

Information Pack



About Investors in Diversity (IiD).

The National Centre for Diversity has created a set of three different standards for all organisations whatever stage they are at on their EDI journey.

1. **Investors in Diversity at Stage 1**
2. **Full Investors in Diversity at Stage 2**
3. **Leaders in Diversity - Stage 3**

The creation, development and understanding of the practical implementation of the two IiD Standards and Leaders in Diversity has been developing and evolving between 2004-11 with the input of hundreds of organisations and thousands of people from all three employment sectors.

These include EHRC, LSC, British Chambers of Commerce, CBI, Schools, Colleges, Universities, large Businesses, SME's, Micro-businesses, Sole-traders, the NCVO, Voluntary/Charity sector organisations, Housing Associations, Local Authorities, Prisons, psychologists, academics etc.

Full IiD was launched in April 2006 in the House of Commons by the Chief Executive of IBM, the current Shadow Leader of the House of Commons, Hilary Benn and by the President of the British Chambers of Commerce.

How IiD will help you

Equality, diversity and inclusion are not easy concepts to come to terms with. They are very often misunderstood. The cost of not effectively managing equality and diversity in your organisation can be huge both in financial and human resource terms. Current legislation is really difficult to make sense of for many. We have a team of specially trained IiD Advisors and Assessors to help and guide you.

The IiD Advisors are there to simplify things and to make your life easier:

1. We help you take stock of where you are.
2. We then help you understand what you need to do next.
3. We help you to improve and progress.
4. We assess how much you have progressed.
5. If you have done well enough, you get accreditation.

IiD provides you with a user-friendly route map to higher achievement and inclusion of all stakeholders. This will be done via a self-determined organisational culture shift. You will be able to measure distance travelled against your route map and you will be able to receive recognition for your successes.

IiD provides a different approach based on recognising and valuing difference. As a result it would incorporate any difference based on the nine protected characteristics (previously known as the equality strands) as a minimum, however, our training also goes beyond this.

IiD Activity Alignment with your mission, aims and objectives.

IiD helps you to align your strategies, business plans, policies, procedures, systems and process to achieve your organisations aims. It helps you to embed equality, diversity and inclusion in all that you do.

Glossary of terms.

How the National Centre for Diversity defines commonly used terms:

- Diversity :** Diverse means different.
We are all different so diversity includes us all. It's not just about minority groups.
- Equality :** Where every person has equal rights and equal opportunities.
- Equity :** Where every person has a fair chance.
It's an approach where there is recognition that different people have different starting points.
- Inclusion :** Where every person feels, appropriately respected, appropriately valued and that they fit in with organisational culture.
- Organisational culture :** Is defined by factors such as (but not exclusively) the values, beliefs, customs, policies, practices, procedures, behaviours, conventions, rules, regulations, ways and means of working.

In the workplace, every person is different, important and valuable. It is the value that each person adds to the work place which is critical to success. The old practice of adopting a blanket approach where "We treat everyone the same" is actually counter-productive and is not conducive to maximising the value that individuals are able to add to organisations.

Recognising and effectively managing people's different skills, abilities, experiences, perspectives, backgrounds, needs, issues, barriers, family and personal circumstances is critical in getting the best out of people.

When people do not believe that they have an equal and fair chance, it almost always leads to frustration and to varying degrees of resentment and anger which very often can lead to loss of productivity, increased sickness, grievances and legal action.

The fact is that you cannot have fairness and equality unless you recognise diversity and deal with it at a practical management level. We help organisations to do this by encouraging and enabling organisations to adopt and develop behaviours and practices which promote inclusion, equality, diversity and achievement.

Our Aims :

- To raise awareness about the benefits of inclusive practices in the work place.
- To support organisations in how they manage diversity and inclusion.
- To synthesise, assess and share good practice in the field of diversity and inclusion.
- Develop and disseminate new and innovative approaches to diversity and inclusion.

The National Centre for Diversity believes because everyone is different, diversity should not be seen as a peripheral issue about people from minorities as it has been in the past. It is a mainstream issue and it should be understood in that context.

How will liD help your organisation?

