



Policy Title	Diversity and Inclusion for NCS Trust employees
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Diversity and Inclusion for NCS Trust employees

1. This Policy applies to all NCS Trust employees, unpaid short-term work shadowing and for recruitment purposes to all applicants who apply for employment at NCS Trust (together referred to as "Our People")
2. NCS Trust is an equal opportunities employer, embracing diversity and inclusion. At NCS Trust we respect and value differences in people. NCS Trust is committed to creating an inclusive culture in the workplace as we do on our Programme for Young People
3. We know diversity is critical to business success. We draw on the rich diversity of our people to deliver results for NCS Trust and across the NCS Programme. We believe working with people who have different ideas, different styles and deliver in different ways, engenders a richer more creative and productive environment
4. Underpinning our approach to diversity and inclusion are our organisational values:
 - i. Trustworthy: we are responsible, accountable and act with integrity
 - ii. Results-driven: we do what it takes to serve the Young People of our Country
 - iii. Inclusive: we work together as one team and champion authenticity and individuality
 - iv. Bold: we are innovative, dynamic and think big
 - v. Empowering: we give people the tools, opportunities and respect to step up and deliver
5. We always try to accommodate any reasonable adjustments to meet the needs of Our People. If we consider a particular adjustment would not be reasonable we explain our reasons and try to find an alternative solution where possible
6. We treat all people with respect and dignity and we ensure that we do not victimise or subject anyone to harassment or discrimination
7. We create a diverse and inclusive culture through the application of Policies and Procedures and by living our values, which are consistent and equitable, and recognise the expertise and ability of each individual
8. We are actively opposed to all forms of bullying, unlawful discrimination, harassment and victimisation on the grounds of the following protected characteristics as prescribed by the Equality Act 2010:
 - a. Age;
 - b. Disability;
 - c. Gender reassignment;
 - d. Pregnancy and maternity;
 - e. Race, colour, nationality, ethnic or national origin;
 - f. Religion or belief;
 - g. Sex;
 - h. Sexual orientation; and
 - i. Marital or civil partnership status.

9. We develop all Our People to help them identify concerns and take action. We are all responsible for ensuring we actively promote this Policy
10. We continue to work together with all Our People to sustain an inclusive working environment where everyone's unique contribution is valued. This includes providing development to Our People to help them understand their rights and responsibilities in relation to this Policy and how they can contribute to a work environment free from bullying, unlawful discrimination, harassment or victimisation
11. We ensure that decisions affecting employment, learning, promotion and remuneration are based on an individual's merit and genuine business needs
12. We will regularly review this Policy and its practical application and make any updates to continue to work towards a more diverse and inclusive environment
13. We ensure all internal publications and material reflect the diversity of our people and customers
14. We foster an inclusive culture across all our offices
15. We create an environment at NCS Trust which is inclusive of, and protects, Young People across all our offices and offers Young People development opportunities
16. All Our People are responsible for familiarising and acting in accordance with this policy
17. All Our People must:
 - i. not discriminate against colleagues and other people, treating everyone with respect and helping to create an environment that is free from bullying, unlawful discrimination, harassment and victimisation of any kind;
 - ii. be sensitive to the potential impact of their behaviour on colleagues, Young People, partners, visitors, suppliers and contractors;
 - iii. work together to sustain an inclusive working environment, in which everyone's unique contribution is valued; and
 - iv. co-operate to eliminate any bullying, unlawful discrimination, harassment or victimisation and report anything if they are made aware of to a member of the People Team
18. Where an employee has a concern that they have been the subject of bullying, unlawful discrimination, harassment or victimisation they should firstly consider if they are able to talk directly with the person who has concerned them, if this is not possible they should raise their concern with their line manager or a member of the People Team or follow the Grievance Policy (or if applicable the Whistleblowing Policy)
19. If an employee bullies, unlawfully discriminates against, harasses or victimises anyone, appropriate action will be taken under the Disciplinary Policy. This also applies where the actions have taken place outside of normal working hours and where it impacts on either the working environment, or where it could potentially affect NCS Trust's reputation
20. The Grievance Policy, Whistleblowing Policy and Disciplinary Policy referred to in points 18 and 19 can be found in the Employee Handbook and on the NCS Trust intranet

