

Healthy Minds Board Meeting

Title: Equality, equity, diversity & inclusion strategy

Agenda item: 7b

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Date: 11/12/2019

Purpose of the paper: discussion

Background:

The aim of this paper is to share potential opportunities for Healthy Minds to adopt a new strategy for Equality, Equity, Diversity and Inclusion (EEDI), that will ensure internal and external operations meet the needs of the diverse population, and attract a wider range of users, members, staff, volunteers and board members, and strengthen organisational risk control.

This paper will first define EEDI and outline the nine protected characteristics identified by the Equality and Human Rights Commission, Equality Act 2010, then present a few examples of the demographics in Calderdale, thirdly present a couple of EEDI strategy examples and then, finally, identify what Healthy Minds currently has in place.

Relevant information:

1a) What is equality, equity, diversity and inclusion?

Equality, Equity, Diversity and Inclusion (EEDI) is the term used by organisations that are at the leading edge of the equality and diversity agenda. Traditionally, equality, diversity and inclusion (EDI) framed the direction of achieving an inclusive environment, though recently equality has been advanced to take into consideration equity

Equality “is about fair treatment - making sure everyone is treated fairly and given the same life opportunities. It is not about treating everyone in the same way, to achieve the same outcomes. Different people have different needs. Equality recognises that people’s needs may need to be met in different ways”

Equity “extends the concept of equality to include providing varying levels of support based on individual needs or ability”

Diversity “refers to characteristics relevant to our identity and important for individual authenticity, including gender and gender identity, ethnicity and race, religion and belief, nationality, sexual orientation, disability, age and social class. It is about recognising difference. People differ in all sorts of ways which may not always be obvious or visible. Everyone is an individual with their own background, experiences, styles, perceptions, values and beliefs and we need to understand, value and respect these differences. It is a

sense of belonging, of feeling respected and valued for who you are”

Inclusion “refers to an environment which values diversity and enables people to be their authentic self in the workplace. It is about positively striving to meet the needs of different people and taking deliberate action to create environments where everyone feels respected and able to achieve their full potential. An inclusive workplace is characterised by openness, equality and non-discrimination. Inclusion is the enabler of diversity in that it provides the environment for our staff to give their best. In an inclusive culture, different perspectives are actively encouraged and people are confident in their ability to progress within the organisation regardless of their particular background or identity. There is a high level of psychological safety within an inclusive organisation.”

1b) Equality Act 2010 & the nine protected characteristics

The Equality Act became law in 2010. It covers everyone in Britain and protects people from discrimination, harassment and victimisation. Through the Equality Act you are protected from discrimination:

1. when you are in the workplace
2. when you use public services like healthcare (for example, visiting your doctor or local hospital) or education (for example, at your school or college)
3. when you use businesses and other organisations that provide services and goods (like shops, restaurants, and cinemas)
4. when you use transport
5. when you join a club or association (for example, your local tennis club)
6. when you have contact with public bodies like your local council or government departments

Under the Equality Act there are nine protected characteristics to ensure that people are protected against discrimination, as follows:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex (referred to as gender in this proposal)
- sexual orientation

It is important to note that these definitions are shared by the Equality Act and can take different forms in organisations that operate for the rights of each individual characteristic. Nevertheless, in the context for Healthy Minds the Equality Act also outlines the public sector equality duty requirements for public bodies to consider how their decisions and policies affect people with

different protected characteristics. The public body should also have evidence to show how it has done this.

2) Healthy Minds in context - demographics in Calderdale

In June 2019 ONS published its 2018 mid-year population estimates (see Appendix A) which the paper has pulled together a summary of the demographic information, detailed in Appendix B. In summary, this survey of Calderdale's demographics shows Calderdale to be a diverse district that reflects an eclectic intergenerational range of citizens, aligned to the nine protected characteristics shared by the Equality Act (2010). Therefore, this demonstrates the importance of considering all characteristics protected in UK legislation.