Investors in Diversity (liD) key features and benefits:

- liD will improve your organisation regardless of it being a voluntary sector organisation, charity, business, social enterprise, public sector organisation, SME or a sole trader.
- liD is an exciting and fresh approach to talent management – whether your own talent or that of others.
- liD proactively promotes organisational ‘inner well being’ and ‘health’ by helping you identify and develop behaviours that your organisation needs in order for it to be successful.
- liD encourages leaders to commit to diversity in the workplace strategically and operationally. It recognises that leadership within organisations can and often does, come from a range of none designated leaders.
- liD encourages your organisation to continuously learn through self assessment and self analysis by kick-starting a series of activities which create and promote communication, dialogue, discussion, discourse and debate within organisations.
- liD encourages every individual to develop their own awareness as well as to raise other people’s awareness on issues related to diversity.
- liD enables people to become mobile within your organisation, away from the margins of the organisation’s culture, which starts to change and develop.
- liD helps you to create appropriate socio-environmental conditions e.g. ethos, values and tangible changes; for example, changes in catering arrangements.
- liD enables you to set yourself challenges in terms of recruitment and retention.
- liD enables you to review how you monitor the impact of your diversity management activities.
- liD provides you accreditation, recognition and credentials to satisfy current and potential procurers of your services or products.
- liD enables organisations to become ‘Leaders’.

Testimonials.

Investors in Diversity has proven to transform organisations. This is what a few of our clients, partners and supporters have to say.

**Dave King, Head of HR,
Scope**

"The work on achieving the liD Standard has enabled us to plan, deliver and communicate our work on diversity. The Standard has ensured that all work on diversity is linked and established plans are not as a result of assumptions but from direct feedback from stakeholders".

**Dina Martin, Head Teacher,
Firs Hill Community Primary School**

"Investors in Diversity offers educational settings a framework for the promotion of equal opportunities and the resolute tackling of any forms of discrimination, this will have considerable impact on overcoming barriers to learning for pupils and parents and strengthened school and community partnerships".

**Liesel Dickinson, Diversity Standards Officer,
North Lincolnshire Council**

"At North Lincolnshire Council we saw the decision to subscribe to liD as a best practice one - we were the first council to do so. We have mainstreamed action working towards liD within our wider diversity action planning. We recognise the standard as one vehicle to the continuing development, evidencing and embedding of equality and diversity in the organisation".

**Catherine Webb, European Diversity Manager,
Coca-Cola Enterprises Ltd**

"Working with Investors In Diversity is a great opportunity to work towards achieving Coca-Cola Enterprises vision of creating a culture where people with similarities and differences feel respected and valued, and can contribute to their fullest potential. Our long term goal is for our work force to reflect the diversity of our customers, consumers and communities. Working with liD reflects our third strategic priority to recruit, develop and retain the best and diverse talent in order to be the best beverage sales and customer service company".

**Jill Bullock, Performance Manager,
Acis Group**

"Working towards liD demonstrates our commitment to providing a service where Equality & Diversity are "business as usual". This is the first step in a journey which shapes the path of the future".

**John Ryan, HR Manager, Leeds City College,
Park Lane and Keighley Campus**

"Investors in Diversity has provided an opportunity for reflection on what we were doing well in relation to equality and to identify where and how we can do more in the future. The heartbeat of the college is its people and by including them all in looking at diversity we have realised how important ongoing inclusion of everyone in all aspects of college life, is to the future health of the organisation".

Why should your organisation commit to undertaking Investors in Diversity?

At the National Centre for Diversity we want to ensure that our approach is complimentary to and supportive of your organisations existing aims and priorities.

“The Equality Bill isn't just about the public sector. 80 per cent of people work in the private sector. Yet there's evidence that around 80 per cent of employers don't expect to be held to account for discrimination. So a large part of our work will also be to provide active, real-world and business savvy guidance for the private sector”.

Nicola Brewer, Former Chief Executive - Equality and Human Rights Commission.

Legal imperative

The Government Equality Office (GEO) and the Equalities and Human Rights Commission (EHRC) are setting a clear agenda for organisations to demonstrate their commitment to equality and diversity. There is a real move towards requiring organisations, engaged in accessing public funds or tendering for public sector contracts, to demonstrate their diversity credentials. Organisations can no longer rely on their track record or reputation; they have to ensure they move with the times and meet the requirements of their respective funders and inspection bodies. Your organisation has to be able to demonstrate a 'clean bill of health'.

Moral imperative

It is the right thing to do because it is fair and right to treat people equally.

Business imperative

The business case (for commercial and non-commercial organisations alike) is most compelling. If you want to be seen as a good employer you need to be confident that the people in your organisations believe that there is genuine equality of opportunity.

There will be a considerable expectation that an organisation like yours needs to work towards becoming the best employer it can be for all staff.



What happens when you sign up for Investors in Diversity?

Your starting point on the Investors in Diversity journey could be Investors in Diversity at Stage 1 or you could go straight to Stage 2 - Full Investors in Diversity.

Investors in Diversity at Stage 1.

