

**Equality Objectives 2018 – 2022**  
**Actions for 2018 - 2020**

<b>Actions</b>		<b>Lead Responsibility</b>	<b>Timescale</b>	<b>Measures</b>	<b>Impact</b>
<b>1) Creating, developing and supporting a more diverse workforce</b>					
1	Analyse staff lifecycle data to address under-representation, and highlight areas for review and improvement	HR Team	People Report reviewed by UEC annually in April.	Indication of greater diversity in our recruitment and selection processes and have staff development processes without bias.	Achieve a more diverse workforce. All staff have equal access to training and development.
2	Undertake our Gender Pay Gap analysis. Draft, monitor and evaluate associated actions.	Equality and Diversity Manager	Publish in Government Portal by end of March 2019. Evaluate action plan annually in July.	Analysis shows an improvement or a comprehensive explanation for the figures. Action plan and figures published in the Government Portal.	University develops a transparent approach to pay, and actively works to reduce any gender pay gaps.
3	Carryout an Equal Pay Review and report to UEC.	Equality and Diversity Manager	Report to UEC in October 2018	Compare analysis with Review undertaken in 2016. Report to UEC highlights any patterns and trends, making recommendations.	University develops a transparent approach to pay, and actively works to reduce any pay gaps.
4	Review current recruitment and selection training. Make any appropriate amendments.	Organisational Change and People Development Manager	March 2019		
5	Continue to progress towards Level 3 of Disability Confident.	Equality and Diversity Manager	February 2020	Achieve Level 3 becoming a "Disability Confident Leader".	Actively recruit and retain disabled staff. Create a more inclusive working environment. Increase

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					disclosure of staff disability.
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6	Continue to make progress to improve our ranking in Stonewall's WEI	Equality and Diversity Manager	Make a submission September 2019	Ranking in WEI. Aspiration to be in Top 100 by 2020.	Creation of a more inclusive university for all staff.
7	Establish and support a female Professorial Group	Head of the School of Education	October 2018	Support female Professors and Readers to make applications for career progression earlier	Increase the diversity in our talent pipelines.
8	Continue with professional development for our Aurora Graduates.	Organisational Change and People Development Manager		Continue to grow the number of Aurora graduates and increase the number of strategic projects/opportunities available.	Aurora graduates have experience to complement their learning to support their career progression.
9	Relaunch harassment and bullying support for staff and students  (links to the change the culture project)	HR & SS & SU working together	October – December 2018  January – March 2019	<ul style="list-style-type: none"> <li>- Launch new procedures</li> <li>- Re-launch Dignity Advisers with training/support and marketing</li> <li>- Launch new system to enable staff and students to be able to report concerns/incidents of abuse/hate/harassment with confidence, and if preferred anonymously</li> </ul>	TBC

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<b>2) Aspiring to, Embedding and Celebrating Success</b>					
1	SU to run a Celebrating Diversity Campaign	SU Welfare Officer  (with support from SS/SU Campaigns Group)	November 2018		Increase levels of understanding amongst students and engage more in reducing inequality and valuing diversity.
2	Continue to develop the equality and diversity social media presence via Twitter, blog, You Tube and the internet.	Equality and Diversity Manager	Ongoing	Maximise impact of existing social media resulting in an increase in Twitter followers, followers of the blog, comments on the blog, number of guest bloggers, time spent on internet page.	Increased profile of diversity and inclusion activities internally and externally. Enhance our reputation and support becoming an Employer of Choice.
3	Continue with activities to progress against the Workplace Wellbeing Charter Assessment	HR Business Partner	July 2019	Continue to progress against the Charter	Improve the health, including mental health, and wellbeing of our staff.
4	Develop existing activities to celebrate and profile diversity and inclusion, engaging staff and students across the university.	Equality and Diversity Manager	Academic year 2018/19		Engage more staff who lead on events and embed more good practice into everyday business.

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5	Expand “Steps into Work” programme with National Star College	HR Adviser	July 2019	Offer two supported internships as a minimum.	Increase employment prospects for learners from Star College. Increase awareness of disability for our staff offering supported internships.
<b>3) Improving our students’ experiences</b>					
1	Implement the Student Wellbeing Strategy.	Director of Student Services	See separate action plan		
2	Experiment with different approaches to deliver diversity and inclusion “training”.	Equality and Diversity Manager	July 2019	Create a library of digital resources.	Diversity and inclusion information accessed by greater number of academic and professional services staff and students. Increased level of understanding.
3	Develop mature students’ induction activities and defined on-going engagement & support to aid their retention and success	Head of Service Development  Head of Student Wellbeing	August 2019	Review feedback from 2018 mature students’ induction and make appropriate changes to 2019 offer.  Increase usage of services by mature students	Improved transition of mature students in to University experience

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4	Future Plan: (linked to Access & Participation Plan)	Head of Internal Partnerships and Programmes			
5	Internationalisation Strategy	Deputy Vice Chancellor		See separate action plan	
6	Continue to deliver, and evaluate the impact of the “Challenge for Change” project.	Equality and Diversity Manager	Evaluation complete by December 2018.	Completed evaluation submitted to Advance HE and shared internally to disseminate good practice	Activities sustained via embedding into university practice.
7	Ensure that the University’s ‘Access & Participation Plan’ informs and is informed by the Equality Objectives	Director of Student Services Equality & Diversity Manager SU CEO	On-going	Ensuring representation on the oversight group to: - ensure that current commitments are implemented & monitored - help devise next iteration of plan, ensuring link to Equality Objectives	Co-delivery of equality measures and influencing the student experience from the outset
8	Review current student applicant interview & selection processes and associated training. Make any appropriate amendments.	ADU	December 2019	Working to ensure that tutors who interview applicants all receive training on fair selection, unconscious bias and equality and diversity.	A more diverse student population?