

MHA Diversity and Inclusion Strategy 2020-2023



Our Statement of Commitment to
Equality, Diversity and Inclusion

The Equality, Diversity and Inclusion Working Group (EDIWG) are proud to have developed our first comprehensive Equality, Diversity and Inclusion Strategy which sets out our ambitions and plan of action to promote and advance equality of opportunity, diversity and inclusion throughout our organisation.

We have developed this strategy, not only to comply with our legal obligations under the Equality Act 2010, but to go beyond requirements to develop an inclusive culture because we believe wholeheartedly that it is the right thing to do. It is not a coincidence that the launch of this strategy aligns with that of the next phase of our new One MHA strategy, getting this right feeds directly into the success of the new strategy.

MHA is in a unique position in that it is considered a 'hybrid authority' under the Equality Act which furthers our obligations under the law to abide by the Public Sector Equality Duty given that many of our residents are local-authority funded. Diversity and inclusion must be integral to our culture and values and we must strive to make them visible in everything we do. They are an intrinsic part of helping us to improve our resident and service user experience, our workplace culture and to highlight the additional needs of those with a protected characteristic.

Our approach to diversity and inclusion will go beyond legal compliance – it will be central to our core business and One MHA. It accords with MHA's values and our ethos.

The strategy sets out a clear picture of our long-term commitment to achieving this ambition and how it will enable us to meet the needs of our communities and our colleagues and volunteers. Each year, we will assess the progress we have made on delivering our objectives which will be reported through the 'People' Workstream in our One MHA strategy.

We look forward to the work ahead and are aware of the challenges we have to face. We remain confident we will face those challenges head-on and in so doing, will help to establish a progressive workplace that reflects the varying diversity of the communities we serve and our wider society.

Sam Monaghan, CEO



Introduction

The MHA Equality, Diversity and Inclusion Strategy sets out the principles and actions by which we intend to achieve our newly-developed focus under the People Workstream of "One MHA, Embracing and Promoting Equality and Diversity". It also ensures we meet the legal and contractual obligations of the Equality Act 2010 including the Public Sector Equality Duty. Given this and the wider moves to align health and social care we have based our approach on best practice through the tried and tested **Equality Delivery System** approach that has been developed within the public sector introducing the NHS Workforce Race Equality Standard Indicators and Disability¹ Equality Standard Indicators (see appendix).

The three-year strategy outlines our six strategic equality objectives and sets out core areas of work and the actions we will take to fulfil our ambitions.

It applies to everyone who visits or works in any of our sites, uses our services, residents and communities, regardless of race or ethnicity, sex, gender reassignment, disability, sexual orientation, age, religion or belief, pregnancy and maternity, socio-economic background and any other distinction.

The strategy is underpinned by three core values:

1. MHA will embrace the diversity of all our people: colleagues, volunteers, residents, service users, visitors and everyone associated with MHA to create a harmonious environment, accessible to all, reflective of the communities in which we work, where people are comfortable to be themselves and realise their full potential.
2. MHA will challenge inequality in all its forms and will promote dignity, respect and understanding within MHA and our wider community.
3. MHA will attract, select and retain a talented diverse range of talented people to work at MHA and will value the contribution made by everyone.

¹ The protected characteristic of "disability" is wide and includes a range of physical and sensory impairments, learning disabilities, mental health conditions and long-term conditions. Issues of fairness may arise differently for people with different types of disability.

Section one: About MHA

Governance

MHA is the term used to describe the parent charity Methodist Homes (which used to be **M**ethodist **H**omes for the **A**ged until 2011) and/or the group comprising the charity together with its two subsidiaries.

- Methodist Homes (MHA)
- Methodist Homes Housing Association
- MHA Auchlochan

Each organisation has its own Board. The Board is responsible for the strategy, values and mission of the organisation and ensuring that its business is properly performed and in accordance with the agreed object of the charity. All Board Members are volunteers giving their time and skills without pay.

Management structure

The management structure at MHA is headed by the Chief Executive Officer. The Chief Executive Officer is supported by six Directors who are responsible for functions of MHA. Together they make the Executive Leadership Team of MHA.

