Case Study: Creating an Inclusive Volunteer and Recruitment Culture to Better Serve Communities

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- Embedding diversity and inclusion practices into charity culture: overcoming challenge
- Facilitating staff behavioural change by creating safe spaces to discuss inclusion issues
- Supporting inclusive volunteering through effective in-house training
- Reaching out to groups less likely to volunteer by broadening recruitment methods

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Cultural Change – acknowledge there's an issue

Our focus on people with a learning disability has overshadowed the needs of other people who suffer from inequality and prejudice.

In particular, we have recognised that we are not doing enough to support the thousands of people with a learning disability from Black, Asian and Minority Ethnic (BAME) communities who experience 'intersectional' or double discrimination.

(Edel Harris, CEO, June 2020)

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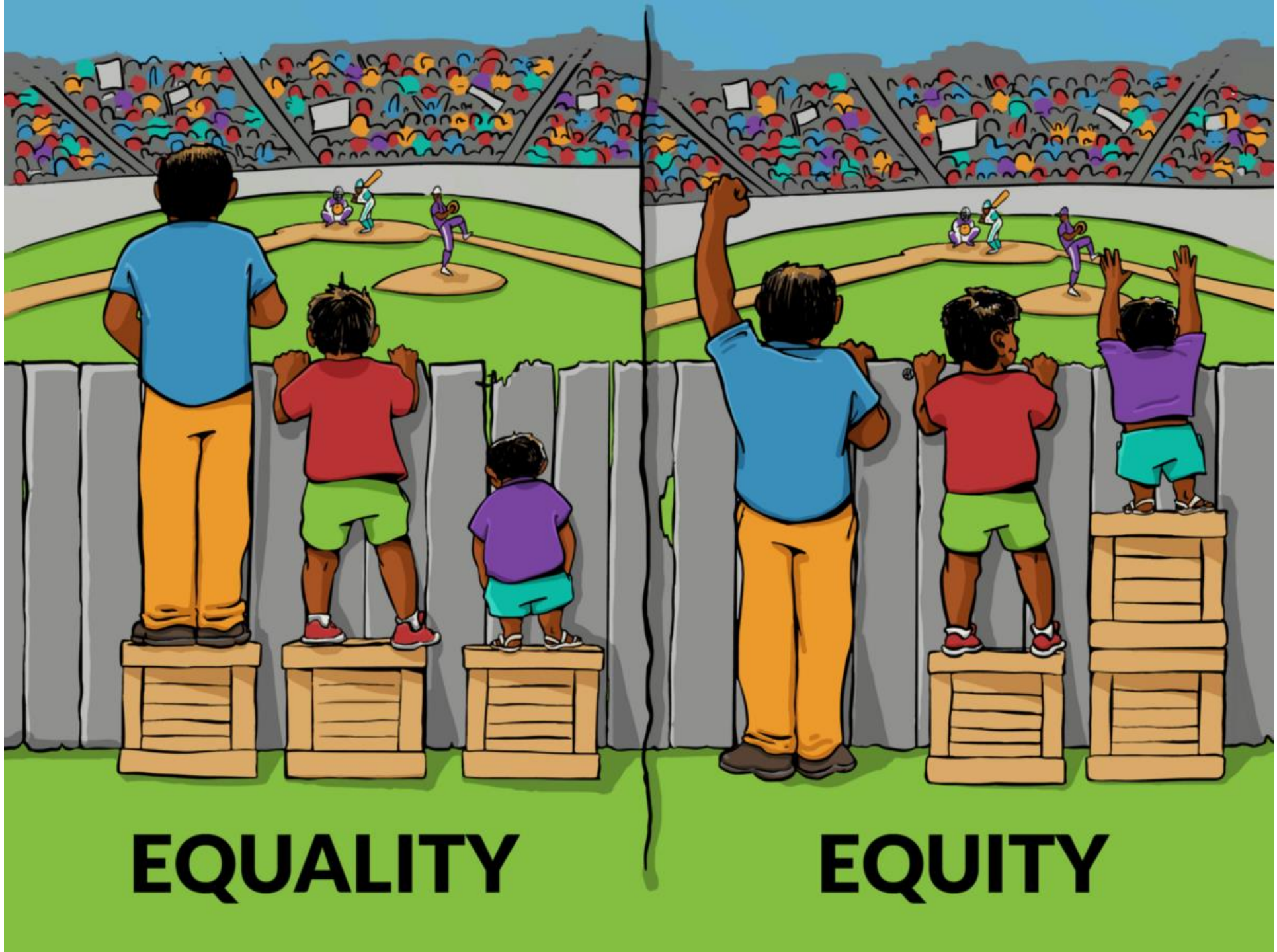
EQUALITY
EQUITY

Mencap equity, diversity and inclusion

Legislative context

Our aim as shown below is to **achieve more** than compliance with the legislative requirements of the Equality Act 2010, **demonstrate best practice** and, ultimately, to **be an exemplar of EDI** in the sector and more widely.