3) What are organisations doing to address EEDI - EEDI strategy examples

All organisations that operate in the UK should give consideration to EEDI. This section of the discussion paper considers the approaches taken by Mind, a leading mental health charity, and the Civil Service, whose approach has been selected to provide the board with a robustly developed strategy that has adopted a variety of approaches to lead in EEDI. Whilst the Mind and the Charity Commission are clearly different to Healthy Minds in resourcing and scale, their strategies and implementation plans detail internal and external practices from which Healthy Minds can learn.

3a) Mind

Mind's background statement: "We believe that a meaningful promotion of Equality and Diversity principles can only be achieved acting both externally and internally. For this reason not only has Mind invested resources to reinforce its external Equality Improvement work, but it has also promoted the establishment of internal forces that are ensuring Equality Improvement is prioritised within all of Mind's strategy and operations."

Ultimately, Mind's approach gives rise to a number of services with a specific focus on targeted communities. Internally, little information is given on the 'champions' and their role in shaping policy, practices, procedures, training, forums/networks, recruitment aligned to EDI, other than trustee champions advising on equality improvement team and ensuring it is a priority across the leadership team of the organisation. The diversity champions being the staff, is a group composed of staff members from across the organisation and are responsible for driving EDI and ensuring that it is included in day-to-day activity (see appendix C for a summary of Mind's public EDI information).

Mind's approach has elements of best practice that are relevant for Healthy Minds:

- Internal and external clarity
- targeted focus meeting the needs of the communities they serve
- Top-down approach to embedding EDI
- Staff involved and embody EDI through operational practices

3b) The Charity Commission's 2019-2023 diversity and inclusion strategy

The full document and a summary of key points are available in Appendix D.

The Charity Commission states: "The government's diversity and inclusion strategy focuses on equal treatment and equal opportunity. It states that 'It is not right or fair that people are discriminated against because of who they are or what they believe. So we need to stop that discrimination and change behaviour. And it is not right or fair that the opportunities open to people are not based on their ambition, ability or hard work, but on who their parents are or where they live. So we need to break down the barriers that hold people back and give them the opportunities to succeed'. The Charity Commission identifies with, and is aligned to, this definition of what is meant by equality; we will deliver this by focussing on diversity and inclusion."

The Charity Commission's purpose is "to ensure charity can thrive and inspire trust, so that people can improve lives and strengthen society." To do this, they adopt an external look that understands the diversity of the sector they regulate. Internally, they have a number of initiatives that focus on shaping a workforce which is inclusive and diverse, and where employees fully represent and understand the public that they serve. This is operationally translated in the implementation plan.

The Charity Commission's approach has elements of best practice that are relevant for Healthy Minds:

- internal policies and procedures are reviewed regularly to ensure that they are up to date, compliant with the law and contain best practice information
- meet and go beyond statutory requirements and EDI is not limited to protected characteristics. For example, they want to be mindful of social inclusion issues and gain insight from the likes of established staff networks (BAME, LGBT, disabled, women for example)
- implementation action plan that is routinely updated and assessed by an EDI forum which then the report goes to the directors and the plan contains clear tools to monitor EDI progress of the organisation internally and in line with sector (see measuring progress section in Appendix D)

4) Healthy Minds and EEDI

Healthy Minds currently holds an Equal Opportunities Policy (see Appendix E) outlining key items the organisation embodies aligned to equal opportunities. The policy was approved in 2009 with a proposed review date in 2012. Further the policy documents adherence to the policy across employment (including volunteers, though not explicitly trustees), service provision, monitoring, responsibilities and grievance and disciplinary procedures In relation to the nine protected characteristics there are two clear services that target specific groups: Time Out and Roshani.

Where do we go next? It is proposed that we agree the scope of EEDI, and consider next steps in assessing where we are with EEDI, and where we should aim to get to.

