



A Guide to  
Equality and  
Diversity  
in the Third Sector

*olmec*

***Equalities  
monitoring***



## *EQUALITIES MONITORING*

This chapter on equalities monitoring has been updated and is taken from the publication by Olmec *A Guide to Equality and Diversity in the Third Sector (2008)*. The update has been commissioned by the National Equality Partnership. A full copy of the Guide can be downloaded from Olmec's website: <http://www.olmec-ec.org.uk/documents/website%5CPublications%2FGuide%20to%20Equality%20and%20Diversity%20in%20the%20Third%20Sector.pdf>

# Equalities monitoring

Equalities monitoring is an essential means of identifying that employment and services are open to all and there is no discrimination against any communities, or against groups within communities. It is key performance information that can be used as part of a tendering process, an equality audit and as a benchmarking tool.

Equalities monitoring data is used to find out if an organisation is delivering fair employment and services to all eligible people. It is used to see whether an organisation is attracting all groups of service users it is trying to reach. For example, if you provide an advice service in an area with a large minority ethnic population, monitoring the ethnicity, gender, disability and age profile of service users can help to analyse if your service is being taken up by various minority ethnic communities, and groups within the communities such as women, younger and older people, and disabled people.

Equalities monitoring can also help to identify majority ethnic groups that may need targeted services, such as disadvantaged white working class boys.

Equalities monitoring also helps organisations to plan what they need to do in the future. If your statistics tell you that you are not delivering services to the communities or groups that are entitled to receive them, then you should implement programmes such as outreach into targeted communities.

Nowadays, most organisations have an equalities monitoring questionnaire that includes questions on gender, disability and ethnicity. Some ask further questions on gender identity, age, religion or belief and sexual orientation.

It is relatively easy to start equalities monitoring. All it takes is a form where people can tick the boxes relevant to them when they apply for a voluntary or paid vacancy or when they use a service.

However, four things are essential to doing effective equalities monitoring. All people engaged in a paid or unpaid capacity must:

- understand why the organisation is doing equalities monitoring;
- understand how to comply with confidentiality requirements including those of the Data Protection Act;
- be trained how to ask service users and others in appropriate ways for their personal and sensitive information; and
- be trained on how to analyse and/or use the monitoring information.

If these four essential tasks are not done, the monitoring programme is likely to be ineffective.

It is important to make it clear what the purpose of this monitoring is and explain:

- who you are monitoring;
- why you are monitoring them; and
- what you intend to do with the statistics.

People do not always complete monitoring forms because they do not know the purpose behind the questions. You need to provide information on how the monitoring is part of your policy to improve your equalities performance. People need to know how you are going to store and report on the information collected.

You should also have a strategy about what you intend to do with the information. For example, if your organisation is located in an area with a large Muslim population and there are no Muslim service users, what would you do to try and target that group? Monitoring data needs to be analysed as essential performance data and reported to boards and management teams on a regular basis to identify trends. It should also be included in annual reports.

When conducting employment equalities monitoring, it is also important to monitor employees by the position they occupy within the organisations, such as staff grade. Organisations may, for example, have good gender equality policies. However, actual employment practice may result in sex discrimination, with women in secretarial roles and men in middle and senior management roles.

Equalities monitoring, coupled with good equalities policies and practice, helps you to identify and eliminate unlawful discrimination.

Whilst monitoring using tick boxes can be a good way of getting people to fill in forms quickly, it can also be limiting. Asking how someone describes their sexual orientation does not cover issues such as how they are made to feel in the workplace. More extensive questions may be needed to establish this.

## What should be included?

### Gender

Male or Female

### Gender Identity

This should come under a separate heading to gender.

Press for Change recommends the following monitoring questions:

- 1) Is your gender the same as you were assigned at birth?  
Yes/No
- 2) Do you live and work full-time in the gender role you were assigned at birth?  
Yes/No
- 3) Do you feel able to discuss your gender identity with colleagues at work?  
Yes/No/With some people not all

#### **Trans Equality Monitoring** (Press for Change)

Has information about trans equality monitoring

<http://www.pfc.org.uk/node/1408>

**!** **Important point:** Where an organisation has a small number of staff or service users, the trans lobbying group, Press for Change, advises not to monitor this as people can be easily identifiable and may not wish to disclose such personal data.