Our workforce (March 2020)

MHA has a workforce of over 7,000 employees covering a range of roles in different frontline care provision which are supported by a range of support roles. MHA also works with volunteers and these account for approximately 5000 across our services and the volunteers play an important service to people who use our services especially within the Live at Home schemes.

Our workforce is significantly diverse but we recognise that we need to do more in order to fully understand the profile of the



workforce. The following tables provide details of the workforce demographics. See appendix 1

Our Communities (United Kingdom demographics)

At MHA we recognise that we are the largest charitable organisation providing adult social care in the United Kingdom. This puts us in a unique position where we consider the whole of the UK as “our community” and all our diversity aspirations are based on reflecting the demographics of the UK communities. See appendix 2

Our Service user (March 2020)

MHA does not currently hold centralised equality monitoring information for its Service users and we will be developing effective processes to allow us to better understand the profile of our service users.

Section two: Why we need an EDI Strategy

At MHA we accept that equality, diversity and inclusion is at the centre of good practice for any organisation that is in the care sector. Therefore MHA is committed to embedding good equality practices in all its functions. See appendix 3

Section three: Our equality objectives

This EDI strategy is the first strategy for MHA which specifically focusses on equality, Diversity and Inclusion. The strategy has taken into account a number of factors within the workforce, residents and the prevailing environment and this has helped MHA's in setting out six equality objectives for a three year period.

Our six strategic equality objectives

1. Enhancing and maintaining knowledge and awareness about our people: colleagues, volunteers, service users and residents

We will develop our monitoring processes to improve the knowledge base about the diversity of our colleagues, volunteers, residents and service users which will help us to fulfil our equality objectives and legal responsibilities.

How will we do this?

- Review monitoring systems and processes to reflect the 2011 census categories and guidance from the Equality and Human Rights Commission, NHS England and the Equality Act 2010
- Roll out a people: colleagues, volunteer and resident/service user equality census to improve our people disclosure data for analysis and reporting for the equality standards that we will be adopting and measuring against
- Continue to monitor our workforce and pay profiles over time and ensure any employment data gaps are identified and addressed by appropriate strategies
- Build in equality monitoring at all relevant and appropriate opportunities for example colleague, volunteer and resident/service user satisfaction surveys, whilst maintaining confidentiality
- Provide regular employment, volunteer and resident/service user data reports to relevant forums including the Board, Leadership Team, Equality, Diversity and Inclusion Working Group and Equality Networks developed within MHA



2. Educating, empowering and supporting

We will ensure that all our colleagues are aware of their own and MHA's responsibilities for advancing a culture of equality of opportunity and fostering good relations, achieved through targeted training and development activities.

How will we do this?

- Provide equality, diversity and inclusion training to all our managers
- Introduce a diversity and inclusion module to the MHA Corporate Induction for all new starters
- Update and deliver appropriate development for colleagues in respect to equality, diversity and inclusion
- Develop Equality and Inclusion Networks using communications and channels with the widest reach
- Provide Board members and the Leadership Team with appropriate diversity training
- Celebrate the diversity of MHA during events, conferences, and campaigns, including national and international equality-related days
- Publicise key festivals and religion or belief events by form of a cultural calendar

3. Effectively engaging and involving our colleagues, volunteers, service users/residents

We will work to build colleague, volunteer and resident/service user trust and confidence through effective engagement and involvement.

How will we do this?

- Implement an approach specific to MHA taking inspiration and best practice from the NHS Equality Delivery System (EDS)
- Implement an approach specific to MHA for gender, race, disability and sexual orientation based on the Workforce Race Equality Standards (WRES)*
- Investigate the experiences/satisfaction of colleagues through surveys and focus groups
- Pilot and implement EDI Networks to provide an opportunity for our people who share one or more aspects of their identity such as their sexual orientation, race, or disability status, to communicate, network, meet and support each other, fully recognising the potential benefits to both our colleagues, volunteers, residents and service users and the wider organisation, in engaging with the organisation about service and employment issues and to effectively influence the development and enhancement of diversity and inclusion across MHA
- Support homes and schemes to develop relationships and networks with their communities through One MHA



4. Promoting inclusive behaviour

We will ensure all our colleagues, volunteers, contractors, residents/service users and our wider community are aware of the effects of their behaviour on others and are equipped to challenge and report inappropriate behaviour when they experience or witness it.