This discussion paper sets down below a number of activities that Healthy Minds could explore, in the development of a strategy and implementation plan:

- It is proposed that the scope of EEDI should extend to people who are and who may in the future receive our services; staff; volunteers; trustees; and, members.
- Agree a statement on EEDI: what are we trying to achieve, and why?
- Complete an audit of staff, volunteers, members, users and board members to understand the demographics and benchmark against the local population information to examine representation matters.
- Audit current policies and process in place and review all to ensure that they are compliant with the Equality Act public duty.
- Create and disseminate a survey targeted by groups in scope (users/ members/ staff/ volunteers/ trustees) that will gain insight into what the organisation is doing well and areas for improvement. This may support forming baseline and shape aims for developing an EEDI strategy.
- Appoint a EEDI champion(s) responsible for embedding EEDI throughout the organisation and monitoring the progress and experienced in nurturing related projects
- Ringfence an EEDI budget for strategy development, training, network formations (BAME, LGBTQ, Women, Disabled, Trans for example), social activities, and external affiliations (Stonewall, Race Equality Charter, Gender Equality Charter for example)
- Seek the guidance from external specialist organisations in the development of our EEDI strategy and plan.

Recommendation:

The Board is asked to receive this paper and discuss appropriate next steps for Healthy Minds with regard to equality, equity, diversity and inclusion.

Appendix A

ONS 2018 mid-year population estimates for Calderdale (June 2019):

<https://www.calderdale.gov.uk/v2/residents/health-and-social-care/joint-strategic-needs-assessment/calderdale-demographic-information#orientation-gr>

Appendix B

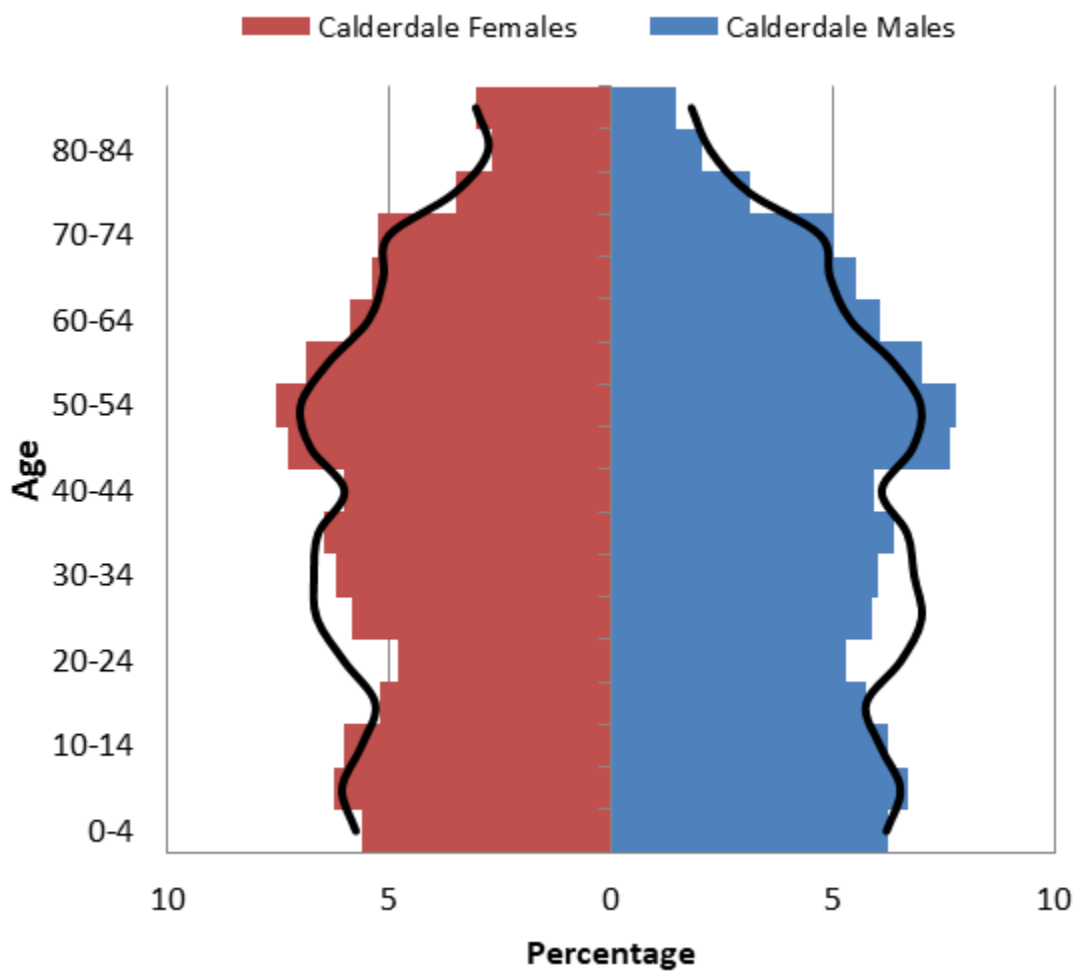
Healthy Minds in context:

