Equity Diversity Inclusion

Isabel Hospice's Journey

The Beginning

- Started working on EDI in May 2022
- Co-leading the project with People Director
- Invested money in an EDI Consultant, Ngozi Lyn Cole, with additional support from Jayne Cartwright, Charity Retail Consultancy
- Shortlisted as finalist for the EDI Award at Charity Retail Association Conference 2023

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Why are Retail leading the project?

Retail teams, especially in Shops, can feel isolated and unsupported working on their own. Shop culture doesn't always support an anti-discrimination culture:

- Different age groups, different life experiences and language
- "Joking" about race, gender and sexuality

Common concerns and fears that staff may have when challenging anti-discrimination and promoting EDI can include:

- Need to have the right words and language to use

- Not feeling confident that they'll be supported in their challenge

- Need support afterwards and there's not always someone there for them

- Fear of losing volunteers sometimes can outweigh the need to challenge

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Charity Retail Challenges

Our challenges can take many forms:

- Sometimes this is due to the public nature of our workplace
  - Shop staff may need to have a discussion on the shop floor and challenge immediately
  - You may need to challenge the public when they are in our shops
  - You may hear things second hand

And in the back room:

- Do we challenge in front of other staff and volunteers?

- There may be a lack of a private space to talk

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Real EDI Scenarios

- Describing job tasks using language like "we need a couple of strapping young lads for manual handling" implying that both older people and those who identify as female are not physically capable or strong enough

- 2 members of staff/volunteers, a male and female, were overheard having a conversation by a customer in the shop. The male said "if women go out at night time wearing revealing clothes, then they're asking for it". A complaint was made that this is an outdated opinion and an inappropriate topic of conversation on the shop floor

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Real EDI scenarios

- A staff member is experiencing challenging behaviours with volunteers at one of the shops. She has positive working relationships with volunteers in the other shop she works in. She is starting to suspect that the behaviour towards her is based on her race but has no overt evidence for this.

- A customer was in the shop with her daughter who was crying. She was asked to leave by a member of staff and the manner was described as very rude. A complaint was made that the staff member was xenophobic ("showing a dislike or prejudice against people from other countries" and diversity training suggested by the customer's husband. When this complaint was investigated, 2 members of staff said "oh they always say that" – implying that the customer was "pulling the race card". One member of staff who said this is married to someone of Asian descent and has mixed race children

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Other Potential Scenarios

- A couple of black teenagers come into your shop. A colleague says to you "Better to keep a close eye on this lot, they'll be shoplifting stuff"

- You are working with a colleague who has a learning disability and slight speech impediment. A customer tells you that they don't want to be served by them, they want someone "competent"

- You notice raised voices in the shop and then hear a customer tell another customer, who is of Asian descent, "Speak English! You're in England!"

- A patient is being treated by a nurse who is wearing a pride badge. The patient requests to be treated by someone else who does not support homosexuals

Would our staff be comfortable in challenging these situations? Would they feel confident? Would they feel supported by other colleagues?

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What has been achieved to date?