Accepting no Barriers

Our vision is for the UK to be the best place in the world for people with a learning disability to live happy and healthy lives.

We are committed to better understanding the experiences of people with a learning disability in the UK who are subjected to further inequalities as a result of their race, ethnicity, sexuality, poverty or other status, using this to inform our future work.

What EDI means to us

Equity: we will better understand barriers that exist in Mencap; we will remove them; **people increasingly do not experience barriers to thriving**

Diversity: we will better understand our diversity and its importance and report it, we will improve it at all levels, **people will see diverse leaders and more people will want to work with us**

Inclusion: we will understand exclusion in Mencap; we will address it; **all people will increasingly feel like they belong in Mencap**

Principles

Kind: all colleagues promote psychological safety at work. Leaders acknowledge and empathise with the trauma of discrimination.

Inclusive: active and deliberate engagement to enable people with different identities to feel valued, welcomed and included.

Positive: to seek positive outcomes for our colleagues and the people we support.

Brave: honesty, bold action and courageous leadership accountabilities

Passionate: about making the world a better place (for everyone)

EDI vision

Mencap is a place where **all** people thrive because:

- **Equity** is experienced
- **Diversity** is evident and celebrated
- **Inclusion** feels like really belonging

Black Lives Matter

Anti-racism commitments

- To understand and remove the barriers to racial equality
- Use positive action to improve B.A.M.E representation in senior roles and develop leaders of the future
- Develop a new group in the EDI network to represent the views of Black, Asian and other colleagues from ethnic minorities.

Our commitments

Inclusive Leadership development: We are committed to developing inclusive leaders who will proactively champion inclusion and build diverse teams who respect and support each other.

Fostering an Equitable and Inclusive Workplace: We are committed to promoting activities and platforms that enable the voices of all of us, ensure that everyone has a say and can exist at work authentically.

Community Engagement: We are committed to engaging and working in partnerships with underrepresented communities to identify and eliminate barriers to equitable support and resources.

Data: We will use our people data to measure our progress on inclusive recruitment, retention and development of all our people and the progression of those from underrepresented groups.

Employee Feedback: Our employee surveys will include EDI indicators which will provide a baseline measurement and better understanding of the people experiences.

External Standards: We will gain and maintain accreditations in EDI recognised industry standards and report on progress

Registered charity number 222377 (England and Wales); SC041079 (Scotland) 2021.037

Some of our actions

Let's Talk About Racism and Don't Walk By
Mandatory E-learning plus accessible resources

Mutual Mentoring & Leadership Sponsor Programme
Positive action towards colleagues from under-represented groups

EDI Colleague Network & sharing lived experience
Peer member, Ally, Champion, Executive Sponsor

People Impact Assessments
Assessing positive or negative impact of new policies, projects etc.

