



University for the Common Good

# Equality & Diversity Annual Report April 2018

## Executive Summary

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This is the first annual report on Glasgow Caledonian University's [Equality Outcomes 2017-2021](#). It focuses on progress made from April 2017 to March 2018. These equality outcomes follow our first set of outcomes, which covered the period 2013-2017.

Our equality outcomes are the results that we aim to achieve to help meet our Equality Act 2010 public sector equality duty obligations, specifically to eliminate discrimination, advance equality of opportunity and foster good relations. The outcomes are consistent with and further our mission as the University for the Common Good and our Strategy 2020.

Our Strategy 2020 demonstrates a strong approach to mainstreaming equality and diversity, 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.

The equality outcomes complement our core strategy by committing us to a series of specific actions to reducing inequalities and making a positive difference to students, staff and stakeholders. An overview of progress on year one of the four year plan is provided in this report. This

report shows that the majority of actions that have commenced are on track. The three amber rated actions are rated as such due to further checking and discussion required, so that we can be confident of institutional alignment.

The equality outcomes build upon the progress made during 2013-2017 that had many key actions, including the embedment of the Equality Champion role and consolidation of School/Department action plans through increased engagement with senior managers. Culture change was supported by increasing awareness of unconscious bias, running targeted campaigns and embedding equality impact assessments in our formal committee and decision-making forums and processes. We also developed our data collection and analysis so that our actions are relevant and responsive. Other actions focused on ensuring the accessibility of GCU in the widest sense, including ensuring accessibility was considered at the core of our Heart of Campus development, and achievement of the University level Athena SWAN Bronze award. This latter accolade, and the wider commitment to gender equality, has been further recognised with the University being recently shortlisted for the Advancing Staff Equality category of the Guardian University Awards 2018 for an outstanding initiative that has a significant and measurable impact on improving staff equality and/or diversity. Our gender pay gap remains below the Scottish and UK average at 14.5% (reduced from 15.4% in 2015) and for

academic staff gap has reduced to 4.2% (from 8.2% in 2015), attributable, in part, to the increase to over 40% female professors (compared to the sector average of 23%).

This report complements our mandatory Public Sector Equality Duty report, which is a fuller and more detailed report that must be published every two years – our last [Public Sector Equality Duty Report](#) was published in April 2017. The fuller report will be prepared and published in April 2019 in line with the requirements of the Public Sector Equality Duty.

## Introduction

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Our Equality Outcomes 2017-2021 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 first set of equality outcomes, which covered the period 2013-2017, laid strong foundations for supporting this vision in terms of enhancing our leadership and infrastructure across the University and creating a culture that recognises the collective responsibilities for supporting and delivering equality and diversity<sup>1</sup>

Our Equality Outcomes 2017-2021 were developed in consultation and engagement with students, staff and external stakeholders to continue this momentum:

- Equality Outcome 1: Our people have a strong knowledge of equality and diversity so that our behaviours promote dignity and respect for people with protected characteristics
- Equality Outcome 2: Our University is accessible, safe and welcoming to all people from different protected characteristic groups
- Equality Outcome 3: People with protected characteristics have the same opportunities as others and achieve positive outcomes in relation to their work and study experiences

The three equality outcomes are each supported by three themes. A supporting action plan describes the steps, accountabilities and measures in relation to implementation. The equality outcomes are the engine that help to power achievement of our Strategy 2020, and the plan is

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<sup>1</sup> Appendix 1: Equality and Diversity at GCU: Roles and responsibilities

used to help drive our core goals in our core activities.