Age & gender

In Calderdale 5% of residents are in the 20 to 24 age group compared with 6% in England, while 28% of Calderdale residents are in the 45 to 64 age group compared with 26% for England (Office for National Statistics, 2018 mid-year population estimates).

In the 75 and over age group the proportion of males to females reduces, illustrating the key determinant to higher life expectancy is gender (Calderdale.gov.uk)

Figure 1 below, details age and gender in Calderdale:



(Source: Office for National Statistics (ONS) 2018 Mid-year population estimates)

Disability:

“In December 2018 21.7% (28,400) of Calderdale residents aged 16 to 64 had a work-limiting disability. This compares with 20.3% in England”. (Annual Population Survey, c/o NOMIS, accessed 27 June 2019)”

Age & ethnic group

“The Asian ethnic category accounts for 15.6% of 0 to 4 year olds and 13.4% of 5 to 14 year olds. The pensioner population is largely white with less than 3% of this age group comprising of Black and Minority Ethnicity (BME) groups”. To note, this data was selected from the 2011 ONS Census, which is due to be updated in 2021

Religion & belief

“The majority of the population (60.6%) are Christian and 7.8% of the population are Muslim. Nearly a third of the population (30.2%) stated they had no religion” (ONS Census 2011).

Table II holds further information of population and religious affiliation:

Calderdale

Religion	Percentage of total population (2011)
Christian	60.6%
Buddhist	0.3%
Hindu	0.3%
Jewish	0.1%
Muslim	7.8%
Sikh	0.2%
Other religion	0.4%
No religion	30.2%

Sexual orientation & gender reassignment

“Nationally it has been estimated that 5 to 7% of the population is lesbian, gay, bisexual and transgender (LGBT). If this figure was applied to Calderdale this would equate to approximately 10,300 to 14,400 LGBT people in Calderdale. However, sexual orientation is not often recorded when people access services, so there is little local information on this population”

Appendix C

Mind (UK) EDI public information:

<https://www.mind.org.uk/about-us/our-policy-work/our-commitment-to-equality-diversity/>

Mind frames the internal forces supporting their EDI commitment through:

- Trustee Champions: “a group formed by Trustees from the various governance committees who are advising on the work of Mind's Equality Improvement Team and are responsible for prioritising it at a senior level, ensuring it is central across the leadership of Mind”
- Diversity Champions: “a group composed of staff members from across Mind with responsibility for driving Equality & Diversity and ensuring they are included in the day-to-day work of the organisation”

Mind’s external EDI commitments referred to equality improvement work, includes:

- Policy work and human rights - they “work to ensure people's human rights are fully respected and policies do not discriminate against vulnerable people”
- Young Black men - they “work to improve resilience of young Black Men and enable them to better take care of their mental health and wellbeing”
- Mental health and being LGBTIQ+ - “lesbian, gay, bisexual or trans are far more likely to experience a mental health problem than others because of wider discrimination in society. They are working together to reduce this disproportionality”
- Supporting vulnerable migrants - they are “working to improve the quality of mental health support offered to vulnerable migrant communities across England and Wales”
- Our work with Muslim communities - they “work with Muslim communities across the UK to improve emotional resilience and support wellbeing in a culturally appropriate way, building on Islamic principles and teachings from the Qur'an”
- Empowering South Asian women - their “work supporting the wellbeing of South Asian women and empowering them to tackle the stigma and discrimination surrounding mental health”
- Mental health of people with autism - they believe “people on the autistic spectrum or with a learning disability who are also experiencing mental health problems deserve to receive better support than what is currently offered. We are working together with our local Minds to make this happen”

