvement to the training and gather any additional identification of needs and issues and feed these into the Diversity and Learning and Development Action Plans.

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