21. We have processes to ensure that diverse applicants are able to successfully apply for roles at NCS Trust
22. We endeavour to attract applicants from all sections of society and we strive to reflect the diversity of the communities in which we operate. We will ensure fair treatment through the recruitment process, this includes but is not limited to:
 - a) ensuring that all forms of recruitment should be overseen by the People Team;
 - b) ensuring the language and imagery of job descriptions or adverts are relevant and non-discriminatory;
 - c) ensuring recruitment processes involve a diverse range of people;
 - d) advertising opportunities for roles occur through a variety of appropriate channels;
 - e) shortlisting only those people who pass the selection criteria;
 - f) asking consistent competency based questions at interview which are relevant and objective in design;
 - g) keeping records of the recruitment and selection process for a time limited period, including interview notes and issuing guidance to support with the above;
 - h) providing job application information in a variety of accessible formats when requested;
 - i) considering reasonable adjustments to the process for candidates (and making them in advance where possible);
 - j) monitoring recruitment and selection to ensure equality of opportunity throughout the process and ensuring there are no discriminatory practices;
 - k) ensuring roles are recruited using a job description and where appropriate, advertised internally;
 - l) ensuring that we do not offer unpaid internships; and
 - m) ensuring that any unpaid work experience programme is strictly time limited and is work-shadowing and not performing a role/task.

Learning and Development, Career development and Remuneration

23. Decisions in respect of learning and development, career development and remuneration focus on skills and competencies, and the ability to demonstrate and evidence high performance results rather than basing any decisions on negative assumptions about the protected characteristics of an individual as set out in paragraph 8 in this policy
24. NCS Trust's approach to remuneration is set out in our remuneration policy. Decisions in respect of any remuneration will not be based on negative assumptions made

about the protected characteristics of an individual as set out at paragraph 8 of this policy

Religious and Non-Religious Celebrations

25. We create an environment where our people can be themselves at work and for some that includes religious celebrations
26. Where such individuals wish to participate in religious festivals, they are encouraged to discuss this with their line manager and should agree an individual plan of action to ensure there is no detriment to their work or the running of the Trust
27. Where such individuals wish to observe religious practices, they should discuss this with their line manager and if necessary, refer to the People Team who will, after assessing the practicality, make any reasonable arrangements, if possible
28. We also take care to ensure that our people who do not observe or celebrate any religious festivals are able to benefit from the same agility in the workplace
29. Whether such individuals wish to take time away from NCS Trust to take part in a religious or non-religious celebrations it may be possible for them to do so but any such time will be unpaid except if the relevant individual wishes to take part of their annual leave entitlement, subject to the conditions set out above

Networks

30. NCS Trust supports our people if they want to establish Diversity Networks across all our offices with the appropriate consideration given to running our organisation and approvals in place to benefit our organisation
31. Diversity Networks help us retain our people, create a sense of belonging, help us identify specific learning and development needs, as they provide a forum for constructive feedback and help us address our organisational goals

Diversity Monitoring

32. NCS Trust will collect, on a voluntary basis, individual personal information on the diversity of NCS Trust applicants and our people to identify, mitigate and advance equality and to prevent discrimination
33. We encourage all people to update their Diversity and Inclusion data upon first employment with NCS Trust and on an ongoing basis
34. All personal data is held securely and processed in compliance with the Data Protection Act, any Codes of Practice that have been issued by the Information Commissioner including the General Data Protection Regulation (GDPR) and NCS' Data Protection Policy
35. From time to time we will report to the Board of Directors on matters of diversity and inclusion

Equality Analysis Process

36. In order to embrace diversity and inclusion and discharge its responsibility under the Equality Act 2010, NCS Trust will implement an equality analysis process to ensure due

regard is given to its equality duties across NCS Trust to advance equality of opportunity, where advancement will include:

- i. removing or minimising disadvantages suffered by persons who share a protected characteristic referenced in paragraph 8 of this Policy;
 - ii. taking steps to meet the needs of persons who share protected characteristic referenced in paragraph 8 of this Policy (i.e. where these needs are different from the needs of persons who do not share the protected characteristic);
and
 - iii. encouraging persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
37. The equality analysis process will occur at the outset of any policy design or project design across NCS Trust and is intended to help NCS Trust consider the impact of work on different communities or groups referenced in paragraph 8 of this Policy. This is embedded in our Portfolio Management Office approach
38. The equality analysis process involves considering the consequences of a specific piece of work and ensuring negative consequences are eliminated or minimised whilst opportunities for promoting equality are created
39. In order to successfully implement an equality analysis process, NCS Trust may require individuals to participate in learning and development