### Ethnicity

Ethnic monitoring categories should be those used in the National Census for England, Wales, Scotland and Northern Ireland. The Office for National Statistics ([www.ons.gov.uk](http://www.ons.gov.uk)) and the Equality and Human Rights Commission recommend the use of the National Census categories so that organisations can compare and benchmark their race equality activity.

Depending on your location you may want to expand the main ethnic group categories. For example, in south-east London there is a large Latin American community. Many organisations that provide services in this locality add 'Latin American' as a separate ethnic monitoring category.

If sub-categories are used to reflect local conditions, these should also be aggregated into the main Census categories for benchmarking and comparison purposes.

## Disability

There is no longer a requirement to be 'registered disabled'. Ask people if they consider themselves to be disabled.

### Communication and other access needs

You should introduce questions on access by saying, for example, that your organisation wants to make sure it is accessible to people from all communities and to all disabled people.

Monitoring and other forms should ask employees, service users and others if they have any needs that would make your organisation's employment, facilities, meetings or services accessible to them.

Your organisation has a legal duty to make reasonable adjustments that remove the barriers faced by disabled people. Monitoring and other forms should ask disabled people if they need any reasonable adjustments to make your organisation's employment, facilities, meetings or services accessible to them.

For example, you may decide to ask people the following:

- Do you need an interpreter? If so, please say what language.
- Do you need information translated into a language other than English? If so, please say which language.
- Do you have any other access needs? If yes, please say what they are.

When people answer the 'access needs' question, which is about reasonable adjustments, you must make sure that you act on the information they provide. You should develop monitoring systems that ensure this happens.

For example, reasonable adjustments may be needed to make sure that disabled people with the required skills and competencies have the same fair access to employment opportunities as non-disabled people. If the reasonable adjustments question is not asked, or the information supplied is not acted upon, you may deny equal opportunities to disabled job applicants and service users.

Failure to ask the reasonable adjustments question may result in a claim of indirect discrimination. Failure to act upon a request for reasonable adjustments may result in a claim of direct discrimination.

## Religion or Belief

Including, for example: Agnostic, Atheist, Bahai, Buddhist, Sikh, Muslim, Pagan, Christian, Humanist, Hindu, Jewish, No Religion, Other.

A new publication by the Humanist Society —Guidance on Equality of Religion or Belief— has a good section on how to monitor for religion or belief.

[http://www.humanism.org.uk/\\_uploads/documents/GuidanceFinal2.pdf](http://www.humanism.org.uk/_uploads/documents/GuidanceFinal2.pdf)

**Guidance on new measures to outlaw discrimination on grounds of religion or belief in the provision of goods, facilities and services (Part 2, Equality Act 2006)** (Communities and Local Government (CLG)).

In 2007, Part 2 of the Equality Act 2006 came into force, prohibiting organisations from unlawful discrimination on grounds of religion or belief when providing goods, facilities and services.

CLG has produced the guidance below on implementing these requirements. The guidance helps organisations to decide what aspects of their services they must monitor in order to show they are not discriminating on these grounds.

<http://www.communities.gov.uk/communities/racecohesionfaith/faith/stoppingreligiousdiscrimination/guidancenew>

## Age

This can be broken down according to age ranges.

**Guidance on age and the workplace: a guide for employers (ACAS)**

The Advisory, Conciliation and Arbitration Service has produced guidance on implementing the Employment Equality (Age) Regulation 2006. This includes age monitoring guidance.

<http://www.acas.org.uk/CHttpHandler.ashx?id=588&p=0>

## Sexual Orientation

This can include the following:

- Bisexual
- Gay man
- Lesbian/Gay woman
- Heterosexual/straight
- Pan-sexual
- Other

### **Monitoring: How to monitor sexual orientation in the workplace** (Stonewall)

<http://www.stonewall.org.uk/workplace/1473.asp>

### **Guidance on New Measures to Outlaw Discrimination on Grounds of Sexual Orientation in the Provision of Goods, Facilities and Services: Equality Act (Sexual Orientation) Regulations 2007**(CLG)

In 2007, Part 3 of the Equality Act 2006 came into force, prohibiting organisations from unlawful discrimination on grounds of sexual orientation when providing goods, facilities and services.

CLG has produced the guidance below on implementing these requirements. The guidance helps organisations to decide what aspects of their services they must monitor in order to show they are not discriminating on these grounds.