## Overview of achievements

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From April 2017 to March 2018, we have continued to make progress in implementing our equality outcomes, and mainstreaming equality and diversity. Some key highlights within each Equality Outcome include:

### Knowledge to promote dignity and respect

- Embedded equality and diversity, dignity and respect and GCU values into new student induction
- Enhanced our communications of success and good practice through our internal and external channels

### Accessible, safe and welcoming

- Commissioned DisabledGo to undertake an accessibility audit of our Glasgow campus. Access guides and an app are in development with a view to a launch in April 2018.
- Approval of Preventing Gender Based Violence Policy and action plan which consolidates our previous two years activities which include the First Responders Network and peer-to-peer training for students
- Equality and diversity are captured and demonstrated as part of our GCU Values work and Points of Pride celebration

- Establishment of a LGBT staff network and scoping of disability and race networks via engagement events

### Equality of opportunity for people with protected characteristics

- Continued implementation of GCU's Athena SWAN action plan, submission of SEBE's School submission, and the development of School based submissions by GSBS and SHLS. Within the wider context of gender equality, our overall gender pay gap continues to reduce over time<sup>2</sup> and is lower than the recently (April 2018) published data for the higher education sector in England. Scottish HEIs are not covered by the new pay gap legislation due to existing duties under the Scottish specific duties of the Equality Act 2010 and our latest [Equal Pay Audit](#) (based on data as at 31 July 2016) meets these requirements. The Audit shows positive progress in reduction of pay gaps for our Academic, Research and Enterprise and Campus Services job families. Our next Public Sector Equality Duty Report will continue to articulate our work on equal pay and actions we are taking to reduce the pay gap further
- Participation in National Autistic Society's Autism Accreditation Programme.
- Student Summit focused on the development of our Student Mental Health Action plan

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<sup>2</sup> From 15.4% in April 2015 to 14.5% in April 2017

## School and Department commitment

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Our previous equality outcomes established a strong infrastructure to embed equality and diversity across the University.

### Equality Champions

A network of Equality Champions continues to support this by capturing and sharing good practice at a School and Department Level. They participate in three network events per year, where activities, good practice and challenges are shared and discussed.

### School and Department Equality and Diversity Activity Templates

To complement the University's Equality Outcomes 2017-2021, Schools and Departments were requested (via SMGs/SMTs and Equality Champions) to document all relevant work that they are leading or involved in at a local level that support any of the three equality outcomes in relation to their staff or their service/function. The template from the previous equality outcomes cycle was reviewed to align with the new outcomes, and to help Schools and Departments capture activities at local level more effectively.

The themes that have emerged in the first reporting cycle across areas that submitted templates include:

- Staff engagement through communications and unconscious bias training

- Clear evidence of equality and diversity being promoted and supported in delivery of mainstream functions
- An appropriate balance between activities focused on the staff experience, the student experience and also external relations (e.g. through research).
- Clear consideration of physical accessibility issues

Some specific examples are included below:

#### **Equality and diversity in student learning**

SHLS has entered into a strategic partnership with ENABLE Scotland, one of largest charities that works alongside people with a learning disability in Scotland. ENABLE Scotland have supplied placement opportunities for student learning disability nurses, an experience that was positively evaluated and will be developed moving forward. Other innovations included close relationships with academic staff and researchers from the Department of Nursing who have advised ENABLE Scotland on service evaluations and project work around health needs for people with a learning disability. In addition, SHLS students have volunteered to 'buddy up' with a person who lives with a learning disability to support them to take part in the Kiltwalk a charity event run by The Sir Tom Hunter Foundation.

### Equality and diversity in our Archives

Our new Archive Centre is accessible and inclusive for both internal and external users. The Archive Centre exhibition programme includes equality and diversity themes as captured in our archives/collections, which include anti-apartheid materials

### Equality and diversity in our research

As part of its core work, the Yunus Centre supports equality and diversity through researching the health and wellbeing effects of social enterprises engaged with older people. Methods involved include active listening, rigorous data analysis, providing information on policies and strategies, as well as knowledge exchange events, a briefing paper and journal article.

### School Equality and Diversity Committees

- Academic School Equality and Diversity Committees continue to be a core part of a School's governance arrangements which provide a focus for local responsibility and the mechanism for activities 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).

## Progress on objectives and actions

The remainder of the report is a systematic account of the year one progress of our actions designed to achieve our Equality Outcomes 2017-2021. The traffic light system indicates the state of play at a glance and reflects our own self-assessment.

