

National College for School Leadership

Race, Disability and Gender Equality  
Schemes and Action Plans

### **Introductory comments from the Chief Executive**

Valuing diversity is something that has always been important to the National College for School Leadership (NCSL), not only in terms of our staff, but also the broader public we serve, and in particular school leaders. We take this responsibility seriously, and have taken action and continue to take action to ensure we deliver on our commitments. This document outlines some of the steps we have taken to date. For example, inclusiveness is one of our core values formally launched at our staff conference in February 2007.

This document is the NCSL's combined Race, Disability and Gender Equality Scheme. It outlines our commitment to our employees and service users with regards to equality. The Race, Disability and Gender Equality Schemes action plans outline the high level steps that NCSL is going to take to meet the general and specific duties to promote equality of opportunity.

This document will evolve over time, as we undertake further consultation activities. The impact of the action plans will be reviewed annually to ensure that our plans are on target.

**Steve Munby  
Chief Executive**

## **Introduction**

This document, which outlines our combined Race, Disability and Gender Equality Scheme, is designed to communicate the following:

- An overview of the NCSL's vision, strategic goals and values
- Our Diversity Statement
- Our responsibilities as a public authority in terms of race, disability and gender
- An overview of some of the actions we have taken to date
- Our Race, Disability and Gender Equality Schemes action plans

## **NCSL's vision, strategic goals and values**

The National College for School Leadership (NCSL) was launched in November 2000. NCSL is a non-departmental governing body, funded by the Department for Education and Skills (DfES).

The National College for School Leadership exists to make a difference to the lives and the life chances of children and young people through the development of world-class school leadership. Our strategic goals are as follows:

- Develop excellent school leadership to transform children's achievement and well-being
- Develop leadership within and act beyond their school
- Identify and grow tomorrow's leaders
- Create a fit for purpose, national College

We are a values led organisation, committed to the following:

- Excellence
- Learning and support
- Respect and challenge
- Inclusiveness
- Openness
- Integrity
- Creativity
- Optimism
- Focus
- Accountability

Inclusiveness is at the heart of our equality plans. We are keen to ensure that we are an inclusive organisation that benefits from supporting, employing and engaging with people of diverse backgrounds. NCSL believes that the pursuit of equal opportunities for all in the workplace is based on sound moral and business grounds. NCSL therefore makes every effort to ensure that there is no direct or indirect discrimination in any of its policies and in particular in the areas of recruitment, selection, appraisals, promotion,

compensation, training, personal development and dismissal. Specifically, this means that all employees will be treated fairly and equally regardless of their race, nationality, gender, disability, marital status, sexual orientation, religion, belief or age. Additionally we strive to ensure that our external stakeholders are treated in a fair and equal manner in our work with them.

### **NCSL's diversity statement**

NCSL values the diversity of individual talents and creative potential that every employee and potential employee brings to our organisation. We aim to promote and maintain a culture of diversity where appointments to jobs, reward and personal success depend solely on individual ability and performance. All employees and potential employees, whether part time, full time or temporary will be treated fairly with respect and dignity. Selection for employment, promotion, training or any other benefit will be on the basis of aptitude and ability.

### **Our responsibilities as a public authority**

#### **Our Race Equality duty**

The Race Relations (Amendment) Act 2000 requires us to eliminate unlawful discrimination, promote equality of opportunity, promote good relations between people of different racial groups and be proactive and seek to avoid unlawful discrimination before it occurs.

Under the employment duty, there are a number of monitoring requirements in relation to race:

- The number of staff in post
- Applicants for employment, training and promotion.

As NCSL has more than 150 full-time staff, it also has to monitor the following areas in relation to racial group:

- Staff who receive training
- Staff who benefit or suffer detriment as a result of NCSL performance assessment procedures
- Staff who are involved in grievance procedures
- Staff who are the subject of disciplinary procedures
- Staff who cease employment with NCSL.

#### **Our Disability Equality Duty**

The Disability Discrimination Act 2005 places a general and specific duty to all public authorities to promote disability equality. The duty is all about including equality for disabled people into the culture of the public authority. Within the duty there is a shift

from focussing on individualised responses to specific disabled people, to considering disability equality from the outset of any activity.