<http://www.communities.gov.uk/publications/communities/guidancenew>

#### **In general**

All sections should have a box where people can say that they would prefer not to say.

## Outcomes & impact

Organisations that have set out their commitment to improve equality will need to demonstrate how their action plans have led to real outcomes that show improvements in equality internally and externally.

As many third sector organisations are established to improve aspects of society, monitoring outcomes is fundamental if organisations want to know if they have achieved that impact. Outcomes are the changes that have occurred as a result of the work that your organisation has undertaken.

Increasingly, funders want organisations they fund to demonstrate the difference made with their grant, i.e. what outcomes have been achieved.

### Definitions

**Inputs:** all the resources put into the project to enable the organisation to deliver its outputs (e.g. money, time and premises).

**Outputs:** all the products and services you deliver as part of your work. (e.g. training courses and work placements).

**Outcomes:** the changes occurring as a direct result of the project's outputs.<sup>1</sup>

It is relatively more difficult for an organisation to measure outcomes because they are not necessarily as tangible as inputs and outputs. However, there can be many benefits of doing this. Measuring outcomes enables an organisation to:

- provide a shared understanding of what changes are expected;
- help staff see evidence of their work and service users to see progress;
- know outcomes which can assist in the effective planning and delivery of work; and
- show funders and other stakeholders that the organisation is a learning one that seeks to develop and improve from its experience.<sup>2</sup>

### Resources

Cupitt, S and Ellis, J (2007) **Your Project and its Outcomes** (Charities Evaluation Service: London)

1. Cupitt, S. & Ellis, J. (2007) *Your Project and Its Outcomes* (Charities Evaluation Service: London).

2. Cupitt, S. & Ellis, J. (2003) *Your Project and Its Outcomes* (Community Fund: London), p.18

Burns, S and Cupitt, S (2003) **Managing Outcomes: a Guide for Homelessness Organisations** (Charities Evaluation Service: London)

<http://www.ces-vol.org.uk/downloads/managingoutcomes-16-22.pdf>

### **A BIG Guide to using an Outcomes Approach** (The Big Lottery Fund)

The Big Lottery Fund describes itself as an outcomes funder. Its website has information for organisations intending to apply for funds with them about what outcomes are and how you can define them, measure progress and learn from your outcomes.

[http://www.biglotteryfund.org.uk/index/apply-uk/qa\\_explaining\\_difference.htm](http://www.biglotteryfund.org.uk/index/apply-uk/qa_explaining_difference.htm)

### **Outcomes online** (Charities Evaluation Service)

The Charities Evaluation Service has created this web based resource to help organisations set and monitor the changes and benefits that have resulted from their work.

<http://www.ces-vol.org.uk/index.cfm?pg=116>

## **External verification or accreditation**

The self assessment processes set up by the organisation should be able to verify the outcomes that an organisation has achieved. Organisation with additional resources can go further and have their self-assessments validated through external assessment. This usually leads to a quality mark or some recognition of this validation.

## **Quality Standards**

Many organisations seek to have the quality of their work analysed and accredited by external bodies to demonstrate that the work they do is to the highest standard. The most well known accredited standard is *Investors in People* which is widely used by the public, private and third sectors.

Many of the quality standards look at the work of an organisation as a whole. However, recently two standards have been developed which focus specifically on equality and diversity: *Investors in Diversity* and *Committed to Equality*.

## Investors in Diversity (IiD)

Investors in Diversity is a standard which helps organisations adopt and develop a set of characteristics and behaviours, which if embraced, can lead to real and sustainable gains through culture movement. It also enables organisations to measure their progress as well and be recognised for achievements.

### Investors in Diversity - Aim:

To support and enable organisations to adopt, develop and benchmark behaviours and practices, which promote inclusion, equality, diversity and achievement.

### Investors in Diversity – Objectives:

1. Support candidate organisations that are committed to inclusion.
2. Assist candidate organisations to learn about their stakeholders.
3. Support candidate organisations to develop and sustain an inclusive and adaptive organisational culture and environment.
4. Help candidate organisations to measure their success.
5. Provide accreditation to achieving candidate organisations.