Key to status:

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

Further information about the University's equality and diversity commitments and actions is available on the Equality and Diversity webpages [www.gcu.ac.uk/equality](http://www.gcu.ac.uk/equality) or by contacting Adrian Lui, Equality and Diversity Advisor at [A.Lui@gcu.ac.uk](mailto:A.Lui@gcu.ac.uk)

## Glasgow Caledonian University Equality Outcomes 2017-2021

### Equality Outcome 1

Our people have strong knowledge of equality and diversity so that our behaviours promote dignity and respect for people with protected characteristics

**Theme 1A** Embedding equality and diversity in student and staff learning, training and development

**Theme 1B** Supporting equality and diversity through clear and effective data analysis, policies and information

**Theme 1C** Implementing equality and diversity awareness through events, campaigns and communications

### Equality Outcome 2

Our University is accessible, safe and welcoming to all people from different protected characteristic groups

**Theme 2A** Maintaining an accessible campus and facilities

**Theme 2B** Taking a zero tolerance approach to unacceptable behaviours

**Theme 2C** Involving people with protected characteristics in the work and activities of the University

### Equality Outcome 3

People with protected characteristics have the same opportunities as others and achieve positive outcomes in relation to their work and study experiences

**Theme 3A** Focusing on the promotion of gender equality for students and staff

**Theme 3B** Focusing on the promotion of disability equality for students and staff

**Theme 3C** Focusing on the promotion of race equality for students and staff

**Supporting themes:** Leadership, governance and equality impact assessment

## Equality Outcome 1

Our people have strong knowledge of equality and diversity so that our behaviours promote dignity and respect for people with protected characteristics

**Theme 1A** Embedding equality and diversity in student and staff learning, training and development

Ref	Actions	Responsibility	Success measures	Start date	Target date	Comments	RAG Status
1A.1	Continue to provide staff with specific training and development on equality and protected characteristics in the context of their roles	Director of People	Timetable of training established: numbers of staff attending sessions  Staff training KPIs achieved as detailed in Equality and Diversity Staff Training Plan	Apr-17	Apr-21	This action will be measured via the Equality and Diversity Staff Training Plan - however it must factor in the current review of mandatory training	
1A.2	Embed E&D, dignity and respect and GCU Values into information that is provided to students pre-arrival and at induction stages	Director of Student Life	Presence in the Enhancing the Student Experience 2020 Action  Plan Production of materials in accessible formats	May-17	Bi-annually for September and January entrants	Completed for September induction and January international entrants	
1A.3	Support academic staff in embedding E&D best practice in academic and student support activities in alignment with UK Professional Standards Framework for Teaching (UKPSF, 2011) and Professional Values dimension	Director of Academic Quality and Development	This is part of a core GCU KPI and can be measured through the core reporting mechanisms	Apr-18	Apr-21	This action will be measured via the core reporting mechanism	

### Equality Outcome 1

Our people have strong knowledge of equality and diversity so that our behaviours promote dignity and respect for people with protected characteristics

**Theme 1B** Supporting equality and diversity through clear and effective policies, information and data

Ref	Actions	Responsibility	Success measures	Start date	Target date	Comments	RAG Status
1B.1	Provide tailored, relevant and specific equality and diversity data to Schools/Departments to inform their planning and activities	Director of People; Director of Strategy and Planning	Evidence of data and analysis being used to inform equality impact assessments, and mainstream processes relating to policies and processes	Jan-18	Bi-annually -January and July	This action is primary being delivered to GSBS and SHLS Athena SWAN teams based on agreed data categories for Advancing Gender Equality Group	
1B.2	Continue to develop clear and accessible information on all student wellbeing services, including those that relate to protected characteristics, for students and staff to use	Director of Student Life	Production of online and hard copy products Reduction in staff and student enquiries in relation to finding out about appropriate services	Apr-17	Apr-21	Student related information has been reorganised on the website and the Intranet now includes "How do I..." section for staff	
1B.3	Develop clear and accessible staff and manager's guidance and FAQs on practical equality and diversity issues	Director of People	Improved handling of equality and diversity issues by staff and those in leadership roles, resulting in a reduction of enquiries asking for basic information and advice	Apr-18	Apr-21		