## **Definition of Disability**

The Disability Discrimination Act defines disability as a physical or mental impairment that has a substantial and long term adverse effect on a person's ability to carry out normal day-to-day activities. A physical or mental impairment will be taken to affect a person's ability to carry out normal day-to-day activities if it affects:

- mobility
- manual dexterity
- physical co-ordination
- continence
- ability to lift, carry or move everyday objects
- speech, hearing or eyesight
- memory or ability to concentrate, learn or understand
- perception of the risk of physical danger.

A severe disfigurement may also qualify as a disability.

The general duty within the Act requires us to:

- Promote equality of opportunity between disabled people and other people
- Eliminate discrimination that is unlawful under the Act
- Eliminate harassment of disabled people that is related to their disabilities
- Promote positive attitudes towards disabled people
- Encourage participation of disabled people in public life
- Take steps to take account of disabled people's disabilities, even when that involves treating disabled people more favourably than other people.

The specific duty requires us to involve disabled people (who have an interest in the way the NCSL carries out its functions) in developing our disability equality scheme. This may include former, current and potential service users, staff and the wider community.

NCSL is required to:

- Produce and publish a Disability Equality Scheme with an action plan demonstrating how it will meet its general and specific duties
- Involve disabled people in the creation of the scheme
- Create an action plan
- Assess functions and policies, or proposed policies which are relevant to the general duty
- Assess and consult on the likely impact of proposed policies on the promotion of disability equality
- Monitor policies for any adverse impact on the promotion of disability equality
- Publish the results of these assessments, consultation and monitoring
- Report annually on the progress of the action plan

- Review the scheme every three years.

NCSL's role as an employer is to gather information on our disabled staff in relation to applications for vacancies, development, and retention.

## **Our Gender and Equality Duty**

The gender equality duty places a general and specific duty on us to eliminate unlawful discrimination and harassment on the grounds of gender and to promote equality of opportunity between women and men and transgender people.

Our specific duty requires us to:

- Prepare and publish a gender equality scheme
- Include objectives to address the causes of any gender pay gaps
- Gather and use information on how the public authority's policies and practices affect gender equality in the workforce and in the delivery of services
- Consult stakeholders
- Assess the impact of current policies and practices on gender equality
- Implement the actions set out in the scheme within 3 years.

## **Overview of some of the actions we have taken to date**

### **Accessibility to electronic learning**

NCSL is committed to not disadvantaging any learner. In a situation where the richness of the learning experience cannot be reasonably replicated in an accessible way, NCSL will look at additional tutoring on a case by case basis. NCSL acknowledges that these guidelines are based on HTML rather than content developed in tools such as Flash.

The Web Content Accessibility Guidelines (WCAG) has laid out good practice guidelines for the authoring of web content. The guidelines are split into three levels of accessibility and range from basic requirements (level A) to complex requirements (level AAA). NCSL are committed to delivering content to WCAG level AA conformance, and expects its suppliers to support this aim.

### **HR policies and procedures**

NCSL aims to attract, select and retain the most suitable candidates by using the most appropriate, efficient, fair and open selection methods. NCSL's recruitment and selection policy is set within the context of current legislation for recruitment and employment. Everyone involved in the recruitment and selection of staff has a responsibility to ensure that candidates are treated fairly and decisions are made objectively, in line with the college's commitment to equal opportunities.

NCSL believes that the pursuit of equal opportunities for all in the workplace is based on sound moral and business grounds. NCSL therefore makes every effort to ensure that there is no direct or indirect discrimination in any of its policies, and in particular in the areas of recruitment, selection, appraisals, promotion, compensation, training, personal development and dismissal. In particular, this means that all employees will be treated fairly and equally regardless of their race, nationality, gender, disability, marital status, sexual orientation, religion, beliefs or age.

Out of the total 220 staff employed at NCSL, 0.4% of the workforce has a self-declared disability. Ethnic profile of the organisation is 93.8% white with ethnic minorities accounting for 6.2% versus the Nottinghamshire population of 96% white with ethnic minorities accounting for 4%. (Census, 2001). The gender split within NCSL is 68% female and 32% male. 10% of the organisation is part-time working/ job sharing.