How will we do this?

- Develop awareness and inclusive behaviour and an holistic internal mediation approach, through training and coaching in the Engaging Leadership programme
- Extend our mediation approach to promote 'restorative justice' as an early intervention in the process of resolving conflict
- Review and re-launch the MHA Bullying and Harassment Policy
- Develop a system where all cases of bullying and harassment are monitored to identify trends and patterns across MHA with regular reports to the Equality, Diversity and Inclusion Working Group
- Develop and deliver an internal communication campaign on 'respect in the workplace'
- Strengthen our external complaints monitoring to ensure awareness and access for marginalised groups with more focus on equality monitoring
- Capture good practice from our partners and peers to improve our diversity and inclusion performance
- Ensure all contractors have an Equality Statement before entering into contractual arrangements

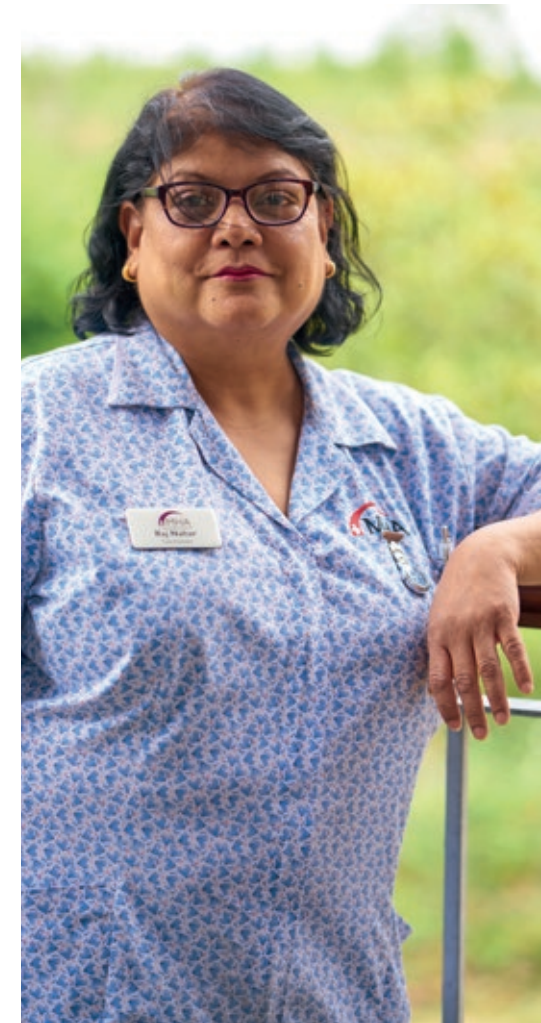


5. Improving policy and practice

We will begin to use Equality Impact Assessment methodology, statistical analysis and involvement to build greater understanding of the diversity of our colleagues, volunteers and resident/service user populations and use the findings to improve our policies and practices.

How will we do this?

- We will introduce equality impact assessments which have greater relevance to the general equality duty
- We will adopt an approach to equality impact assessments supported by guidance and a proforma so that the process is better understood by those conducting equality impact assessments.
- We will provide suitable equality impact assessments
- We will develop a database of actions arising from completed equality impact assessments with their periodic review at the work stream lead level and by the Diversity, Equality and Inclusion Group



6. Reflective and diverse workforce

We will develop and enhance our approach to recruitment, selection and promotion to positively attract, retain and support the progression of diverse colleagues and volunteers across MHA.

How will we do this?

- Target local and diverse communities in recruitment campaigns
- Review and develop our people policies to ensure that there is appropriate fairness
- Support managers and teams to better understand their team members
- Enhance the recruitment and selection training programme to inform Hiring Managers of their legal duties under the Equality Act 2010
- Work with Business In the Community (BITC) and Stonewall to achieve their equality ratings

Equality information

Publishing equality information is a legal requirement under the specific duties of the Equality Act 2010.

MHA will publish information which will include information relating to people who share a relevant protected characteristic who are:

- Its employees
- Affected by its policies and practices (for example, service users)

The information will be published on the MHA website in a manner that is accessible to the public so that it enables service users, staff, the EHRC, regulators and other interested parties to assess the equality performance of MHA.