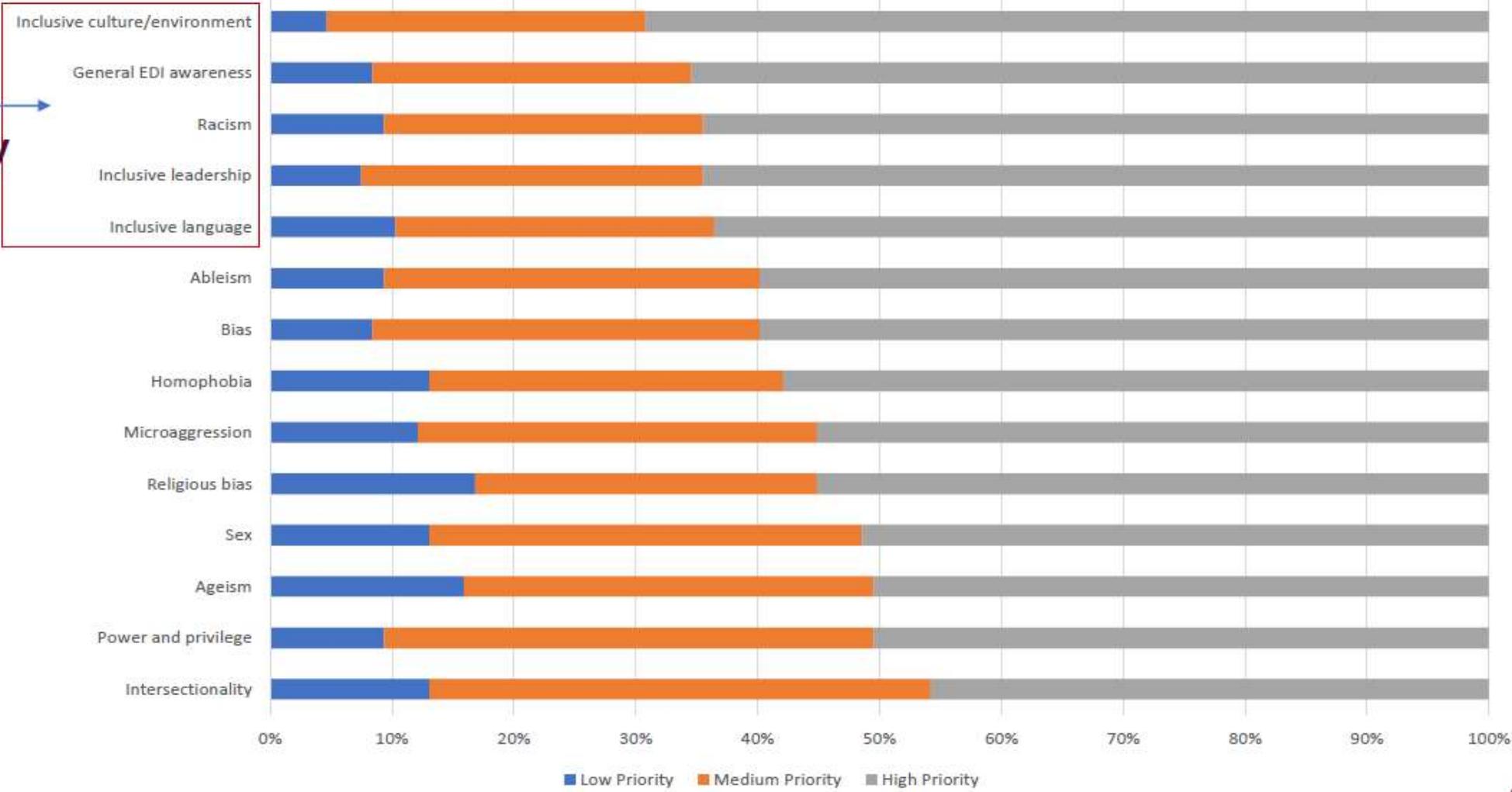Survey → Awareness Training for Staff and Volunteers → EDI Forum → EDI Strategy → EDI Action Plan

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SURVEY - EDI ISSUES TO BE PRIORITISED

Vision: To create and embed an inclusive culture that promotes, values, respects and celebrates difference

Mission:

Equity – To create a culture where differences empower creative solutions to meet the needs of our service users, employees and volunteers

Diversity – Endeavour to achieve greater diversity across our organisation so we are more reflective of the community we work within

Inclusion – To embrace and respect individuality so our service users, employees and volunteers are confident in being their authentic selves

Objectives

Clinical: 1. Update literature, both physical and online, with inclusive photography and copy| 2. To offer translations of literature, both physical and online, in different languages| 3. Multi faith sanctuary room accessible to all for quiet reflection or faith needs| 4. To be aware and have accessible resource on guidance for after death care for all faiths | 5. To provide care and support in adherence to clinical indications considering cultural and religious beliefs

