

Diversity and Inclusion

Diversity and inclusion run through every strand of work that we do, for this reason there is not one sole attribute related to diversity and inclusion, but it is evident in every attribute.

It also is important to recognise that these attributes have not replace the TOWER values and there is a strong link between the two. The table below shows the connection between the attributes and the TOWER values.

Attribute and Diversity and Inclusion Example	TOWER Values
<p><u>Collaborative</u></p> <p>I build trust and partnership working within and across teams through recognising the diversity of others and utilising their expertise and perspective. I encourage effective working relationships and build diverse networks internally and externally.</p>	<p>Together Respect</p>
<p><u>Compassionate, Supportive and Reflective</u></p> <p>I am self-aware of my own biases and take action to address them. I manage relationships with compassion, show empathy towards all, including those who are different to me. I enable others to recognise and reflect upon bias and micro-agressions and take action to address them.</p>	<p>Together Open Willing Excellent</p>
<p><u>Commercially Minded and Financially Disciplined</u></p> <p>I ensure all activity procured meet equality standards and promote social mobility. When recruiting I take into account the existing diversity in my team and seek to reflect borough demographic within my team by enhancing opportunities of lesser represented groups.</p>	<p>Willing Excellent Respect</p>
<p><u>Innovative and Courageous</u></p> <p>I encourage opportunities for new ideas and contribute to a</p>	<p>Open Willing</p>

Attribute and Diversity and Inclusion Example

culture of continuous improvement. I enable/support others to take managed risks and share diverse ideas in a safe and inclusive environment. I celebrate differences, value authenticity and have the courage to be vulnerable. I challenge people and processes, including discrimination, directly and with honesty.

TOWER Values

Excellent
Respect

Agile

I role-model and enable ways of working (processes and practices) which are flexible, outcomes focused, inclusive and meet stakeholder needs; whilst reflecting the capacity, capabilities, diversity and preferences of the team. I am digitally proficient and look for better ways to improve delivering our services, whilst taking in to account the diversity of the workforce and community.

Together
Open Willing
Excellent
Respect

Accountable

I lead by example, fostering an inclusive environment where expectations and outcomes are clearly understood. Providing active feedback where accountability is the norm alongside positively managed performance. I challenge inequality and behaviour which does not drive this narrative.

Willing

Change Agent

I ensure that change is inclusive and does not discriminate against particular groups or individuals. I embrace and lead on the opportunity to have open conversations about diverse topics and create an open culture within my team, supporting them to continually adapt to an ever-changing environment.

Open

Strategic and Visionary

I consider the wider diverse environment, both current and future, and the political landscape we operate within. I encourage myself and

Together
Open Willing

Attribute and Diversity and Inclusion Example

others to make sense of complexity and uncertainty around diverse topics and use compelling narrative to build shared purpose.

**TOWER
Values**

Excellent
Respect