### Equality Outcome 1

Our people have strong knowledge of equality and diversity so that our behaviours promote dignity and respect for people with protected characteristics

**Theme 1C** Implementing equality and diversity awareness through events, campaigns and communications

Ref	Actions	Responsibility	Success measures	Start date	Target date	Comments	RAG Status
1C.1	Use case studies of good E&D practice to communicate to showcase how we embed E&D in our core functions, including learning and teaching, research and professional support	Equality and Diversity Advisor	Numbers of Schools and Departments featured  Involvement of people from different protected characteristic groups	Jan-18	Apr-21	Initial focus has been on gender. Deputy Director of Communications has led on development of (digital) case studies for International Women's Day on 8 March	
1C.2	Maintain focus on Dignity at Work and Study by using campaigns to give clear guidance on everyday language and behaviours that may have the unintended consequence of discrimination	Equality and Diversity Advisor	Campaign materials developed, produced and communicated  Positive feedback from staff and students	Jul-17	Apr-21	E&D Campaigns Working Group established and has designed some initial ideas. Now working with Brand team and Student Life to ensure alignment with core GCU campaigns	
1C.3	Awareness and celebration of significant dates and events	Equality and Diversity Advisor, Director of Student Life	Maintain calendar of events  Numbers of students engaging with activities and events	Sep-17	Apr-21	E&D calendar of events has been integrated into the work of the E&D Campaigns Working Group. Student Life	

						are including this in their departmental planning process. Discussions ongoing with Brand team and Comms to ensure alignment	
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## Equality Outcome 2

Our University is accessible, safe and welcoming to all people from different protected characteristic groups

Theme 2A Maintaining an accessible campus and facilities

Ref	Actions	Responsibility	Success measures	Start date	Target date	Comments	RAG Status
2A.1	Ensure the physical accessibility of our environments through an access audit, and agreeing an action plan based on the findings and recommendations	Director of Estates	Completion of new audit  Development of action plan with clear timelines and accountabilities  Implementation of action plan	Oct-17	April 2018 with improvements from gap analysis complete by April 2021	DisabledGo have been commissioned by Estates to audit the campus. Access guides and Apps currently in development with aim of launch event in April	
2A.2	Ensure the University's catering provision is inclusive of the diverse student, staff and visitor community		Equality impact assessment of implementing new provision  Feedback from customers	Apr-18	To be confirmed		

## Equality Outcome 2

Our University is accessible, safe and welcoming to all people from different protected characteristic groups

**Theme 2B** Taking a zero tolerance approach to unacceptable behaviours

Ref	Actions	Responsibility	Success measures	Start date	Target date	Comments	RAG Status
2B.1	Participate in internal and external projects that tackle and prevent sexual violence - implement a policy, a First Responders Network, and collaborate with Students' Association and external partners	Director of Student Life	No incidences of sexual violence	Apr-16	Apr-21	Preventing Gender Based Violence Policy and Action Plan approved in October 2017. Campaign and further roll out due to be launched April 2018	
2B.2	Support the Harassment Contacts in having a proactive presence and role at local School/Department level	Equality and Diversity Advisor	Staff survey results Reduction in informal and formal complaints	Oct-17	Apr-21	Need to review size and role of group in conjunction with campaigns roll out (1C.2)	
2B.3	Firmly embed the Integrity value to promote equality and diversity as part of the roll out of GCU Values for staff and students	Director of People	Staff and student awareness and of integrity as a GCU Value and its association with equality and diversity	Apr-17	Apr-21	Equality and diversity good practice examples will be actively sought as part of the Points of Pride and Values celebration	

## Equality Outcome 2

Our University is accessible, safe and welcoming to all people from different protected characteristic groups