1. You send the completed acceptance slip to us - to speed matters up this could be sent as a scanned version by email and paper copy via post.
2. We send you a welcome e-mail, guidance notes on the on-line survey and the web-links which take you into the on-line survey (we can also do this using paper forms).
3. We agree a closing date for the surveys - usually up to 8 weeks.
4. Once the closing date has expired, we complete the analysis and prepare a report for the client.
5. The results are externally verified by a member of the National Quality Board.
6. A final decision is made.
7. If successful, you are Investors in Diversity at Stage 1 status (which you hold for 12 months) and you will receive an e-pack of 'Stage 1 Investors in Diversity' logos and branding guidelines.
8. We send you a certificate.

Investors in Diversity at Stage 2 - The Full Investors in Diversity Standard.

By committing to achieving the Investors in Diversity Standard, you will still start as a 'Working towards liD Organisation'. The process will be the same as above except that you will be allocated your own Personal Relationship Manager as well your own dedicated liD Advisor; who will conduct a full induction as well as the Initial liD Assessment.

The timescales for achieving full Investors in Diversity is 3 months, when you will have your initial liD Assessment – if you are successful at this point, you will be awarded the full Investors in Diversity standard and you will be eligible to complete the final full liD Assessment – normally within the next 9 months. Success is dependent on each organisation's commitment and dedication.

Investors in Diversity at Stage 1.

Formal commitment registered with The National Centre for Diversity (NCFD).

Guidance notes sent to client.

Web links for on-line assessment sent to client.

Organisation promotes survey and ensures completion by stakeholder groups.

Completion of survey by client and stakeholders.

NCFD analyses results and sends the report to client.

Final report externally verified.

Final decision reached.

liD at Stage 1 status awarded if successful.

Investors in Diversity at Stage 2 - The Full liD Standard.

Formal commitment registered with The National Centre for Diversity (NCFD).

liD organisation referred to an liD Advisor to set up first telephone call.

NCFD Carry out online EDI diagnostic.

NCFD analyses the results and sends the report to client.

liD Induction: –

- liD exercises.
- Share online survey results.
- Create first draft liD Action Plan.

With 3 months of liD Induction:-

- Delivery phase begins.
- Initial liD Assessment takes place.
- If successful, awarded full liD award and eligible to go on to final liD Assessment within 9 months.

Full liD Assessments:-

- Online EDI online diagnostic.
- Onsite liD Assessment.
- Interview.
- Report.

liD Internal and external liD Verification.

Final Decision about Awarding full Investors in Diversity.

Full liD Standards not met.
Feedback & report.

Full liD Standards awarded.
Feedback & report.

Re-assessment.

Keep full liD Status and keep for
re-assessment within 15 months.

Investors in Diversity at Stage 2 - Full Investors in Diversity destinations.

Strand 1 - Committing

1. Your organisation is working towards creating or developing a truly inclusive organisational culture in which diversity is genuinely valued.

Strand 2 - Learning

1. Your organisation develops as a learning organisation which continuously and proactively self-assesses. It is able to plan and adapt in order to improve how it manages diversity.
2. All are encouraged to improve their own and other people's diversity related awareness, knowledge and skills.

Strand 3 - Developing

1. Your organisation is becoming more proactive in developing and sustaining the diversity of its workforce.
2. Through the provision of support and services your organisation promotes diversity within itself.
3. Your organisation seeks to influence its wider partners to be positive about diversity.

Strand 4 - Improving

1. Your organisation adopts or creates a range of self-assessment measures to assess development, new opportunities, the extent of culture shift and any improvement in the feeling of 'inner well being' within your organisation.
2. Your organisation has developed and is using clear information gathering systems to enable and measure the impact of the work on diversity.
3. New opportunities or markets have been explored.
4. Your organisation has delivered on its clear and evidence based liD Action Plan.

Strand 5 - Communicating

1. Your organisation is clear about the benefits of marketing your commitment to diversity.
2. Your organisation has been effective in sending out strong, clear messages internally and externally to an appropriately diverse range of audiences about its commitment to diversity.