Equality analysis

The public sector equality duty does not impose a requirement for public sector organisations to undertake Equality Impact Assessments (EIAs). However, it does require listed public bodies, including MHA, to have due regard to each of the three parts of the General Duty. This means that MHA must consciously consider the need to eliminate discrimination, advance equality and promote good relations.

MHA, like public sector bodies, should also publish the information used for any analysis and decision making.

MHA intends to utilise the use of Equality Impact Assessments (EIAs) as a means of evidencing the impact of its functions, policies and practices on all protected characteristics.

Engagement

As part of the specific equality duties, public authorities are required to publish information about the engagement they have undertaken. By engaging with different groups and stakeholders, we can:

- Identify particular needs, patterns of disadvantage and poor relations
- Understand the reasons for disadvantage, low participation rates and poor relations
- Design initiatives to meet these needs and overcome any barriers
- Identify opportunities to promote equality and foster good relations

- Contribute to filling gaps in equality information
- Contribute in determining priorities
- Identify the relevance of our functions to equality
- Analyse the equality impact of particular programmes, policies or proposals
- Check the quality, relevance and comprehensiveness of our information

MHA will utilise a number of initiatives to ensure that it actively engages with its employees, stakeholders and the different communities within its areas of operation.

Your Voice Engagement Survey indicators (or equivalent)

- 7 Percentage of engagement
- 8 Percentage of positivity regarding opportunity to develop

Board representation indicator

- 9 Percentage difference between the organisation’s Board and its overall workforce

Appendices

- Appendix 1: MHA Workforce Profile March 2020
- Appendix 2: Our communities (UK demographics) Census 2011
- Appendix 3: Why we need an EDI Strategy

MHA Equality Standard Indicators

For each of these nine indicators, compare the data for:

- Male and female people;
- White British and BAME people;
- Disabled and non-disabled people;
- Heterosexual and LGBT people



Workforce indicators

- 1 Mean and median pay
- 2 Number and percentage in each of the four quartiles
- 3 Relative likelihood of people being appointed from shortlisting across all posts
- 4 Relative likelihood of people entering the formal disciplinary process, as measured by a formal disciplinary hearing
- 5 Relative likelihood of people submitting a grievance relating to bullying
- 6 Relative likelihood of people accessing non-mandatory training and CPD



Appendix 1: MHA workforce (March 2020)

MHA has a workforce of over 7,400 employees covering a range of roles in different frontline care provision which are supported by a range of support roles. MHA also works with volunteers and these account for approximately 5000 across our services and the volunteers play offers an important service to people who use our services especially within the Live at Home schemes.

Our workforce is significantly diverse but we recognise that we need to do more in order to fully understand the profile of the workforce. The following tables provide details of the workforce demographics.

Age profile:

Table 1 – Staff in age categories: 31 March 2020

Age profile of employees									
Age range	Under 18	18-24	25-34	35-44	45-54	55-64	65-74	75-84	85-94
Count	11	567	1390	1428	1891	1754	351	24	1
%	0.1%	7.6%	18.7%	19.3%	25.5%	23.6%	4.7%	0.3%	0.00%

The age profile of the workforce indicates that the largest age group of the workforce is made up of those aged between 45-54 years of age. This group accounts for just over a quarter of MHA employees.

Disability profile:

Table 2 – Disability profile of employees: 31 March 2020

Disability profile of employees					
	Declared a disability	Declared no disability	Disability not known	Prefer not to say	Not stated
Count	72	2558	169	0	4618
%	1.0%	34.5%	2.3%	0.00%	62.3%

The current disability profile of MHA employees is 0.1%.

The majority (62.3%) of MHA employees have not stated their disability status. MHA will be working towards increasing the declaration rates for employees during the course of this EDI strategy.