IiD offers a user-friendly route map to an organisation, to higher achievement in equalities. It supports organisations towards inclusion of all stakeholders via an informed and self-determined organisational culture shift. It measures distance travelled against a cross-sectoral national standard and it offers recognition for successes.

*Investors in Diversity* is based at the National Centre for Diversity at Leeds Trinity and All Saints in Leeds. An 'Investors in Diversity' (IiD) advisor trained by the National Centre for Diversity is allocated to organisations that formally begin working towards the IiD standard and process.

Any organisation, no matter how many members of staff it has, can work towards accreditation. Investors in Diversity provides an outline as to how the organisation can develop its systems, processes and behaviours to be able to achieve the standard and become accredited. Each organisation receives a minimum of two days support as part of the advice phase. This includes an induction day, during which an activity plan will be produced. This will be followed by the consultation process and an action plan.

The second day includes a shared review to determine if the organisation can go forward to the formal assessment. Central to the whole IiD process is the 360° stakeholder consultation process by which the organisation is able to identify its strengths and areas for improvement. All staff (and an appropriate selection of wider stakeholder groups) need to be consulted.

The liD 'journey' can take between 12 and 18 months to ensure that diversity and equality practices, processes and behaviours become embedded and are also sustainable. The organisation needs to identify a diversity lead person and diversity champion to lead the process. This person needs to be part of the senior management team. However it is important that each person in the organisation is informed about the process so that there is awareness among all the employees.

The cost is determined by the number of staff in each organisation. At the time of writing this chapter there was a flat registration cost and days were charged at £550 per liD advisor.

### **Investors in Diversity at the National Centre for Diversity**

National Centre for Diversity  
C/o Trinity All Saints  
Brownberrie Lane  
Leeds, LS18 5HD  
Tel: 0113 2837100  
Fax: 0113 2837200  
Email: [miriam@nationalcentrefordiversity.com](mailto:miriam@nationalcentrefordiversity.com)  
[www.nationalcentrefordiversity.com](http://www.nationalcentrefordiversity.com)

### **Committed to Equality**

Committed to Equality Diversity Assured is an accredited standard that organisations can gain to confirm and demonstrate their equality and diversity policies and practices. If an organisation wants to become accredited it can register online. Once the organisation has registered then it can use the members' area on the website and will have access to one of the 120 advisors that work for c2e.

The Diversity Assured programme covers six equality strands as well as other equality areas. It also looks at recruitment, retention, promotion, the suppliers and service users. The Diversity Assured programme includes a self assessment, with advisor support available at the end of a telephone through the programme, because it is believed that the organisation should take ownership of the process. The organisation has to elect someone to be responsible for carrying out the self assessment and work associated with the programme.

Each week the organisation is asked to update progress on the equality and diversity self assessment questions. This helps the advisor to tailor and plan the actions needed for the organisation to improve its practices. Advisor support is available through the programme to help the organisation. The end goal is for the organisation to answer yes to the all the self assessment questions.

The programme takes 15 hours of time to complete over a six week period. It is therefore expected that the employer will dedicate three hours a week. When the organisation is judged ready to be audited, an advisor will arrange to go onsite to audit and assess the organisation's policies and practices. The auditor discusses with management the different policies, practices and procedures in place and how they can be improved. In general 85% of businesses and organisations taking part become accredited after the six weeks are up.

After six months a mentor re-contacts the organisation to see what progress has been made and to arrange the re-audit. Organisations are reassessed annually. The Diversity Assured standard helps to ensure that the organisation has good practices in place and becomes an employer of choice.

Part of the work looks at the way that an organisation can influence its suppliers. Committed to Equality has worked with a number of local authorities to look at, for example, the way they manage contracts with suppliers and focus on keeping equality and diversity at the heart of the agenda. As well as focussing on six equality strands, Committed to Equality also introduce work around other groups that face exclusion such as ex-offenders.

At the time of writing this chapter the cost for the whole process was £750 for organisations that have 50 members of staff or less. On average £2.00 was charged for each additional member of staff in the organisation.

### **Committed to Equality**

Angel House

Portland Square

Bakewell, DE45 1HB

**Tel:** 01629 815777

**Email:** diversityassured@c2e.co.uk

[www.c2e.co.uk](http://www.c2e.co.uk)

## **Non-Diversity Specific Standards**

### **Investors in People**

The Investors in People standard has been awarded to many third sector organisations. It is a generic standard which aims to improve the performance of organisations through their people management and development. The standard is externally assessed resulting in a quality mark which is valid for three years.

