



“ DIVERSITY is being invited to
the party. INCLUSION is being
asked to dance.”[®]

-Vernā Myers



Shifting the dial on equalities

Luann Donald, LGA

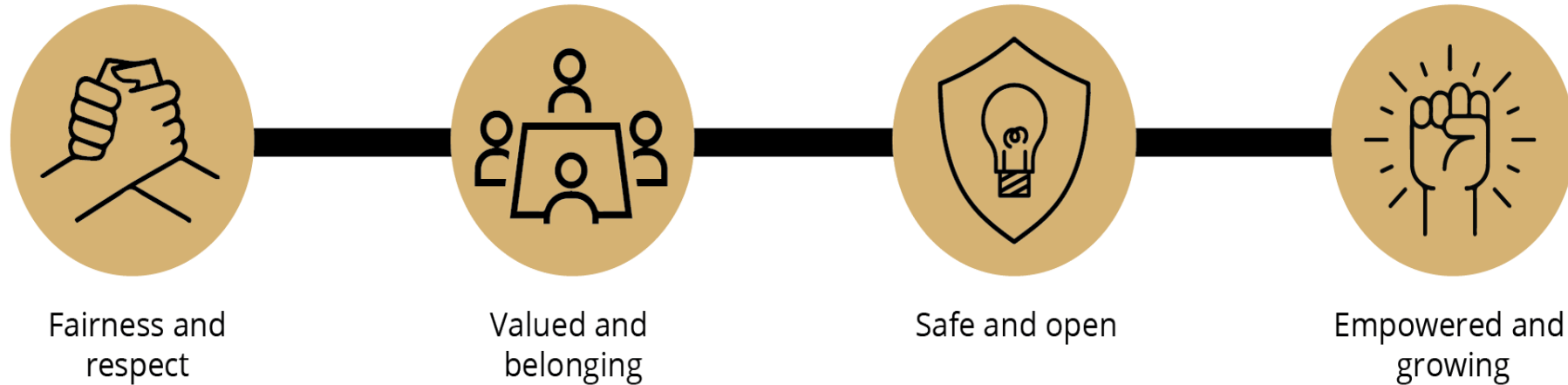
Philip Bundy, LGA

Chris Harvey, Oxford City Council

What is inclusion?

- Equality – fair treatment of people regardless of gender, race, disability, religion or belief, sexual orientation, age, marital status, pregnancy, gender reassignment
- Diversity – acknowledging all of the ways we are different and representing those differences
- Inclusion – creating an environment of involvement, respect and connection

Deloitte's inclusion model



Sources: Bersin by Deloitte, *High-impact diversity and inclusion: The new maturity model*, 2017; Juliet Bourke and Bernadette Dillon, *Waiter, is that inclusion in my soup? A new recipe to improve business performance*, Deloitte Australia and the Victorian Equal Opportunity and Human Rights Commission, 2012.

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What's different about being inclusive?



Equality and Human Rights Commission

Preventing sexual harassment at work: a guide for employers

Thriving at work

The Stevenson / Farmer review of mental health and employers

acas working for everyone

"How do I approach discussing the menopause with my staff?"

www.acas.org.uk @AcasWales

A spotlight on mental health

- 3 in 4 of public sector employees have experienced poor mental health
- Of public sector employees who felt able to disclose their mental health problem to their employer, just 39% said their situation improved as a result; 52% said it stayed the same, and 9% said it got worse
- Nearly 23% of public sector employees don't feel that their workload is manageable

Legal framework: focus on mental health

- Equality Act 2010
- Disability discrimination
 - Reasonable adjustments
- Unfair dismissal (including constructive dismissal)
- Contractual obligation: act in good faith

Legal framework

- Health and safety obligations: legislation supported by HSE management standards
 - Demands (workloads), control (employment involvement), support (open, supportive work environment), relationships (avoiding conflict), the role, effective management of change
- Protection from Harassment Act 1997
 - Oppressive and unacceptable course of conduct
- Duty of care: personal injury claims

Reasonable adjustments

- Acas suggestions
 - Adjustments to work schedule, breaks etc
 - Adjustments to role and responsibilities
 - Working environment changes; more personal space etc
 - Policy changes: e.g. flexibility about time off to attend appointments
 - Mentoring support/counselling

Managing staff: Acas guidance

- Spot the signs: behavioural changes, increase in absences?
- Talk to them: handle sensitively and be open minded
- What if they don't want to talk?
- Think about possible solutions
- Consider reasonable adjustments

Stress at work policies

- Effective policy will provide advice and explain measures employer is taking
 - Including stress in risk assessments
 - Explaining role and expectations of managers
 - Training available
 - Channels of communication/investigations
 - Internal and external sources of support e.g. OH
 - Reference to other procedures e.g. capability

Proactive approach

- [Disability Confident](#) scheme: DWP scheme
- [Thriving at Work](#): BEIS and DWP scheme
- [Returners programme](#): GEO scheme
- Gender/ethnicity pay gap reporting
- [Sexual harassment](#) consultation
- [EHRC guidance on harassment](#)

Thriving not Surviving

Chris Harvey

Oxford City Council

<https://www.mentalhealth.org.uk/podcasts-and-videos/surviving-thriving-building-mentally-healthier-britain>

A note on mental health

- We all have mental health the same as we all have physical health
 - In a work environment 'poor' mental health impacts on performance
 - 'poor' mental health isn't necessarily about diagnosed MH conditions
 - Think stress / anxiety / depression or low mood
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WHY:

Supporting Mental Health & Wellbeing

- H&S legal duty to employees – (duty of care)
 - Upward trend in national absence rates and poor performance due to poor mental health
 - Reflected in our organisation absence reasons (2nd behind musculoskeletal) & OH referrals & EAP contacts
 - 1 in 4 people will suffer from poor mental health this year
 - Depression expected to be single highest cause of absence by 2030 nationally
 - Rising on the national agenda with increased high profile visibility
 - Increase in ‘presenteeism’ (significantly caused through stress)
 - It’s morally and ethically right to support employees – ‘Doing the right thing’
 - A need to challenge high levels of stigma about mental health
 - Getting ahead of the game, building our reputation as an employer
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WHY: Stevenson & Farmer Review

The report provides clear recommendations for organisations:

- Produce, implement and communicate a mental health at work plan
- Develop mental health awareness among employees
- Promote effective people management through line managers and supervisors



Helping to build Good Mental Health

Our approach to building & supporting good mental health:

1. **Sensitise the organisation** – raise the profile to encourage conversation and visibility
 2. **Upskill the people in the organisation** – increase the knowledge base of employees including a focus on managers ability to support
 3. **Build sustainability** – provide resilience within the organisation through a mental health first aiders cohort and equipping a number of employees to deliver workshops
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Helping to build Good Mental Health

What does our plan look like?

1. Regular communications and promotional material accessible to all (sensitise)
 2. Regular drop in events to encourage 'talking' about MH
 3. Scheduled ½ day MH awareness courses (upskill)
 4. All managers to attend a 'managing MH' training course – distribute guidance booklet – KPI's (upskill)
 5. Train a cohort of mental health first aiders (sustainability)
 6. Promote MHFA cohort and identify potential trainers from that group to deliver specific workshops on single MH topics such as stress / signs of poor mental health. Look to have a MHFA in every team (sustainability)
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Information & Support

- Visit our website
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