Equality & Diversity Annual Report
April 2016

Executive Summary

This report provides an interim update on progress on the University's approach to mainstreaming equality and diversity through the implementation of our Equality Outcomes Framework 2013-2017. The report focuses on progress made from April 2015 to April 2016.

GCU's Equality Outcomes Framework sets out our approach to mainstreaming equality and diversity at strategic, structural and individual levels. This supports our responsibilities under the public sector equality duties identified in the Equality Act 2010. Equality and diversity are integral to our mission as the University for the Common Good. Our Strategy 2020 demonstrates this in practice, with our strategic goals designed to transform lives through education, enriching cities and communities through research, innovating for social and economic impact and engaging globally and aligning with others in partnership and collaboration.

An overview of progress on the specific actions within the Framework is provided in the report. The first two years of our Equality Outcomes Framework were documented fully last year in our mandatory Public Sector Equality Duty report, published in April 2015. This briefer report describes the actions and progress in year three of the four year Framework. A fuller report will again be prepared next year in line with the requirements of the Public Sector Equality Duty.

The Equality Outcomes remain the same but specific actions have been refined to take account of the previous year's activities. These actions include: further embedding the Equality Champion role and consolidation of School/Directorate local action plans through increased engagement with senior managers, supporting culture change by increasing awareness of unconscious bias, and running targeted campaigns.

Other actions have focused on ensuring the accessibility of GCU in the widest sense, including ensuring accessibility is considered at the core of our Heart of Campus development, and working towards the achievement of the Athena SWAN Bronze award.

We have continued to emphasise the importance of equality impact assessments and continue to work to embed them. We have been preparing materials to promote rigour in the use of EIAs in our formal committee and decision making fora and processes. We have also developed our data collection and analysis so that our actions are relevant and responsive.

Further information is available on Equality and Diversity webpages www.gcu.ac.uk/equality or by contacting Adrian Lui, Equality and Diversity Advisor at A.Lui@gcu.ac.uk.

Introduction

Our Equality Outcomes support our vision of a culture at GCU that is inclusive of all sections of society and responsive to the needs of individuals, and ultimately our commitment as the University for the Common Good. As well as helping to fulfil our duties under the Equality Act 2010, our Equality Outcomes support our Dignity at Work and Study Policy, where we emphasise the importance of dignity and respect, and promoting equality and valuing diversity. The Policy outlines the rights and responsibilities associated with this commitment and our Zero Tolerance approach to any form of unlawful discrimination, including harassment, victimisation, racism, sexism, homophobia or any other unacceptable behaviour towards any member of our community.

Our Equality Outcomes[1] are:

- Leadership (Equality Outcome 1): The University has clear leadership on equality and diversity, supported by a strong infrastructure.
- Understanding (Equality Outcome 2): Students and staff understand equality, diversity and dignity so that they are able to participate in an inclusive environment.
- Environment (Equality Outcome 3): GCU campuses are physically and culturally accessible to students, staff and stakeholders.
- Communications (Equality Outcome 4): GCU's marketing and communications actively promote equality and reflect the diversity of the University community.
- Data (Equality Outcome 5): The University has a comprehensive and robust set of student and staff equality and diversity data that will give us an accurate picture of our community and enable accurate analysis of under representation.

The set of Equality Outcomes has been supported by an annual programme of work, which details a number of specific, shorter-term actions with tangible measures of success. Progress against these actions is incorporated within this report.

Overview of achievements

From April 2015 to April 2016, we have made significant progress in relation to implementing our Equality Outcomes, and mainstreaming equality and diversity. Some key highlights within each Equality Outcome include:

Leadership

- Widening the coverage of Equality Champions across Schools and Directorates.
- Increasing engagement and communication with Senior Managers and their role in developing local School/Directorate action plans.
- Establishing academic School Equality and Diversity Committees.
- Widening the membership of the University's Equality and Diversity Committee.

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[1] The original six Equality Outcomes were reviewed in 2014 upon completion of the Outcome defined as "Students and staff understand the mechanisms for reporting discrimination and harassment"

- Reviewing our policies and activities around recruitment to our governing body.

Understanding

- Developing a team of trainers and range of learning resources and materials to roll out a programme of Unconscious Bias training, tailored to the needs and contexts of teams and departments.
- Continuing to embed equality and diversity in the staff and student experience, through induction, development events and academic programmes.