Equality and diversity are covered in the programme. Please view the following link for more information:

<http://www.investorsinpeople.co.uk/Standard/Developingthestandard/EqualityDiversity/Pages/Diversity.aspx>

### **Investors in People**

7-10 Chandos Street

London, W1G 9DQ

**Tel:** 0207 467 1900

**Fax:** 0207 636 2386

[www.investorsinpeople.co.uk](http://www.investorsinpeople.co.uk)

## Matrix Standard

The Matrix Standard is an evidence-based approach to self-assessment of policies, procedures and practices. The system aims to assist organisations with identifying areas for improvement and development in their service delivery. The stages of the standard include the development of a Continuous Improvement Plan. The standard can be applied to internal services, external services or both, and as a result is flexible in approach.

### **EMQC Ltd**

Pentagon House  
Third Floor South Wing  
Sir Frank Whittle Road  
Pentagon Island  
Derby, DE21 4XA  
Tel: **01332 866 902**  
Email: [bookings@emqc.co.uk](mailto:bookings@emqc.co.uk)  
[www.matrixstandard.com](http://www.matrixstandard.com)

## Investing in Volunteers

Investing in Volunteers was created to help an organisation that works with volunteers to improve the way it does this. A toolkit can be downloaded from their website ([www.investinginvolunteers.org.uk](http://www.investinginvolunteers.org.uk)).

A substantial amount of work that needs to be done to obtain the quality standard is based on taking steps to recruit volunteers that are representative of the local community. One of the ways in which they ask organisations to prove this is by providing demographic information.

### **Volunteering England**

Regents Wharf  
8 All Saints Street  
London N1 9RL  
United Kingdom  
Tel: +44 (0)845 305 6979  
Fax: +44 (0) 20 7520 8910  
Email: [iiv@volunteeringengland.org](mailto:iiv@volunteeringengland.org)  
[www.investinginvolunteers.org.uk](http://www.investinginvolunteers.org.uk)

## Self Assessment

Self assessment is another way in which you can assess your organisation's work on equality and diversity. There are many quality assurance systems and toolkits in the domain that can help you do this.

## Quality Assurance Systems

Third sector organisations want to provide the best quality of services to their service users and other stakeholders (those people and groups that have an interest in what the organisation does, be it funders, service users or other interested parties).

A quality assurance system is a formal management system that can be used to strengthen an organisation, raise the standard of work to make sure everything is done consistently and to set out expectations that a quality organisation should meet<sup>3</sup>. A quality assurance system adds value to an organisation that seeks to improve its services.

There has been an increased interest from the third sector in quality systems and standards. The demand has been driven partly by funders and partly by the sector itself in its desire to demonstrate that it is providing quality services both to its service users and other stakeholders<sup>4</sup>. Most organisations use some form of quality assurance system to analyse their performance, identifying what they do well and where they can do better.

There are many quality systems from which organisations can choose. Some of these cover the basic functions of an organisation and others focus on particular aspects of an organisation's work. A number of agencies have also developed systems for third sector organisations that work within particular fields. Here we present a number of the most commonly used quality assurance systems and explain how they can be used to help improve the quality of your work on equality and diversity.

### Quality First

Quality First was designed by the Birmingham Voluntary Service Council to help small voluntary organisations improve the way they operate. It is specifically designed to help improve organisations run entirely by volunteers. It breaks down the work of the organisation into separate quality areas and a whole section is dedicated to "promoting equality and fairness".

Level one requires evidence to show organisations have:

- an equal opportunities plan and policy;
- a managing body and volunteers representative of the community; and
- monitored services for ethnicity, gender and disability.

Level two requires evidence to show organisations have:

- provided access to training on equal opportunity issues for management, committee members and volunteers;
- monitored and reviewed the plan;

3. Charities Evaluation Service (2002) *First Steps in Quality* (CES: London).

4. Ibid.

- included equal opportunity issues in service planning; and
- offered services to a wide range of people

Quality First can be purchased from the Birmingham Voluntary Services Council.