## **Procurement**

As a Non-Departmental Public Body (NDPB), the College is required to implement and strictly adhere to EU Public Procurement Directives as well as guidance established by the Office of Government Commerce (OGC). All procurements within the College must follow and demonstrate best practice. Government guidelines request that organisations such as the College ensure that appropriate competition for the size and scope of the procurement is common practice. The tendering and procurement processes will be monitored to identify whether there are any unfair or discriminatory barriers.

## **Action plans**

The following plans are living documents and will be reviewed and refined following consultation during the next few months. Formal updates will happen on an annual basis. This scheme and associated action plans will be made available on our website: [www.ncsl.org.uk](http://www.ncsl.org.uk).

Please note that the following plans address our regulatory responsibilities. As per our policies above, we also seek to treat people fairly and equally regardless of nationality, marital status, sexual orientation, religion, beliefs or age. We will be looking at developing an overarching 'Inclusiveness plan' to address other areas of potential inequality. Activities underway to embed our values will also support this broader scope.

### Race equality action plan (REAP)

This REAP outlines how the NCSL intends to deliver on its commitments in terms of Race equality.

High level action	Specific activities	Responsibility	Timeframe
Develop high level plan and ensure structure in place to manage on ongoing basis	<ul style="list-style-type: none"> <li>Review functions and policies for relevance for race equality. 07/08 plan developed and reviewed with key internal stakeholders to confirm commitment to deliver</li> <li>Ongoing responsibilities for equality to be confirmed and resources identified and agreed to progress this work</li> <li>Equality Steering Group established and terms of reference agreed</li> <li>Plans and policies reviewed subsequent to any consultation activities, and updated accordingly</li> </ul>	<ul style="list-style-type: none"> <li>SD Strategy and Organisation Development and HR manager</li> </ul>	30-04-07
		<ul style="list-style-type: none"> <li>SD Strategy and Organisation Development and HR manager</li> </ul>	30-04-07
		<ul style="list-style-type: none"> <li>SD Strategy and Organisation Development and HR manager</li> </ul>	30-04-07
		<ul style="list-style-type: none"> <li>Equality Steering Group (ESG)</li> </ul>	31-07-07
Engage and consult	<ul style="list-style-type: none"> <li>Discuss and agree consultation process</li> <li>Consult with stakeholders from ethnic groups (staff and customers)</li> </ul>	<ul style="list-style-type: none"> <li>ESG</li> <li>TBD</li> </ul>	July 2007 Jun/Aug 2007
Ensure we are accessible to all customers from different ethnic backgrounds	<ul style="list-style-type: none"> <li>Monitor application and participation data for all programmers/activities</li> <li>New programmes and redesign of existing programmes to include race equality consideration</li> </ul>	<ul style="list-style-type: none"> <li>Programme team, providers, Project Manager</li> </ul>	Ongoing with annual formal review in April
		<ul style="list-style-type: none"> <li>Programme team, providers</li> </ul>	Ongoing



Ensure as an employer we enable race equality	<ul style="list-style-type: none"> <li>• Continue to monitor statistics for race for recruitment (applications, short listed and un/successful candidates, current employees, performance management and reward, promotion, training and development, disciplinary/grievance and length of service and leavers)</li> <li>• Utilize staff survey to gauge views on race equality</li> </ul>	<ul style="list-style-type: none"> <li>• HR team</li> <li>• Marketing team, Project Manager</li> </ul>	<p>Ongoing with annual formal review in April 2008</p> <p>Annually after staff survey</p>
Ensure our suppliers support race equality	<ul style="list-style-type: none"> <li>• Review and update if required the standard section in all supplier contracts regarding compliance with race duty</li> <li>• Ensure processes with suppliers to conduct data monitoring on NCSL's behalf</li> <li>• Ensure complaints procedure is updated to flag potential race issues to ESG</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial team</li> <li>• Commercial team</li> <li>• ESG with Commercial team</li> </ul>	<p>July 2007</p> <p>July 2007</p> <p>July 2007</p>