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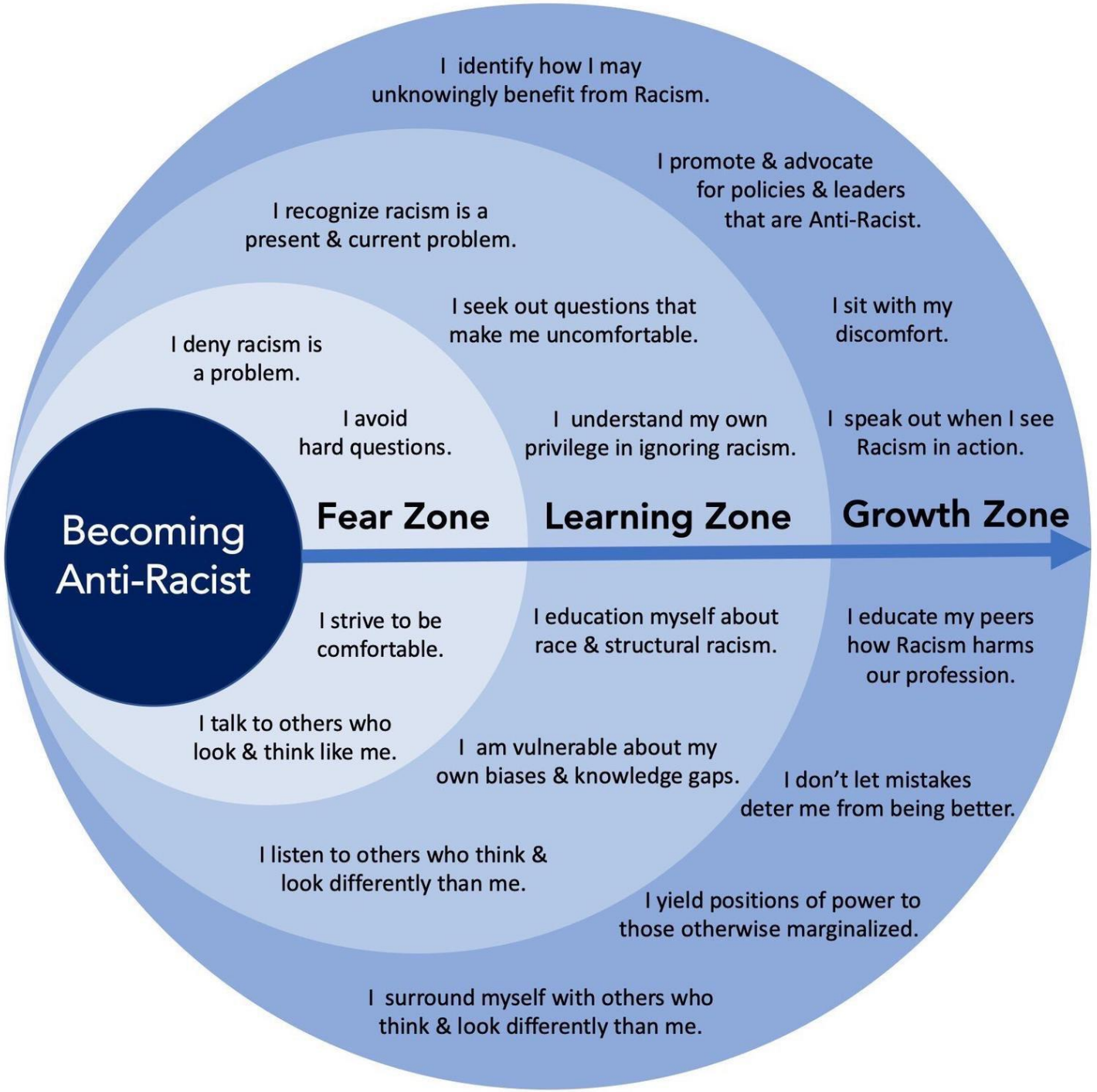

Don't walk by….

respect

dignity

What are you going to do differently?

A scale for behaviour

*What is the best way to challenge behaviour in **positive** and **caring** way?*

The model below can help you measure your and other's behaviour. It can guide anyone in finding the right response for things are that might be clumsy, inappropriate or unacceptable. It can help facilitate conversations about behaviour within a team or group at work.

- **Clumsy** behaviour is something said or done that is out of place and largely unintentional. It will usually require a friendly, maybe bold, conversation letting someone know the impact of their behaviour.
- **Inappropriate** behaviour is usually more intentional, perhaps a comment made about someone behind their back. This may require a more direct challenge or support from a manager to deal with it.
- **Unacceptable** behaviour simply is something that has no place at Mencap, it contravenes our values and results in harming someone.

Behaviour can move up the scale if it is repeated, especially if the person has been told about the impact.

See our harassment and bullying policy for more information and about when a more formal response is needed.

Clumsy	Inappropriate	Unacceptable
• Chat • 'Don't walk by' moment • e.g. let someone know about the impact of an impolite remark	• Local/informal intervention • Mediation • Recorded • e.g. ask for a manager's help to resolve an ongoing issue instead of tolerating the behaviour	• Reported and formal response • e.g. report to your manager or AskHR behaviour that feel like discrimination

Reaching out to under-represented groups

- When we're ready –v- co-production?
- People Impact Assessment on Volunteering Policy
- Use our data - who's missing and where?
- Accessible resources/ recruitment processes
- Review language and images
- What skills or experience do we really need?
- Super welcoming
- Partnership Working
- Local Leaders

Thank you!

Any Questions?