It costs £30 excluding postage and packaging

### **Quality First**

138 Digbeth High Street

Birmingham, B5 6DR

Tel: 0121 643 4343

Fax: 0121 643 4541

Email: [claudiap@bvsc.org.uk](mailto:claudiap@bvsc.org.uk)

[www.bvsc.org.uk](http://www.bvsc.org.uk)

### **PQASSO**

The Practical Quality Assurance System for Small Organisations (PQASSO) is among the most well used quality assurance systems in the third sector. It aims to get organisations to include everyone in the organisation to self-assess and think about what they are doing right and what they can be doing better. It can be used with small, medium and large sized organisations, or projects within very large organisations.

PQASSO is broken down into 12 quality areas which look at separate areas of an organisation's work, including governance and management. Equal opportunities and valuing diversity is one of PQASSO's six guiding principles and values. Hence equality and diversity is an integral theme within all the quality areas and is reflected in many of the indicators.

Organisations can choose to implement PQASSO at levels 1, 2 or 3, depending on their size and experience. Level 1 sets the foundations for equality and diversity, for example, an indicator in the Leadership and management quality area, requires organisations to meet all legal obligations. It suggests knowledge and compliance with health and safety, equal opportunities and disability discrimination legislation as evidence to demonstrate this. Level 2 is more strategic in relation to equality and diversity, for example, an indicator in the Results quality area asks that organisations' user profile is consistent with identified needs and relevant demographic information, and suggests equal opportunities monitoring information as evidence to demonstrate this. By level 3 organisations are expected to have implemented an ingrained culture of equality and diversity.

The benefits of using PQASSO is the way it makes organisations address equality and diversity in almost every area of its work as part of a wider remit of improving their performance on quality.

The PQASSO Quality Mark is an externally assessed 'kite mark' to show that organisations have met the PQASSO standards. The external assessments are done by peers reviewers who come from different organisations within the third sector. If a peer review indicates that you have met the standards then you will receive the PQASSO Quality Mark logo. The PQASSO Quality Mark is valid for 3 years.

PQASSO costs £95.00 (excluding postage and packaging). The charge for a PQASSO Quality Mark peer review is currently between £1,055 and £1,755 plus expenses and VAT depending on the size of the organisation and the level at which it wants to be reviewed.

PQASSO can be obtained from Charities Evaluation Service

<http://www.ces-vol.org.uk/index.cfm?pg=42>

### **Charities Evaluation Service**

4 Coldbath Square

London, EC1R 5HL

Tel: 020 7713 5722

Fax: 020 7713 5692

Email: [enquiries@ces-vol.org.uk](mailto:enquiries@ces-vol.org.uk)

[www.ces-vol.org.uk](http://www.ces-vol.org.uk)

### **Diversity Excellence Model**

The National School for Government has adapted the European Foundation for Quality Management (EFQM) model to create the EFQM Diversity Excellence Model which uses self assessment that can be applied specifically to address diversity in all aspects of an organisation's work.

The centre believes that no one knows an organisation better than the people that actually work in it. The model enables organisations to measure progress and identify areas for improvement, placing emphasis on mainstreaming of equality and diversity. It raises awareness about diversity issues, and helps organisations identify weaknesses and strengths within their work. Organisations are given a guide and assessment tool which they can use to implement the model within the organisation. They are also able to have their work on equality and diversity benchmarked.

### **National School for Government**

Sunningdale Park

Larch Avenue

Ascot, SL5 0QE

Tel: 01344 634000

Disabled Persons Officer: 01344 634283

Fax: 01344 634233

[http://www.nationalschool.gov.uk/organisational\\_development/Diversity/diversity\\_excellence\\_model/index.asp](http://www.nationalschool.gov.uk/organisational_development/Diversity/diversity_excellence_model/index.asp)

## Toolkits

Toolkits are also an extremely useful resource for analysing your own equality and diversity policies. They often contain instructions on how to implement better practice that can lead to change and contain case studies which are useful to get ideas from. They are often a useful way of implementing better practice for smaller organisations as they are often free or relatively cheap.

Some general equality and diversity toolkits as well as strand specific ones are listed below:

### **Making Diversity Happen! A guide for voluntary organisations (National Council for Voluntary Organisations (NCVO))**

This is a practical guide for developing diversity policies and strategies. The guide uses an approach that is based on defining diversity and involving the concept in the organisation's mission and aims. The guide also looks at how to involve volunteers, service users and employees in developing and implementing a diversity strategy. It includes case studies and a checklist.