Environment

- Continued integration of accessibility issues in the Heart of Campus developments.
- Campaigns raising awareness of our Harassment Contacts and commitment to dignity at work and study.

Communications

- Developing and implementing a dedicated Equality and Diversity Communications Plan.
- Improving the structure and content of the University's Equality and Diversity website.
- Increasing the visibility and presence of equality and diversity in our core communication channels.

Data

- Including equality and diversity related data in our core workforce reporting.
- Using our data collection and presentation methodology from our Athena SWAN work to develop data sets for other protected characteristics.
- Establishing an Equal Pay working group, a sub-group of our Joint Consultative Committee, to work in partnership with Trade Unions to conduct a full equal pay audit.

School and Directorate commitment

The commitment in Equality Outcome 1 to support a network of Equality Champions is helping to embed equality and diversity across the University through the all important activity at a School and Directorate Level.

Equality Champions

- The School and Directorate Equality Champions continue to be supported and developed by the Equality and Diversity Advisor on a one-to-one level, as well as at a group level - they participate in three network events per year, where action plans, good practice and challenges are shared and discussed.

School and Directorate Action Plans

- The School and Directorate Action Plans have been further developed with the input of colleagues across teams, and the support of senior managers. The action plan template was reviewed to help Schools and Directorates to establish a more direct alignment with the University's Equality Outcomes Framework so that actions and activities at local level explicitly support the central Outcomes. Common action plan themes include staff engagement and development, equality impact assessments, communications and using an evidence based approach to planning.

School Equality and Diversity Committees

- Academic School Equality and Diversity Committees have been constituted as part of a School's governance arrangements. This establishes a focus for local responsibility and the mechanism for action plans to be developed, challenged and reviewed, and for any issues and concerns around equality and diversity to be raised within the School and transmitted effectively for support, advice or action (e.g. to School Board, SMG) and centrally to the Equality and Diversity Committee.

Progress on objectives and actions

The remainder of the report is a systematic account of the objectives and actions at central and local levels which give practical expression to the University's commitment to equality and diversity. The use of the traffic light system helps the reader see the state of play at a glance and reflects our own self-assessment.

Key to status:

Green	Good: project on track
Amber	Mixed: some concerns about the project which could be damaging if not addressed
Red	Problematic: some concerns which could not just be damaging to the project but potentially to the University's overall performance

2015-2016 AIM 1: AN INCLUSIVE AND RESPONSIVE CULTURE

SUPPORTED BY: EQUALITY OUTCOMES 1 & 2

Equality Outcome 1: The University has clear leadership on equality and diversity from Executive Board, and strong commitment from University Court, in line with the Code of Good HE Governance, supported by a strong infrastructure to support mainstreaming of equality and diversity and delivery of our Equality Outcomes

Objective	Action	Responsibility	Measures/Progress	Status
1.1 Support and embed Equality and Diversity Champion role	Agree action plans for each School/Directorate, based on evidence and demonstration of 'need'	Deans/Directors	Each School/Directorate has accountability for managing action plan (communicated to senior managers January 2016)	Amber[1]
	Agree mechanisms and responsibilities for auditing activity and measuring impact as part of action plan, including the establishment of academic School Equality and Diversity Committees		E&D is regularly considered and discussed at School and Directorate SMG meetings; Deans/Directors use data to inform actions. Progress is reported and summarised for E&D Committee using the standard action plan template for Schools and Directorates (completed October 2015 and April 2016)	Green
	Champions participate in network meetings (Sept 2015, Jan 2016, May 2016)	Director of People	Meetings held Sept 2015 and Jan 2016; notes and actions circulated	Green
	Champions report on progress to People Services (Sept 2015, Mar 2016)		Reports provided by areas in Sept 2015 and Mar 2016	Green
	People Services to collate reports and present to Equality and Diversity Committee (Oct 2015, Apr 2016)		Progress reported to E&D Committee Oct 2016 and Apr 2016	Green

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[1] Amber due to turnover of Equality Champions in some areas resulting in action plans not being developed or updated