Retail: 1. Continue to support Awareness days and events in a public facing format| 2. Expand the offer of bought in goods that educate and inspire equity, diversity and inclusion| 3. Review the accessibility and inclusivity of shops and make reasonable adjustments where needed| 4. Work with Education dept to explore Retail specific EDI training | 5. Support our retail staff as public facing EDI champions and ensure they feel safe and confident to deal with any customer questions, challenges and criticism

Fundraising: 1.Commit to being meaningfully inclusive across all parts of our events & Campaigns| 2. Review grant opportunities to support our EDI work| 3. Look to improve the functionality of our website to encourage inclusiveness for all | 4. Invest in supporter experience to nurture donor loyalty, treating each donor as equal as the next

Marketing: 1. Ensure all organisational content, both physical and online, have inclusive photography and copy | 2. Develop an inclusive language guide to educate and inform| 3. Post awareness days and events on all social channels to celebrate diversity | 4. Publicise our EDI vision and strategy to increase public awareness |

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Objectives

People & Education: 1. Invest in continued EDI training for staff and volunteers| 2. Anonymised and non gender bias recruitment with awareness of unconscious bias| 3. Engage with local community groups for volunteering opportunities| 4. Review policies and procedures and recruitment paperwork for staff and volunteers | 5. Develop reporting metrics and process to track progress

Finance & Facilities: 1. Support accessibility needs with reasonable adjustments to all sites| 2. Support the local community groups for volunteering opportunities| 3. With the aid of line managers, support staff and volunteers to ensure their workstations and programmes are suitable for individual needs | 4. Ensure that all personnel are able to hear/see the advanced fire warning in all sites | 5. Review and investigate ways of ensuring a consistent ambient working environment within all sites

EDI Forum: 1. EDI Champions across the organisation | 2. Attend more in-depth EDI Training and share learnings | 3. Work alongside the Wellbeing team to ensure everyone's needs are met | 4. Host Lunch & Learn sessions | 5. Support the organisation in celebrating and promotion a calendar of Awareness and History days/months

Executive Committee & Charity Board: 1. Ensure the Hospice is committed in EDI underpinning everything that we do | 2. Invest in EDI as a long term journey and a commitment to continuous listening and learning| 3. Be brave and lead by example as visible advocates of EDI| 4. Review and consider the diversity of the Board and ensure it reflects the community we serve | 5. Champion allyship and its importance in our EDI journey

EDI Accountability & Governance

Executive Committee & Charity Board – overall EDI responsibility

Leadership Team – overall operational responsibility for allocating work as needed to realise the EDI strategy

EDI Forum – EDI Champions to integrate strategy

All Staff & Volunteers – champions and advocates for EDI

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Working towards Equity

There are three main phases in achieving broader EDI within organisations:

Normalise:
Initiate conversations and achieve a shared understanding of key EDI concepts among Board, staff and volunteers

Organise:
Build the infrastructure internally to institutionalise EDI expertise

Operationalise:
Develop tools, set goals and track implementation

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EDI Initial Actions

- Pronouns on email signatures
- Understanding demographics of our area
- Policies and Procedures
- Celebrate/Promote National Awareness Days, both internally and externally
- Developing inclusive language guide
- Train the trainer EDI
- Anonymous recruitment
- Presence at Herts Pride event
- Shops publicly support LGBT History month and Pride month, and upcoming Black History Month
- Purple Pound Day
- Quiet Hour every day in shops between 10am and 11am
- Shop staff booked onto Sign Language course
- Hearing loops and magnifying sheets inshop
- Allyship and Inclusive Leadership training

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Last things to mention…

- Don't expect it to be an easy journey. You won't always get things right but that's ok as long as you learn from it

- It will create discomfort, bit it will also encourage discussion and education

- You may lose staff and/or volunteers

- Calling In vs Calling Out

- Don't put the onus on those from minority groups to do all the work and educate others. Allyship is key

- Investing in an expert is worth it! You want to do this right – don't make it a tick box exercise. Commit to progressive actions.

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If you ever need to remember why this is important