The publication can be purchased from NCVO for £15 or £10.50 for members.

#### **NCVO**

Regent's Wharf

8 All Saints Street

London, N1 9RL

Tel: 020 7713 6161

Fax: 020 7713 6300

Email: [ncvo@ncvo-vol.org.uk](mailto:ncvo@ncvo-vol.org.uk)

<http://www.ncvo-vol.org.uk/publications/showall.asp?id=1468>

### **Development through Diversity (BASSAC)**

BASSAC's toolkit comprises a range of practical ideas for community organisations to use as a starting point in developing a diversity strategy. The toolkit presents a series of ten steps, with a focus on understanding the principles of diversity, involving the whole organisation, undertaking self assessment and addressing barriers.

The toolkit is intended as reference material, allowing for a non-proscriptive, flexible approach. It is full of case studies and ideas on how organisations can implement better practice.

The toolkit can be accompanied by a book of eight case studies documenting the ways in which community organisations undertook steps to promote diversity as part of BASSAC's grant programme.

The toolkit costs £10 and the book of case studies £5, or £12.50 for both

<http://www.bassac.org.uk/uploads/File/diversity%20order%20form.pdf>

## **BASSAC**

33 Corsham Street

London, N1 6DR

Tel: 0207 336 9417

Fax: 0845 241 0376

Email: [info@bassac.org.uk](mailto:info@bassac.org.uk)

[http://www.bassac.org.uk/pages/other\\_publications.html#dtdcasestudies](http://www.bassac.org.uk/pages/other_publications.html#dtdcasestudies)

### **Measuring Effectiveness**

This is a self-evaluation toolkit designed by the Charities Evaluation Services and the National Association of Councils for Voluntary Service (NACVS). Although this is not a toolkit that looks specifically at equality and diversity, it is useful because it is designed to help organisations improve their monitoring and evaluation activities.

The toolkit contains a framework for self-evaluation, a step-by-step process by which organisations can identify what they want to evaluate. It can be used for different areas of the organisation's work including training. It contains information on using different methods for gathering data and guidance on writing evaluation reports.

Measuring Effectiveness can be downloaded from the National Association for Voluntary and Community Action's (NAVCA) website.

## **NAVCA**

The Tower

2 Furnival Square

Sheffield, S1 4QL

Tel: 0114 278 6636

Fax: 0114 278 7004

Textphone: 0114 278 7025

Email: [navca@navca.org.uk](mailto:navca@navca.org.uk)

<http://www.navca.org.uk/publications/meseffect/>

### **Diversity Works for London**

This website was an initiative of the Mayor of London and is funded by the London Development Agency. The purpose of the site is to promote the business case for diversity and to have diversity mainstreamed into every aspect of business in London. The website contains information on implementing diversity policies and practices. This includes how to create a diversity strategy, devise a diversity policy and how to conduct an equality audit. There are case studies that exemplify good practice. The website also has a diagnostic tool where you can answer questions and find out how well your organisation is doing on equality and diversity. The website is a free resource:

[www.diversityworksforlondon.com](http://www.diversityworksforlondon.com)

### **The Cornwall Diversity toolkit (Cornwall Infrastructure Partnership)**

The toolkit was originally written for organisations based in Cornwall. Although it contains information that is specific to Cornwall it is suitable for all third sector organisations pursuing excellence in equality and diversity. The resource covers definitions, analysis of attitudes and perceptions, self assessment framework, good practice guides, case studies and information on legislation.

The toolkit can be downloaded from:

<http://www.voluntaryskills.com/resources/downloads/equality/?PHPSESSID=3ea03a01857c9dc54>

### **The Complete Equality and Diversity Training Toolkit (Geriproject)**

The Gender Equality and Race Inclusion Project has produced this toolkit on a CD-ROM. The training consists of eight modules designed to be delivered internally to develop the knowledge, awareness and skills needed for participants to incorporate equality and diversity into their everyday work. The toolkit includes a training needs analysis tool.