Full Investors in Diversity - Process in steps

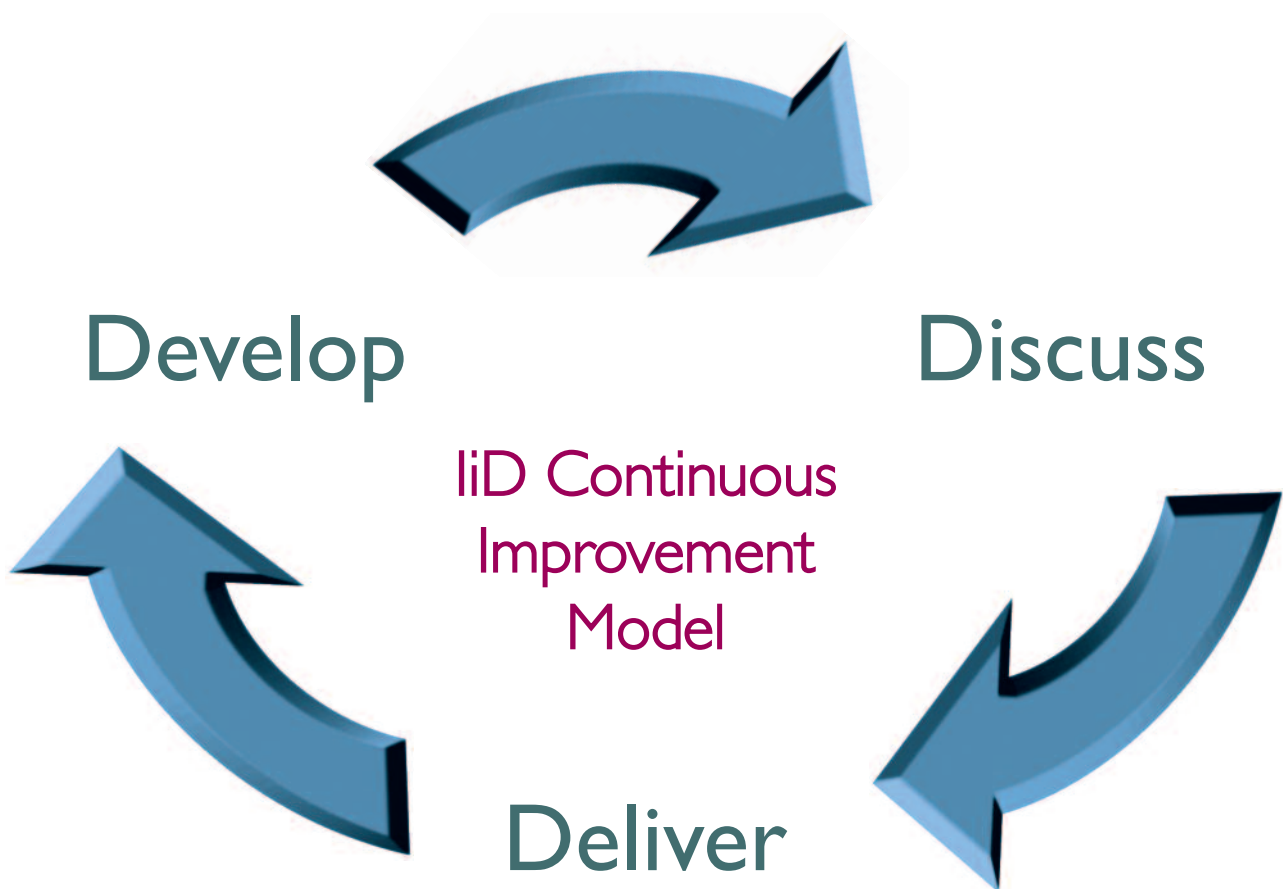
1. You send the completed acceptance to the NCFD - to speed matters up this can be sent as a scanned version by email and paper copy via post.
2. We send you a welcome email.
3. We appoint an 'Investors in Diversity Advisor' to your organisation to give tailored support, when you begin the full liD journey.
4. You will receive an agreed advisory support programme from an liD Advisor.
5. You become a 'Working towards Investors in Diversity' organisation and can start to use the working towards liD logo if you wish.
6. We carry out the online EDI diagnostic for you and present you with the findings.
7. We set up an liD Induction Day for your organisation and we agree a plan for the day with you.
8. We provide you with the necessary manuals, templates, materials and know how.
9. Based on the outcome of the stakeholder survey, we help you to devise an Action Plan.
10. You make progress on delivery of the liD Action Plan.
11. After 3 months you undertake the initial liD Assessment. At this point you could and should achieve the full Investors in Diversity Award which can be held for a maximum of 24 months.
12. The initial assessment is carried out by your liD adviser. To retain the award, this needs to be followed by a formal assessment normally within 12 months. This involves an online assessment survey, evidence check, focus groups and one to one interviews, face to face, as well as telephone interviews where necessary.
13. Reassessment will be every 24 months there after.



liD Continuous Improvement Model.

liD helps you to develop a virtuous circle of improvement. Organisations cannot afford to take their achievements for granted. Forward looking organisations are able to innovate by developing their ideas and then testing them during the delivery and implementation stages.