The ethnicity profile:

Table 3 – Ethnicity profile of employees: 31 March 2020

Ethnicity profile of employees		
Any other - Asian	107	1.4%
Any other - background	76	1.0%
Any other - Black	21	0.3%
Any other - Mixed	11	0.1%
Any other - White	130	1.8%
Asian/Asian British: Bangladeshi	7	0.1%
Asian/Asian British: Indian	99	1.3%
Asian/Asian British: Pakistani	20	0.3%
Black/Black British: African	166	2.2%
Black/Black British: Caribbean	65	0.9%
Chinese/British Chinese	6	0.1%
Mixed - White and Asian	19	0.3%
Mixed - White and Black African	8	0.1%
Mixed - White and Black Caribbean	15	0.2%
Not stated	11	0.1%
Prefer not to say	43	0.6%
White - British	2,080	28.0%
White - Irish	22	0.3%
White - European	64	0.9%
Blank	4,447	60.0%
Total	7,417	100%

The current ethnicity profile of the workforce stands at 28% White British and a combined Black, Asian and Minority Ethnic (BAME) background of 11.3%.

The White British ethnic group forms the majority (28.0%) of the workforce based on those that have declared their ethnic backgrounds. This is followed by employees from a Black African or Black British of African background. The proportion of employees who have not declared their ethnicity is extremely high and MHA will be working towards improving the rates of declaration.

The Gender profile:

Table 4 – Gender profile of employees: 31 March 2020

Gender profile of employees				
	Men	Women	Prefer not to say	Not stated
Count	1220	6197	0	0
%	16.4%	83.6%	0.0%	62.3%

The current gender profile of employees stands at 16.4% male and 83.6% female.

The proportion of women in the workforce is significantly higher than men and this reflects the current profile of the care sector in the United Kingdom.

The religion or belief profile:

Table 5 - The religion or belief profile of employees: 31 March 2020

Religion or belief profile		
Buddhist	89	1.2%
Christian	1,811	24.4%
Declined	42	0.6%
Hindu	35	0.5%
Jewish	2	0.0%
Muslim	63	0.8%
None	607	8.2%
Not Known	5	0.1%
Other	121	1.6%
PNT Say	143	1.9%
Sikh	19	0.3%
Blank	4,480	60.4%
Total	7,417	100.0%

The religion or belief profile of the workforce shows that Christianity accounts for the majority (24.4%) of the workforce based on those who have declared the religious backgrounds.

The proportion of employees who have not declared their religion or beliefs background is extremely high and MHA will be working towards increasing the declaration rates for employees during the course of this EDI strategy.



Sexual orientation profile:

Table 6 – Sexual Orientation profile of employees: 31 March 2020

Sexual orientation profile							
	Asexual	Bisexual	Gay	Heterosexual	Lesbian	Prefer Not To Say	Not Stated
Count	11	43	32	2297	29	300	4559
%	0.1%	0.6%	0.4%	31.0%	0.4%	4.0%	61.5%

The majority (31%) of employees who have declared their sexual orientation identify as heterosexual.

The proportion of employees who identify as Lesbian, Gay or Bisexual is 1.4% of the workforce. However a significant proportion of the workforce has not declared their sexual orientation and MHA will be working towards improving the rates of declaration.

Transgender profile

Currently there are no employees who identify as Transgender.

Our Volunteers (March 2020)

MHA does not currently hold equality monitoring information for its volunteers and we will be exploring the means in which we can develop systems to allow us to better understand the profile of our volunteers

Appendix 2: Our Communities (United Kingdom demographics)

At MHA we recognise that we are the largest charitable organisation providing adult social care in the United Kingdom. This puts us in unique position where we consider the whole of the UK as “our community” and all our diversity aspirations are based on reflecting the demographics of the UK communities. The tables below provides the demographic profile of the UK based on the 2011 census data.

UK age profile:

Age profile of our communities		
<15	11,099,894	17.6%
15 - 24	8,293,650	13.1%
25 - 34	8,431,789	13.3%
35 - 44	8,820,112	14%
45 - 54	8,737,554	13.8%
55 - 64	7,422,052	11.7%
65 - 74	5,480,225	8.7%
75+	4,896,902	7.8%
Total	63,182,178	100%

UK age profile:

Disability profile of our communities				
	Declared a disability	Declared no disability	Not Stated	TOTAL
Count	11,463,458	51,718,720	0	63,182,178
%	18.1%	81.9%	0.0%	100%