Appendix D

Charity commission EDI strategy (2019-2023):

<https://www.gov.uk/government/publications/charity-commission-diversity-and-inclusion-strategy-2019-to-2023/diversity-and-inclusion-strategy-2019-to-2023>

Summary of key points:

The Civil Service diversity and inclusion plan focuses on 2 key aims to:

- 1) Continue to increase the representation of currently under-represented groups at all levels across the Civil Service
- 2) Focus on inclusion to build our culture and reputation as a place that attracts, develops, retains and fully engages all the diverse talent across the organisation

They recognise that to realise the benefits of diversity and inclusion, they focus on 4 key objectives:

- 1) Meeting the statutory requirements and going beyond this by taking positive action and building a culture that champions diversity and inclusion
- 2) Maintaining representation where they are doing well and improving representation in areas where we could improve
- 3) Creating an inclusive culture that values diversity, in how they treat each other and interact with those that we regulate and come into contact with
- 4) They want Diversity and Inclusion to be a natural part of what we do – firmly embedded in our culture

Meeting statutory requirements:

- Reviewing internal policies and procedures to ensure that they are up to date, are compliant with the law and reflective of best practice, where achievable
- there are clear, well communicated procedures in place explaining how to raise concerns or complaints. All issues will be taken seriously, no matter who they are from or who they are involved
- They will be considered and acted upon with a focus on independence, timeliness and impartiality. We will ensure that appropriate support is in place for those who raise complaints. As an organisation, they will learn lessons from complaints and encourage the individuals involved, to do so too
- They raise awareness of our equality duties specifically around protected characteristics and our wider commitment to equality and inclusion; ensuring that all employees are aware of their responsibilities and the behaviours we expect through use of training and consistent messaging and role modelling from Directors and the Board
- They will report their gender pay gap on an annual basis and will take action to address disparities

- They will comply with the public sector equality duty which requires public authorities, in carrying out their functions, to have due regard to the need to achieve the objectives set out in the Equality Act to:

Maintaining representation where doing well and improving representation where could be doing better:

To be open and transparent about our representation

- They will be open and transparent on both areas they do well in and where they want to improve
- They will ensure the results are discussed at Board, Director and senior management levels, as well as with their employees, including through our Diversity and Inclusion Forum.
- They will report their progress publicly on an annual basis
- They will take action to address any areas for improvement

To take action to improve under representation for those groups at all levels

- They will ensure we recruit and promote talent from and opportunities to all sections of society to ensure the Charity Commission is open to all
- They are committed to going beyond their statutory requirements; our focus on diversity and inclusion will not be limited to protected characteristics. For example, they want to be mindful of social inclusion issues
- They will start capturing the socio-economic background of their employees so that we can take steps to ensure it is representative of the diverse sector
- They will ensure that their recruitment is fair, open and inclusive. They have already taken steps to ensure candidates are not identifiable in the sifting stages
- They will incorporate strength based assessments in to our processes, to ensure a more open, inclusive approach to assessing candidates
- They will ensure our internal processes and procedures have inclusion at their heart so that we can retain diverse talent
- They will increase representation at senior levels by participating in Civil Service positive action initiatives such as the Minority Ethnic Talent Association (META), Levelling the Playing Field and the Summer Diversity Internship Programme (SDIP) to support equality of opportunity
- Their managers are required to hold regular development and career conversations with staff, to help ensure all staff have equal opportunities for learning, training and professional development. The learning and development team will also analyse and report on the requests that they receive

