Report AUD23013

Hamilton
OFFICE OF THE
AUDITOR GENERAL

Equity, Diversity, and Inclusion Audit

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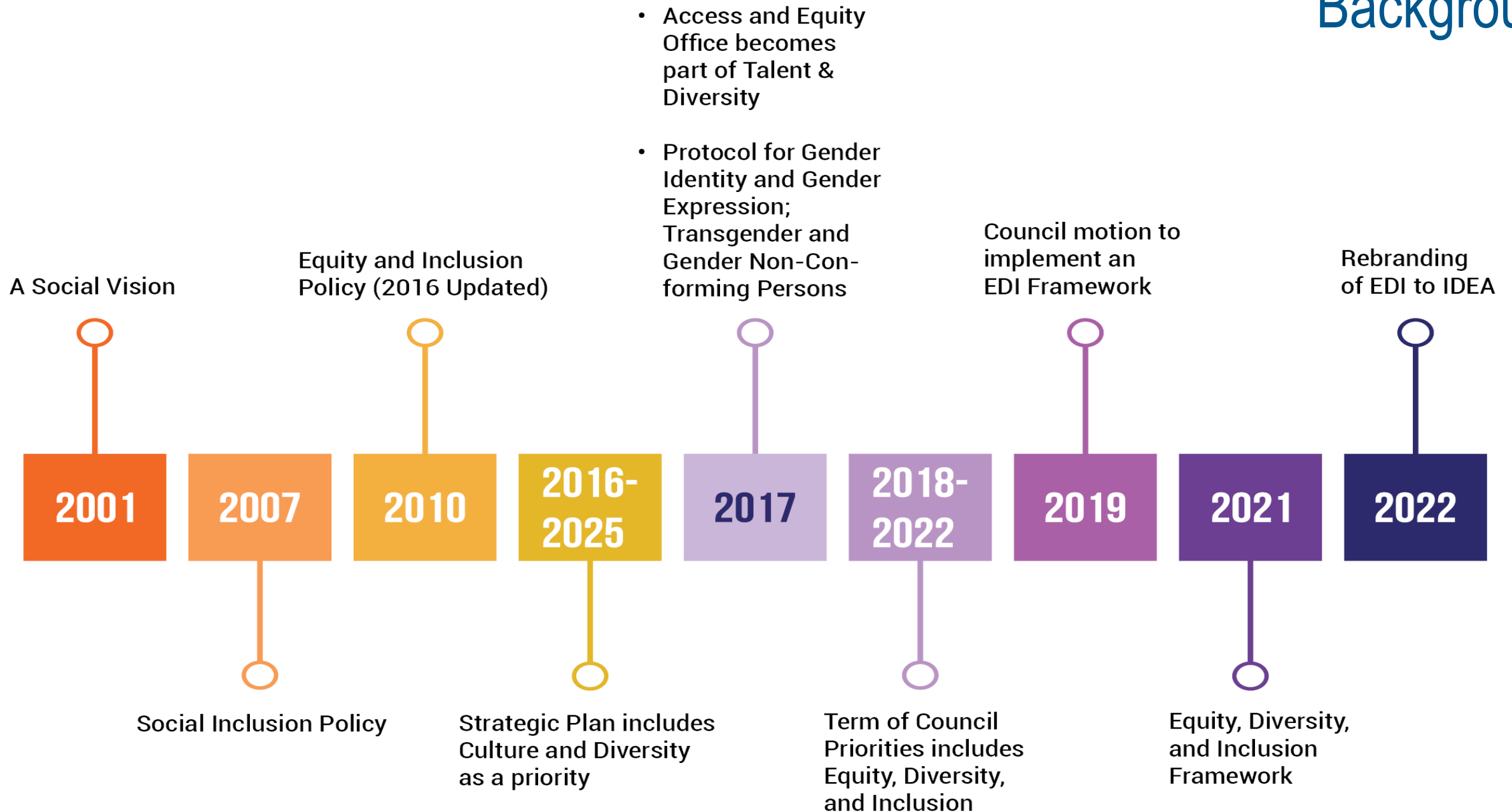**Brigitte Minard**
Deputy Auditor General
Charles Brown
Auditor General

- Access and Equity Office becomes part of Talent & Diversity

- Protocol for Gender Identity and Gender Expression; Transgender and Gender Non-Conforming Persons

Equity and Inclusion Policy (2016 Updated)

Council motion to implement an EDI Framework

A Social Vision

Rebranding of EDI to IDEA

2001

2007

2010

2016-2025

2017

2018-2022

2019

2021

2022

Social Inclusion Policy

Strategic Plan includes Culture and Diversity as a priority

Term of Council Priorities includes Equity, Diversity, and Inclusion

Equity, Diversity, and Inclusion Framework

- Council motion passed in February 2019 that provided direction to staff to develop and implement an Equity, Diversity, and Inclusion (EDI) Framework.