The toolkit CD-ROM costs £110 and can be purchased from:

[http://www.geriproject.org/equality\\_and\\_diversity\\_services/1169137247.173/1165250930.657/](http://www.geriproject.org/equality_and_diversity_services/1169137247.173/1165250930.657/)

#### **GERI Project Ltd**

PO Box 7421  
Annan, DG12 6WW  
[www.geriproject.org](http://www.geriproject.org)

### **Equalities and Communities: Challenge, Choice and Change (Community Development Foundation)**

This is a book for community organisations. It gives a common framework for combating inequality and discrimination in a way which empowers the communities and individuals that the organisations reading it work with. The book costs £9.95 and can be purchased from the following website.

[http://www.nsfund.org.uk/pooled/articles/BF\\_DOCART/view.asp?Q=BF\\_DOCART\\_291761](http://www.nsfund.org.uk/pooled/articles/BF_DOCART/view.asp?Q=BF_DOCART_291761)

#### **Community Development Foundation**

Unit 5, Angel Gate  
320 – 326 City Road  
London, EC1V 2PT  
[www.cdf.org.uk](http://www.cdf.org.uk)

## Diversity Driver (Fairplay Partnership Yorkshire and Humber)

The partnership works to mainstream equality and diversity in the workplace. Their self assessment tool allows organisations to benchmark their diversity management, providing a baseline for improvement and helps determine what an organisation's diversity priorities should be. It is based on the EFQM Excellence model. The toolkit is intended to be used by organisations of any size or sector.

The toolkit is free for organisations that work in the Yorkshire and Humberside Region. For other organisations a small charge is made.

### Fairplay Partnership Yorkshire and Humber

The Gatehouse

Mansion Gate

Chapel Allerton

Leeds, LS7 4RF

Tel: 0113 2622789

<http://www.fairplaypartnership.org.uk/diversitydriver.html>

## Directories

### Equalities Resources (NAVCA)

This is a listing of publications and websites available from the National Association for Voluntary and Community Action.

[www.navca.org.uk/localvs/equalities](http://www.navca.org.uk/localvs/equalities)

### Runnymede Trust

The Runnymede Trust has a page on its website with links to equality and diversity agencies in the UK.

<http://www.runnymedetrust.org/resources/links.html>

### Housing Diversity Network

The Housing Diversity Network has database of organisations representing and working with diverse groups.

<http://www.housingdiversitynetwork.co.uk/resources/directory.asp>

## Equality and Diversity Forum (EDF)

The EDF has an extensive database of website links for third sector and statutory organisations. Agencies can be searched by name, location, sector and equality strand.

<http://www.edf.org.uk/orgsearch/orgsearch.aspx>

## Libraries

### Directory of Social Change Library Service

Guides to good practice in all strands of equality can be found in the Human Resources section of the library. The library holds many publications on recruitment and selection, legal requirements and quality standards. The reference and reports section also contains publications on cultural diversity.

A full catalogue can be found at [http://www.dsc.org.uk/charitybooks/library\\_service.html](http://www.dsc.org.uk/charitybooks/library_service.html)

### The Runnymede Collection at Middlesex University Library

This library holds a collection of books, pamphlets, research reports, press cuttings and bulletins concerning equality and diversity issues. Subjects include race and racism, immigration, citizenship, social services, housing, health, prisons, education, population trends and human rights.

The online catalogue can be found at

<http://www.mdx.ac.uk/runnymede/books.htm>

### Housing Diversity Network

The Housing Diversity Network has an online library of publications covering best practice guides and community cohesion.

<http://www.housingdiversitynetwork.co.uk/resources/library.asp>

## Websites

### Voluntary Matters 3

Voluntary Matter 3 is a media trust that specialises in aiding communication between charities. The website contains diversity case studies from the TV

programme and other resources specifically for those working with volunteers. It includes a scenario test relating to diverse interviewees, a quiz, a discussion forum, publications and links to other resources.

[www.voluntarymatters3.org/diversity/introduction/index.html](http://www.voluntarymatters3.org/diversity/introduction/index.html)

### **Biznet, Yorkshire and Humber Race Equality Toolkit**

This website provides information on equality for businesses working in the Yorkshire and Humber region, although it can be of use to other organisations. It contains news updates, information on legislation, guidance and case studies.

[www.biznet.org.uk](http://www.biznet.org.uk)

# A Guide to Equality and Diversity in the Third Sector



[www.improvingsupport.org.uk/equalityanddiversity](http://www.improvingsupport.org.uk/equalityanddiversity)

Your gateway to third sector support, information and resources.