Objective	Action	Responsibility	Measures/Progress	Status
1.2 Support the governance and equality and diversity reporting to key University committees	Support the business of the Equality and Diversity Committee	Director of People	Meetings held Oct 2015 and Apr 2016	Green
	Provide reports on progress to Executive Board, Senate, University Court		Annual Report approved and published by 30 Apr each year	Green
1.3 Develop actions and activities around increasing the diversity of University Court	Implement ECU governing bodies research report recommendations	University Secretary	Unconscious bias training session run for Court members prior to last governor recruitment activity	Green
1.4 Support the Equality Impact Assessment of GCU policies, strategies and decisions	Communicate EIA requirement via annual policy review process	University Secretary	Increased number policy owners engaged in EIAs process following communication in 2015 annual policy review, and will be confirmed as having been completed as part of the annual policy review process wef July 2016, and committee coversheets. The amber rating reflects the continuing challenge that EIAs pose rather than the lack of institutional mechanism to require their completion	Amber[2]
	Run briefing sessions for policy owners, committee chairs and clerks on EIA process	University Secretary, Equality and Diversity Advisor	Include explicit questions on EIA on all committee coversheets. Briefings delayed pending agreement and IT support to develop new committee coversheet	Amber[3]

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[2] Amber due to the need for more policy owners to embed EIA considerations into their policies, strategies and decisions
[3] Amber due to delay in development of new committee coversheets

Equality Outcome 2: Students and staff understand equality, diversity and dignity so that they are able to participate in an inclusive learning and working environment, to promote good relations between people from different groups

Objective	Action	Responsibility	Measures/Progress	Status
2.1 Consolidate existing training provision in the staff experience	Continue to embed in core provision (e.g. staff induction, People Passport) Continue roll out online course to all staff, with support of Equality and Diversity Champions and SMGs	Deans/Director, Director of People	54% of staff completed online E&D course by April 2015; 61% have completed by April 2016. Other staff have experienced other E & D training where it is an integral requirement of their professional specialism. Staff can demonstrate understanding of E&D and how it relates to their role	Green Green
2.2 Develop and deliver unconscious bias training, tailored to the needs of teams and departments	Develop resource bank of training materials and team of internal trainers to deliver sessions Identify participants via Equality Champions and SMGs; agree method/timetable of delivery Deliver sessions in Staff Development Week Deliver tailored sessions to managers, teams and departments	Director of People Deans/Directors Director of People Director of People	Qualitative feedback from participants Number of participants - 120 consisting of SMGs, Departments, and all staff groups Sessions delivered – positive feedback led to integration into future development weeks Sessions delivered to specific cohorts including managers involved in organisational change	Green Green Green Green
2.3 Enable students to develop their 'Citizenship' graduate attribute through the inclusion of appropriate and relevant E&D content in programmes	*Actions currently under review as part of Common Good Curriculum development*	PVC Learning & Student Experience	E&D will be part of student learning experience/graduate attributes	Green

2015-2016 AIM 2: AN ACCESSIBLE AND INCLUSIVE ENVIRONMENT

SUPPORTED BY: EQUALITY OUTCOMES 3 & 4

Equality Outcome 3: The University environment is physically and culturally accessible to, and inclusive of, students, staff and stakeholders				
Objective	**Action**	**Responsibility**	**Measures/Progress**	**Status**
3.1 Embed equality and diversity and accessibility into Heart of Campus developments and activities	Continue with audit/action plan and Accessibility Group	Director of Estates	Meetings held and minutes provide evidence of complaints and issues raised in relation to accessibility across the Glasgow campus, including (Heart of Campus developments) and how they are addressed	Green
3.2 Implement the Flexible, Accessible, Inclusive and Real (FAIR) learning project of the Strategy for Learning (SfL)	Prioritisation of the 6 recommendations from the FAIR Curriculum Project Report, and how they are to be implemented during the lifespan of the SfL (2013 – 2020) E.g. Accessibility Policy, Development Centres designed and delivered for staff involved in programme design, online guidance developed for staff, Programme Leaders consider more negotiated forms of formative assessment.	PVC Learning & Student Experience	Evidence in GCU LEAD action plan - learning and teaching are accessible to students Due consideration of issues affecting students takes into account E&D issues, including mitigating circumstances, Needs Assessment Records	Green Green
3.3 Achieve the Athena SWAN Bronze University award	Appointment of dedicated team to undertake data analysis to inform and shape the action plan and develop associated narrative; GCU Women in STEMM Group to inform narrative and development of action plan for approval by Equality and Diversity Committee and EB	Athena SWAN Champion – PVC Learning & Student Experience	Application developed with input of key stakeholders including Executive Board and GCU Women in STEMM Group and submitted by deadline of 30 April 2016	Green