Creating an inclusive culture that values diversity, in how they treat their employees and interact with those that they regulate

- Fostering a culture of inclusion will enhance their employer brand, attractiveness and improve their regulatory outcomes
- Creating a culture of inclusion will also be critical to improving and maintaining representation

They will develop greater inclusivity in their culture by:

- Ensuring that diversity and inclusion is a key objective in their Corporate and Directorate business plans and Commission people strategy, holding the Directors Group and senior leaders to account for delivery of these objectives
- They recognise that a change in culture needs to be role modelled from the top
- Raising awareness of protected characteristics, their responsibilities and the benefits of diverse and inclusive teams. Educating their workforce to improve understanding of barriers faced by particular groups so that all employees can help to remove these barriers, for example, improving the accessibility of documents
- Creating an environment that promotes disclosure of diversity characteristics and understanding of why that is important
- Increasing the visibility and effectiveness of champions and staff networks
- Consistently demonstrating inclusive, nurturing leadership at all levels – learning and development activity will support this
- Taking seriously and acting upon allegations of inappropriate language, situations or practices and have the skills to mediate and investigate issues as soon as they arise, promptly at the root cause
- Committing to getting the basics right – appropriate reasonable adjustments being consistently put in place for colleagues in a timely manner, with sufficient budget set aside to do so
- Actively focussing on Civil Service inclusion measures
- Continuing promotion of mental health action so it is prioritised equally with physical health

- Promoting flexible working and job share at the Charity Commission to deliver excellent working arrangements which meet business needs, whilst providing innovative and flexible solutions tailored to and supportive of individual needs and differences
- Promoting their commitment to Diversity and Inclusion throughout the procurement process and in relationships with suppliers

Governance

Diversity and Inclusion is the responsibility of all staff to contribute to creating an inclusive culture and environment. The Directors Group will both be ultimately accountable for, and hold other staff to account for, the delivery of the 4 aims that are outlined above

Implementation Plan

Some of what they need to do to achieve their aims they suggest as being embedded as business as usual. However, they will also take some specific actions to complement business as usual and achieve further changes. They will be recorded on an implementation action plan that will be continually updated and progress will be assessed by the Diversity and Inclusion Forum, and progress reported to the Directors Group at least once a year

Measuring progress

The implementation plan will include measurement against the following criteria:

- a suite of diversity statistics to be produced and analysed by HR quarterly
- public sector equality duty – reported upon and analysed annually
- gender pay gap data
- learning and development data
- annual people survey – bullying, harassment and discrimination scores
- benchmarking against the broader Civil Service
- benchmarking against the geographical local population for each office

Appendix E

Healthy Mind's Equal Opportunities Policy

Calderdale Wellbeing

EQUAL OPPORTUNITIES POLICY

1 - Statement

Calderdale Wellbeing recognises that Calderdale is diverse in race, culture and beliefs. We believe that no person should suffer discrimination or lack of opportunity based on race, gender, religious belief, sexual orientation, disability, age, class, creed, irrelevant criminal record, geographical location, HIV status, or responsibility for dependants.

We will work with people who have experienced or been affected by mental distress, and recognise that many people are discriminated against because of experiencing mental distress.

Calderdale Wellbeing recognises that people are equal but different, and will try to ensure that those differences in race, gender, religious belief, sexual orientation, disability, age etc., are reflected in the kinds of services we are involved in developing and providing.

2 - Employment

Recruitment

We will work to ensure that our recruitment processes are accessible to people from all ages, races, genders etc. We recognise that traditional approaches, whilst being fair and equal, can still advantage people with education or experience of recruitment and selection procedures. However, these traditional approaches to equality can at best eliminate discrimination in the selection process and will therefore be used wherever we recruit externally.

All vacancies for full or part time employment will be advertised in a range of media to ensure that groups that are traditionally discriminated against in society are targeted. This will include local papers and the local Job Centres. Leaflets will also be produced for distribution in the local communities. For posts whose salary is over SO1, jobs may also be advertised in the national press.