However they do not stop there, as they use this delivery stage to ascertain feedback and improve existing approaches. By ensuring that all relevant stakeholders have the opportunity to input during all stages, these organisations establish a continuous improvement process.



Leaders in Diversity - Stage 3

Investors in Diversity Accreditation achieved.
Organisation registers for Leaders in Diversity.

Guidance notes sent to client.

Web links for on-line assessment sent to client.

Organisation promotes survey and ensures completion by stakeholders.

Completion of survey by stakeholders.

NCFD assign Leaders in Diversity Advisor to organisation to
arrange the LiD Induction and for creation of Action Plan.

Action Delivery Plan and delivery.

LiD Assessment.

Feedback, report and award if successful.

Investors in Diversity and Leaders in Diversity at a glance.

Function	'Investors in Diversity' Stage 1	'Full Investors in Diversity' Stage 2	'Leaders in Diversity' Stage 3
Support from Investors in Diversity Advisors and Investors in Diversity Assessors included.		Yes	
Project Management from the National Centre for Diversity included.	Yes	Yes	Yes
Investors in Diversity templates and materials included.		Yes	
Addresses equality impact assessment.	Yes	Yes	Yes
Addresses wider diversity impact assessment.	Yes	Yes	Yes
Addresses inclusion impact assessment.	Yes	Yes	Yes
Addresses community cohesion issues.	Yes	Yes	Yes
Facilitates cultural change.		Yes	Yes
Independent external assessment.	Yes	Yes	Yes
Internal self-assessment.	Yes	Yes	Yes
Online assessment only.	Yes		Yes
Internal stakeholders consulted.	Yes	Yes	Yes
Industry and sector benchmarking available.	Yes	Being Reviewed	
Indexing available.	Yes (coming soon)	Being Reviewed	Yes (coming soon)
Includes external Stakeholders.	Yes	Yes	Yes
Support distributed leadership.		Yes	Yes
Supports succession planning.		Yes	Yes
Embeds a formal and informal learning process.		Yes	Yes
Combination of online assessment and investment by an Investors in Diversity assessor.		Yes	Yes
Report containing data and results of online feedback.	Yes	Yes	Yes
Full written report with narrative feedback under all destinations.		Yes	Yes

Some of the Investors in Diversity clients :

- AI Housing
- Accent Group
- Acis Group
- AON Limited
- Aspire Housing
- ATL
- Beam
- Bliss
- Broadacres
- Calderdale College
- Carlton Bolling College
- Chester and District Housing Trust
- CHH Recruitment
- City of Westminster College
- Clapgate Primary School
- Coca Cola
- Community Action Dacorum
- Community Gateway
- Craegmoor Colleges and Regent College
- DISC
- Ebor Gardens Primary School
- Exemplas
- Exeter CVS
- Fabrick Housing
- Family Welfare Association
- First Dorset & Hampshire Ltd.
- Foundation Housing
- Genesis Housing Group
- Greater Manchester Police - Bury Division
- Grimsby Institute
- Groundwork
- Hamara Healthy Living Centre
- Harehills Primary School
- Hillcrest Primary School
- HM Thorn Cross - Young Offenders Institute
- HMP Wormwood Scrubs Education Dept.
- HMPS Buckley Hall
- Home-Start Leeds
- Horton Housing
- Housing Diversity Network
- Hunslet Carr Primary School
- igen
- Inward House Projects
- Ipswich CVS
- ITV
- Jackson Lloyd
- Joseph Priestley College
- Joseph Rowntree Foundation
- Key Ring
- Leeds College of Building
- Leeds Jewish Welfare Board
- Leeds Trinity & All Saints
- Leeds University Union
- Leeds City College
- Leicester Centre for Integrated Living
- Life Opportunities Trust (LOT)
- Life Skills Solutions
- Mid Kent College
- Milton Keynes College
- Mouchel
- NCVO
- North Lincolnshire Council
- Northampton College
- Oldham College
- Park Lane College Leeds
- Park Lane College Keighley
- Parson Cross
- People in Action
- Philips Collection Services Ltd
- PM Training
- Rathbone
- Riverside College
- Scope
- South Thames College
- St Bartholomews C of E Primary School
- Suffolk New College
- Tameside College
- Telford College of Arts & Design
- The Children's Trust
- The Defence Vetting Agency (DVA)
- The Pacific Institute
- Three Valleys Housing
- Together for Peace
- TPP Law
- United Response
- University of Derby
- Veredus
- West Nottinghamshire College
- Windmill PS & Low Road PS
- Yorkshire Forward
- And many more.



To pursue your own diversity journey,
contact the National Centre for Diversity on:

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