UK ethnicity profile

Ethnicity profile of our communities		
Any other - background	580,374	0.9%
Asian /Asian British: Indian	1,451,862	2.3%
Asian/Asian British: Bangladeshi	451,529	0.7%
Asian/Asian British: Pakistani	1,174,983	1.9%
Asian/Asian British: Chinese	433,150	0.7%
Asian / Asian British: Other Asian	861,815	1.4%
Black/African/Caribbean/Black British	1,904,684	3.0%
Gypsy/ traveller /Irish traveller	63,193	0.1%
Mixed/Multiple ethnic group	1,250,229	1.9%
White	55,010,359	87.1%
Total	63,182,178	100%

UK gender profile

Gender profile of our communities				
	Men	Women	Not Stated	Total
Count	31,028,143	32,154,,035	0	63,182,178
%	49.1%	50.9%	0.0%	100%

UK religion or belief profile

The census data from 2011 does not provide a breakdown of the religion or belief profile of the UK population. However this is likely to be reflected in the 2021 census data.

The UK sexual orientation profile

The proportion of our communities whose sexual orientation can be said to be Lesbian, Gay and Bisexual (LGB) is currently unknown and this is due to the fact that sexual orientation was not included within the monitoring categories for the 2011 national census. However Stonewall estimates this to be between 6-8% of the UK population.

Our Service user (March 2020)

MHA does not currently hold centralised equality monitoring information for its Service users and we will be developing effective processes to allow us to better understand the profile of our service users

https://www.nomisweb.co.uk/census/2011/quick_statistics_uk

Appendix 3: Why we need an EDI Strategy

At MHA we accept that equality, diversity and inclusion is at the centre of good practice for any organisation that is in the care sector. Our values and mission statement illustrates our drive to achieve equality for everyone.

In addition there are legal requirements that support our drive to develop our EDI strategy and this is set out below.

Legislation

The Equality Act 2010 provides the legislative framework for which all listed public sector organisations are expected to comply, specifically:

- Section 149 of the Equality Act 2010 (the public sector equality duty)
- The Equality Act 2010 (Specific Duties) Regulations 2011
- The Equality Act 2010 (Specific Duties and Public Authorities) Regulation 2017

MHA has “inherited” the legislative framework including the public sector equality duty and specific regulations. This is because many of our residents are local-authority funded and therefore MHA inherits all the statutory obligations under the Equality Act.

The Public Sector equality duty

Our EDI Strategy confirms how MHA intends to meet its statutory obligations in relation to the public sector equality duty. It also includes the MHA’s equality objectives which are outlined below.

In line with the statutory obligations, MHA has both a general duty and specific duties, aimed at eliminating unlawful discrimination and advancing equality of opportunity across all nine protected characteristics.

The general duty

The general equality duty requires all public sector bodies (including MHA) to have due regard to three general areas when exercising their functions. These are:

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act (minimising disadvantages suffered by people due to their protected characteristics).
2. Advance equality of opportunity between people who share a protected characteristic and those who do not (taking steps to meet the needs of people from protected groups where these are different from the needs of other people).
3. Foster good relations between people who share a protected characteristic and those who do not (encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low).



The Specific Duties

There are two pieces of secondary legislation (regulations) that outline the specific duties imposed on listed public authorities in order to help them meet the General Duty. MHA is also bound by these specific duties. The Equality Act 2010 (Specific Duties) Regulations 2011 (the specific duties) requires all listed public sector organisations to:

- Publish equality objectives
- Publish equality information
- Publish information used for any analysis and decision making
- Publish information about engagement

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 requires all listed public sector organisations, with at least 250 employees, to publish annual information to show whether there is a difference in the average pay of their male and female employees.

Please see publication (in the strategy) for details of how MHA intends to meet the specific duties.

Protected characteristics

The Equality Act 2010 provides protection against unlawful discrimination, bullying and harassment for the following nine protected characteristics (previous referred to as equality strands):

1. Age
2. Disability
3. Gender
4. Marriage and Civil Partnerships*
5. Pregnancy and Maternity*
6. Race
7. Religion or Belief
8. Sexual Orientation
9. Gender Reassignment and Transgender

Enforcement

The Equality and Human Rights Commission (EHRC) has the legal power to enforce both the general and specific duties. The EHRC can also issue a Notice of Compliance to any public authority failing to meet its equality duties. A Notice of Compliance requires a public authority to provide information about how they will comply with the general or specific duties, including what steps they will take.





Epworth House, Stuart Street, DE1 2EQ
01332 296200 | mha.org.uk

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