Communicate plans and promote race equality through ongoing communication	<ul style="list-style-type: none"> <li>• Publish plan on internet</li> <li>• Develop ongoing communication plan and refresh, as we update our broader diversity plan</li> </ul>	<ul style="list-style-type: none"> <li>• Internet team</li> <li>• Succession Planning Diversity Project and Marketing team</li> </ul>	19-03-07 July 2007
Training	<ul style="list-style-type: none"> <li>• Consider and agree annual high level refresher training for staff, and/or promote as part of Values training (e.g. focus on Inclusiveness for a specific month)</li> <li>• Consider online and offline training solutions</li> </ul>	<ul style="list-style-type: none"> <li>• HR Manager, Values team</li> <li>• HR Manager</li> </ul>	July 2007  July 2007
Impact assessment	<ul style="list-style-type: none"> <li>• Review this action plan on an annual basis and publish progress</li> </ul>	<ul style="list-style-type: none"> <li>• ESG</li> </ul>	Annually April 2008

### Disability equality action plan (DEAP)

This DEAP outlines how the NCSL intends to deliver on its commitments in terms of disability equality.

High level action	Specific activities	Responsibility	Timeframe
Develop high level plan and ensure structure in place to manage on ongoing basis	<ul style="list-style-type: none"><li>• Year 1 plan developed and reviewed with key internal stakeholders to confirm commitment to deliver</li></ul>	<ul style="list-style-type: none"><li>• SD Strategy and Organisation Development and HR manager</li></ul>	15-03-07
	<ul style="list-style-type: none"><li>• Ongoing responsibilities for equality to be confirmed and resources identified and agreed to progress this work</li></ul>	<ul style="list-style-type: none"><li>• See above</li></ul>	30-04-07
	<ul style="list-style-type: none"><li>• Equality Steering group established and terms of reference agreed</li></ul>	<ul style="list-style-type: none"><li>• See above</li></ul>	30-04-07
	<ul style="list-style-type: none"><li>• Plans and policies reviewed subsequent to consultation activities and updated accordingly</li></ul>	<ul style="list-style-type: none"><li>• Equality Steering Group (ESG)</li></ul>	31-07-07
Engage and consult	<ul style="list-style-type: none"><li>• Discuss and agree consultation process</li><li>• Consult with disabled stakeholders (staff and customers)</li></ul>	<ul style="list-style-type: none"><li>• ESG</li><li>• TBC</li></ul>	July 2007 June-Aug 2007

Ensure as an employer we enable disability equality	<ul style="list-style-type: none"> <li>• Review current sites with disabled stakeholders to identify any potential issues</li> <li>• Continue to ensure the College retains its 2 ticks status- positive about disabled people</li> <li>• Continue to monitor statistics for disability for recruitment (applications, short listed and un/successful candidates, current employees, performance management and reward, promotion, training and development, disciplinary/grievance and length of service and leavers)</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities Manager</li> <li>• Recruitment Manager</li> <li>• HR Team</li> </ul>	31-07-07  Ongoing  Ongoing
Ensure we are accessible to customers with disabilities (including data collection)	<ul style="list-style-type: none"> <li>• Review Learning and Conference Centre (LCC) feedback from disabled customers, to identify any potential issues</li> <li>• Review web-site to ensure compliance with best practice in accessibility</li> <li>• Monitor application and participation data for all programmes/activities</li> <li>• Reach out to suppliers to capture any knowledge around past participants with disabilities, and any issues identified or raised</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities Manager &amp; ESG</li> <li>• Web team</li> <li>• Programmes team , providers &amp; ESG</li> <li>• See above</li> </ul>	31-07-07  Complete  Ongoing with annual review April 2008  Ongoing

