**Model Approach**

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| **Attitudes**  Individuals | **Communication** |
| **Environment** | **Policies, practices and procedures** |

1. This model was originally developed in relation to disabled people but it clearly applies to all aspects of equality and diversity.

2. The square is divided in to four quarters covering:

* **Attitudes**. This quarter is further sub-divided in two for:
  + **Employers and service providers.** The attitudes of people are expressed through their words and behaviour. Many people from diversity groups find that the negative attitudes they experience are the most difficult barriers they experience. Attitudes can range from two extremes: direct discrimination (from abuse and violence to deliberate expressions of prejudice) to more subtle patronising and over-protective behaviour. The happy medium is when people treat each other with dignity and respect, offering help when needed.”Treating everyone the same” is not always the answer as disabled people may need to be treated “better” through reasonable adjustments etc to give them the same chances.
  + **Diverse individuals.** The attitudes of the individuals from different diversity groups also need to be taken in to account. Again, these can vary from some feeling frustrated to others having low self-confidence – both often caused by their previous experiences. They can have their own range of attitudes: from apathy to anger and all the variations in-between.
  + **Positive Attitudes.** Treating disabled people well reduces the risk of direct discrimination, victimisation or harassment which are all unlawful.
* **Communications**. This covers the various means of communicating with diverse groups, the content and language plus the outlets used. Limiting communication channels can mean that some diversity groups are excluded from the outset.
  + **Inclusive Communications.** Providing information in alternative formats and improving other communication methods helps fulfil “reasonable adjustment” duties required by law.
* **Environment**. This covers venues themselves and all aspects of accessibility (including lighting, noise, lifts and ramps) but also broader issues of access such as parking, public transport and geographical location. Other needs such as prayer facilities, child-care and appropriate food choices may also be required depending on the use of the environment.
  + **Accessible premises.**  Ensuring that the places where people work or receive services are accessible helps fulfil “reasonable adjustment” duties required by law – and welcomes everyone.
* **Policies, practices and procedures**. These (plus communications and environment) can often be the source of unlawful indirect discrimination and risk victimisation too. The needs of all diversity groups should be considered whenever a policy is developed and embedding flexibility can help practices and procedures work while still accommodating individual needs.
  + **Be flexible.** Avoiding mandatory requirements helps reduce the risk of indirect discrimination and gives flexibility to make changes for different individuals/circumstances. Avoid policies etc that say something “must” be done unless you can defend that statement; “normally” allows the system to be flexible.

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