- In 2021 the City of Hamilton's EDI Framework was launched.

- EDI was rebranded to be IDEA (Inclusion, Diversity, Equity and Accessibility) in late 2022.

EDI Framework

1 Shared Case for EDI
2 Comprehensive Communications Plan
3 Rigorous Data Collection
4 Demonstrated Ownership
5 Applied Action Plan
6 Metrics and Measurement

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To assess whether the City has a sound plan and strategy, as well as the management of tools and resources to support and achieve the EDI goals as stated in 2018-2022 Council Terms of Priorities, that:

"equity-seeking communities will feel safe, supported and have an enhanced sense of belonging through strengthening community capacity, City responsiveness and creating inclusive engagement opportunities."

Note: At the time of audit fieldwork, the 2023-2026 Term of Council Priorities had not yet been finalized.

- Performed an audit that evaluated and assessed the management of progress made on EDI efforts at the City of Hamilton resulting from Council direction.

- We sought to answer the following question:

> "Is the City set up for a successful implementation of EDI throughout the organization?"

- We sought to answer this question by focusing our work in three areas:

  1) internally, as an employer;
  2) when engaging with the community in community and public engagement; and
  3) in City service delivery.

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- Reviewed EDI implementation related documentations, Council reports, contracts, Requests for Proposals (RFPs), policies and procedures.

- Researched EDI literature, websites and EDI work of other municipalities.

- Reviewed webpages of outward-facing services provided to public.

- Interviewed over 60 staff members across the organization.

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Is the City set up for a successful implementation of EDI throughout the organization?

Some progress has been made; however, we find that the City is not currently set up for assured success.

More needs to be done, particularly for some fundamental items that are required as the foundation of EDI efforts at the City of Hamilton.

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The significant issues identified were:

- Governance
  - Significant need for corporate direction and guidelines for service delivery

- Lack of Risk Assessment in planning and implementation

- Lack of Change management in planning and implementation

- Absence of overarching strategies and objectives for Community EDI and Service delivery

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Internal EDI:

- EDI Framework and Roadmap were developed

- EDI training rolled out to Supervisors and above

- Collecting basic employment equity data to inform decision making

- Some resources are in place, two EDI specialists on board to lead EDI implementation

- Staff participation in Steering Committee

Community EDI:

- Various citizen volunteer committees and advisory groups

- 18 consultant recommendations on hate reduction and anti-racism strategy

    - Some of the 18 recommendations were actioned

- Collecting EDI data to inform City Enrichment Fund decision making

What We Found – Some Progress Made In Service Delivery

Healthy and Safe Communities Department
- Updated Housing and Homeless Action Plan
- Shared resources/equity specialist on board in Children Services
- Urban Indigenous Strategy implementation and Community Safety and Well-being Plan
- Inclusion program in Recreation Centers

Planning and Economic Development Department
- Economic Development Action Plan 2021-2025 include actions to address EDI
- Placemaking Grant Pilot program

Public Works Department
- Accessible transportation and DARTS
- Accessible City facilities and properties

CityHousing Hamilton
- 2023-2027 Strategic Plans includes two actions on EDI

What We Found – Areas Needing Improvement

Internal EDI

- EDI Framework and Roadmap lacks details to operationalize

- Unclear short-term vs. long-term goals, what to achieve and resource requirements

- Current Steering Committee structure does not support effective governance

- More robust, rigorous data collection and analysis is needed

- More diverse and inclusive recruitment strategy would be advantageous

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Community EDI

- Lack of overarching objectives and strategy for EDI citizen advisory groups

- Upkeep of commitments made to the public and keeping the public informed

- Further collaboration needed to address consultant recommendations

- Reviewing areas of potential duplication to harness synergies

- Better tracking and actioning of Council direction received

EDI In Service Delivery

- Lack of robust project planning for EDI implementation

- EDI considerations not formally embedded in business processes

- Moving from being reactive to legislative requirements and Council direction to proactively embedding EDI in service delivery

- Lack of dedicated budgets for EDI and/or equity-based budgeting

- Significant need for corporate directions and guidelines

- **To improve governance**, we recommend a governance structure be created and an inventory of EDI work be compiled and shared with the broader organization.

- **To ensure EDI is operationalized and embedded**, we recommend further data collection and incorporating EDI principles into the budget.

- **To improve project management**, we recommend a risk assessment be performed, a long-range strategic plan for EDI implementation be put into place and there be further emphasis on performance measurement.

- **To ensure EDI is set up for success**, we recommend the EDI framework be used consistently and a needs assessment be completed to determine resource requirements.

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- Overall, 33 recommendations were made to Management
  - Management agreed with all recommendations.

- Management is currently working on implementing their management responses.

- OAG is recommending that Council directs Management to report back with a status update by December 2024, and that as part of this update, all items with "unknown" completion dates have a date provided.

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THANK YOU