Objective	Action	Responsibility	Measures/Progress	Status
3.4 Achieve the Business Disability Forum's Disability Standard	Hold regular Disability Consultation Forum meetings to inform self-assessment, chaired by Disability Champion (Director of People) Work with leads for the 10 self-assessment areas e.g. 'Know-how', 'Adjustments', 'Recruitment' to capture evidence and action plan for specific activities Submit draft self-assessment Respond and submit final application	Disability Champion – Director of People	Feedback on self-assessment from Business Disability Forum; Achievement of Disability Standard Engagement with Business Disability Forum and further evaluation of the scheme have resulted in the conclusion it is not suitable for the University and we shall pursue other avenues. The Disability Champion role has also now been taken on by the University Secretary and Vice Principal	Amber[4] Amber[5] Green Amber[6]
3.5 Support and embed Harassment Contact role	Harassment Contacts participate in network meetings (Sept 2015, Jan 2016, May 2016) Run campaign to promote awareness of Harassment Contacts, policies/information	Director of People	Network meetings held (Sept 2015 and Jan 2016); notes and actions circulated Poster and postcard campaigns run; feedback received from Harassment Contacts, staff, students	Green Green

[4] Amber due to delay in response from Business Disability Forum and quality of feedback received
[5] Amber due to delay in response from Business Disability Forum and quality of feedback received
[6] Amber due to delay in response from Business Disability Forum and quality of feedback received

Equality Outcome 4: The University's marketing and communications activities across all Schools and Directorates actively promote equality and reflect the diversity of the University's students and staff

Objective	Action	Responsibility	Measures/Progress	Status
4.1 Ensure that equality and diversity are evident in the University's corporate messages and materials	Integrate equality and diversity into mainstream and core GCU campaigns Run specific internal campaigns are on the themes of GCU values, E&D, bullying and harassment/dignity and respect. Ensure the equality and diversity related messages are supported and implemented as part of the launch of GCU Values/Caledonian Code	Director of Marketing and Communications	Increased visibility of E&D in marketing and communication activities, including main GCU website and social media channels Evidence that E&D are part of corporate GCU marketing messages Staff, students and stakeholders are aware of the link between E&D and GCU's mission and values	Green Green Green
4.2 Maintain an informative and comprehensive equality and diversity website	Update to include new and relevant information and guidance as appropriate Monthly updates to live 'issues/news' section related to equality and diversity in higher education and protected characteristics	Director of People	People Services staff trained to develop and update equality and diversity website; Traffic i.e. user visit information from the Web Team Equality and Diversity Communication Plan supersedes this – the plan has been developed with the support of Marketing and Communications, and implementation has commenced addressing a number of communication channels including the website, social media and engagement with staff and senior managers, as well as E&D stories in our mainstream news items	Green Green

SUPPORTED BY: EQUALITY OUTCOME 5

Equality Outcome 5: The University has a comprehensive and robust set of equality and diversity data that will enable us to undertake accurate analysis				
Objective	**Action**	**Responsibility**	**Measures/Progress**	**Status**
5.1 Collect and analyse staff and student quantitative data	Continue to use agreed data set (based on Athena SWAN) as basis of data collection/analysis Promote use of Employee Self Service with a focus on collected 'new' protected characteristics data	Director of People, Director of Strategy and Planning	Evidence of E&D data as part of regular workforce and student reports	Green
5.2 Collect and analyse qualitative information on staff and student experiences through survey, focus groups and other engagement events	Use core GCU surveys and other feedback mechanisms to measure views and experiences of staff and students, including people with different protected characteristics on E&D	Director of People, Director of Student Experience	Evidence that feedback is taken into account in development of policies, strategies and other activities	Green
5.3 Implement the University's equal pay statement	Continue to undertake a full equal pay audit jointly through the JCC Equal Pay Audit working group	Director of People	Meetings held; minutes and actions track progress of group's work as guided by the JNCHES Equal Pay toolkit Data analysed and reported on; action plan to be developed and implemented to respond to any gaps identified	Green Green