Alternative methods of advertising will be considered to ensure that we reach as wide an audience as possible. Our advertising methods will be reviewed on a regular basis to ensure that they are efficient, effective and fair.

We will ensure that every advert carries a statement encouraging applications for all sections of the community.

Employment Conditions

All job descriptions and person specifications will include reference to working within the Equal Opportunities Policy. This will be incorporated into all volunteer contracts and job descriptions.

Contract of Employment

All contracts (other than those of sessional staff) will include Sickness and Holiday Entitlements. Sessional staff will be paid at a slightly higher rate to compensate for lack of company sick pay

Where possible Calderdale Wellbeing will try to provide flexible employment and volunteering positions to enable people with childcare responsibilities, health needs or physical impairment to undertake work with the organisation.

Training

Calderdale Wellbeing will work with all its employees and volunteers to identify training needs and to arrange appropriate training to meet these needs.

3 – Service Provision

Priority Groups

We recognise that some groups of people who have experienced mental distress are under-represented, choose not to engage or remain invisible to statutory mental health services. We will seek to provide meaningful and appropriate services and actively engage with people who have not wanted or been able to access statutory services.

Resources

Where resources are under the direct control of Calderdale Wellbeing these will be developed in order to make them as accessible as possible. .

Training will be provided in a flexible way to ensure users can access the resources available. Where CW is using premises and resources managed by others we will promote and support measures to improve accessibility.

Advertising Services

We shall endeavour to ensure that advertising of the services available is presented in a user friendly and culturally sensitive way. A variety of media for advertising the services will be used. The location of advertising will reflect our wishes to prioritise the needs of groups who are traditionally discriminated against or unable to access services.

4 - Monitoring

We will monitor three main areas:

1. Employees of Calderdale Wellbeing. This will include the pay scale and number of hours they are employed for.
2. The number of volunteers who work for Calderdale Wellbeing.
3. The number of people using CW services.

As CW develops and the number of services increases we will expand our recording of monitoring information to include the following: ethnic origin, disabilities, sexual orientation, religious belief, gender and age. This information will be reviewed annually by the Management Committee.

The Project Co-ordinator will be responsible for collating monitoring information.

5 – Responsibility to Carry Out this Policy

It is the Project Co-ordinator and Management Committee's responsibility to ensure that the Policy is put into practice.

Staff

Staff are responsible for implementing this policy on a day-to-day basis. They shall also be responsible for carrying out any monitoring which is required. All staff shall have within their job descriptions the need to work within this policy.

Volunteers

Volunteers working for Calderdale Wellbeing will be given a copy of this policy. All volunteers will be interviewed and their willingness to work within this policy will be a requirement for volunteering for Calderdale Wellbeing. Volunteer Agreements will include reference to this policy.

Service Users

Will be expected to respect people's differences. Any abuse or disrespectful behaviour will be seen as 'unacceptable' behaviour and dealt with according to the guidelines.

6 – Grievance & Disciplinary Procedures

The purpose of this policy is to try and improve the involvement of people who are traditionally discriminated against in society, whether their involvement is as a service user, volunteer, staff or management member. It is an area where we are striving to make improvements. This policy should not therefore be seen as a disciplinary document. Training shall be offered to all staff, volunteers and management members. However, as an organisation, we are committed to challenging discrimination and prejudice in all its forms. Any individual or group who is consistently and consciously in breach of this policy will be challenged according to the procedures below.

Staff

Where necessary any issues that arise will be dealt with in accordance with the disciplinary and grievance guidelines.

Volunteers

Volunteers of Calderdale Wellbeing shall be able to enter grievances through their volunteer supervisor with a right to appeal to the Management Committee .

Service Users

Service Users of the centres/services can use the Complaints System of Calderdale Wellbeing to record any grievances they have. Any breaches of this policy by users will be dealt with by the staff who are working with them.

Policy agreed February 2009

Policy reviewed 23/11/10, 13.12.11

Next review due: Dec 2012