<p>Promote/ensure equality for those with disabilities</p> <ul style="list-style-type: none"> <li>• Internally</li> <li>• Across the wider school system</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to train this policy during induction</li> <li>• Consider annual high level refresher training for staff, and/or promote as part of Values training (e.g. focus on Inclusiveness for a specific month). Covering both online and offline options</li> <li>• Introduce on web site high level information on the importance of equality and where to go for more information</li> <li>• Utilise staff survey to gauge views on disability equality</li> <li>• New programmes and redesign of existing programmes to include disability equality consideration</li> </ul>	<ul style="list-style-type: none"> <li>• HR team</li> <li>• HR Manager, Values team</li> <li>• Web team</li> <li>• Marketing and ESG</li> <li>• Programmes and providers with ESG</li> </ul>	<p>Ongoing July 2007</p> <p>July 2007</p> <p>Annually after staff survey</p> <p>Ongoing</p>
<p>Ensure our suppliers support disability equality</p>	<ul style="list-style-type: none"> <li>• Review and update (if required) the standard section in all supplier contracts regarding disability duties</li> <li>• Establish requirement for suppliers to conduct data monitoring on NCSL's behalf</li> <li>• Ensure complaints procedure is updated to flag potential disability discrimination issues to ESG</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial team with ESG</li> <li>• Commercial team with ESG</li> <li>• TBC</li> </ul>	<p>July 2007</p> <p>July 2007</p> <p>July 2007</p>
<p>Communicate plans and promote disability equality through ongoing communication</p>	<ul style="list-style-type: none"> <li>• Publish plan on internet</li> <li>• Develop ongoing communication plan and refresh, as we update our broader diversity plan</li> </ul>	<ul style="list-style-type: none"> <li>• Internet team</li> <li>• ESG and Marketing team</li> </ul>	<p>19-03-07 July 2007</p>
<p>Impact assessment</p>	<ul style="list-style-type: none"> <li>• Review this action plan on an annual basis and publish progress</li> </ul>	<ul style="list-style-type: none"> <li>• ESG</li> </ul>	<p>Annually April 2008</p>

### Gender equality action plan (GEAP)

This GEAP outlines how the NCSL intends to deliver on its commitments in terms of Gender equality and thus eliminate unlawful discrimination on the ground of gender and gender reassignment.

High Level Action	Specific activities	Responsibility	Timeframe
Develop high level action plan and ensure appropriate infrastructure exists to ensure plan is managed, monitored and delivered	<ul style="list-style-type: none"> <li>Assess key College internal functions and external services and create Year 1 plan</li> <li>Establish an Equality Steering Group (ESG) with terms of reference and a clear remit for assessment and review of equality policies</li> </ul>	SD Strategy and Organisational Development and HR Manager  As above	30-04-07
Consultation with key internal and external stakeholder groups	<ul style="list-style-type: none"> <li>Commence initial consultation with employees and external stakeholders such as suppliers and consultants to help inform action planning by the ESG</li> <li>ESG to discuss and agree further consultation exercises with internal and external stakeholder groups</li> </ul>	SD Strategy and Organisational Development and HR Manager  ESG	30-04-07 to 15-06-07  From July 2007 onwards
Information Collation and Review	<ul style="list-style-type: none"> <li>Collate and review data and policy information to identify and flag any potential issues</li> <li>Identify and agree any process or policy changes required</li> <li>Create an annual policy review plan</li> </ul>	HR for Internal activities and the Succession Planning Diversity Project for external activities  ESG and relevant group above  ESG	June 2007  October 2007  January 2008 for April review



Review of Service Provision within NCSL	<ul style="list-style-type: none"> <li>Annually review service provision ensuring no negative gender bias. The following areas to be covered: <ul style="list-style-type: none"> <li>Programme content and delivery</li> <li>Internal services – Commercial, Finance and HR</li> <li>Internal service partners e.g. consultants and Sodexo</li> </ul> </li> </ul>	ESG to oversee Delivery by ESG Sub Groups	Annual Review in April 2008
Review of Service Provision from external service providers	<ul style="list-style-type: none"> <li>Key focus areas identified in terms of service providers</li> <li>Annually review service provision ensuring no negative gender bias from suppliers / external service providers e.g. consultants</li> </ul>	ESG  Commissioning Manager / Commercial team ESG to oversee	July 2007  Annual Review April 2008
Communicate plans and promote gender equality through ongoing internal and external communication	<ul style="list-style-type: none"> <li>Publish plan on internet and intranet</li> <li>Agree communication strategy for plans and communicate</li> <li>Develop and share case studies to promote equality in the system</li> </ul>	ESG  ESG, OD Marketing  Succession Planning Diversity Project	July 2007  July 2007  October 2007
Impact assessment	<ul style="list-style-type: none"> <li>Review plan annually and publish progress and new actions</li> </ul>	ESG and relevant commissioning / line management teams	Annual Review in April 2008