**Theme 2C** Involving people with protected characteristics in the work and activities of the University

Ref	Actions	Responsibility	Success measures	Start date	Target date	Comments	RAG Status
2C.1	Maintain and grow student and staff networks and communities of interest related to specific protected characteristics	Equality and Diversity Advisor	Establish demand for specific staff networks	Jun-17	Apr-21	LGBT staff network established and are actively developing potential actions. Race and Disability engagement events held in January 2018 with a view to further discussions and possible networks	
2C.2	Set up mechanisms to channel the views and experiences of students and staff with protected characteristics into informing the University's core work and provision such as training, policies and processes to informing the University's through equality impact assessment	Equality and Diversity Advisor	Existing societies, networks and groups mapped out and contacted  Clear evidence of feedback being sought and used to inform policies, provision and decision making	Oct-17	Apr-21	Agreement made to work closely with Student Association Representation Team to engage with Liberation Groups - initial work has focused on LGBT Students Group	

2C.3	Ensure inclusive, real and representative images of our student and staff population are used in our core publications, posters and banners	Marketing PR and Communications	Involvement of people from different protected characteristic groups	Oct-17	Apr-21	Currently in discussion with Brand Management/Multimedia team	
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### Equality Outcome 3

People with protected characteristics have the same opportunities as others and achieve positive outcomes in relation to their work and study experiences

**Theme 3A** Focusing on the promotion of gender equality for students and staff

Ref	Actions	Responsibility	Success measures	Start date	Target date	Comments	RAG Status
3A.1	Implement the Athena SWAN Action Plan	DVC Academic	Progress in implementing action plan  SEBE achievement of Department Award  Bronze reaccreditation by November 2019; Achievement of University Silver award	Oct-16	Nov-19	Gender equality at GCU information pack designed and initially cascaded to People Managers Forum  Review of communications activities including case studies, media expert list and training  SEBE submitted department award application in November 2017	
3A.2	Develop Gender Action Plan in line with Scottish Funding Council requirements and guidance	DVC Academic, DVC Strategy	Actions embedded in School plans  KPIs agreed and outcomes achieved	Jul-17	Annually	Strategy and Planning currently collating updates on progress from GCU Stakeholders for reporting to SFC in April	

3A.3	Meet specific performance measures in relation to the retention of male and female full-time Scottish-domiciled undergraduate entrants as outlined in the Outcome Agreement with the Scottish Funding Council	Director of Strategy and Planning	KPI met or exceeded	Sep-17	Annually	This action will be measured via the core reporting mechanism	
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### Equality Outcome 3

People with protected characteristics have the same opportunities as others and achieve positive outcomes in relation to their work and study experiences

**Theme 3B** Focusing on the promotion of disability equality for students and staff

Ref	Actions	Responsibility	Success measures	Start date	Target date	Comments	RAG Status
3B.1	<a href="#">Sign up to Disability Confident scheme and commit to delivering a minimum of three objectives</a>	Director of People	Agree and fulfil objectives  People Services processes improved  Increase in disabled applicants	Apr-18	Jan-21		
3B.2	Participate in National Autistic Society's Autism Accreditation Programme	Director of Student Life	Achieve accreditation	Mar-17	Jan-19	Initial self-assessment completed by Disability Team. Action planning meeting took place on 15 March	
3B.3	Continue to embed provision of support for disabled students at pre entry stages	Director of Student Life	Positive feedback from disabled students	Sep-17	Apr-18	Completed but staff changes in the specific disability support programme means that a review is required of future provision	

3B.4	Promote the active use of E&D checklist in academic programme design & review processes	Director of Academic Quality and Development	Evidence of use of checklist as part of programme design and review cycle	Apr-18	Apr-21		
3B.5	Develop a cross University Framework of Student Mental Health Support	Director of Student Life	A Student Mental Health Action Plan will be developed and implemented providing a holistic approach to supporting student mental wellbeing	May-17	To be confirmed	Student Mental Health Action plan discussed at Student Summit on 26 February with view to further development	
3B.6	Develop BSL (British Sign Language) plan following publication of Scottish Government plan and guidance (due by October 2017)	To be confirmed	Action plan developed that is consistent with the Scottish Government eventual plan and priorities, and is contextualised in for Higher Education	Oct-18	To be confirmed	BSL Guidance now released. Hosted a BSL discussion session in December 2017 followed up by briefing session for relevant teams in March 2018. Plan is also to be informed by BSL Roadshow workshop in March 2018	

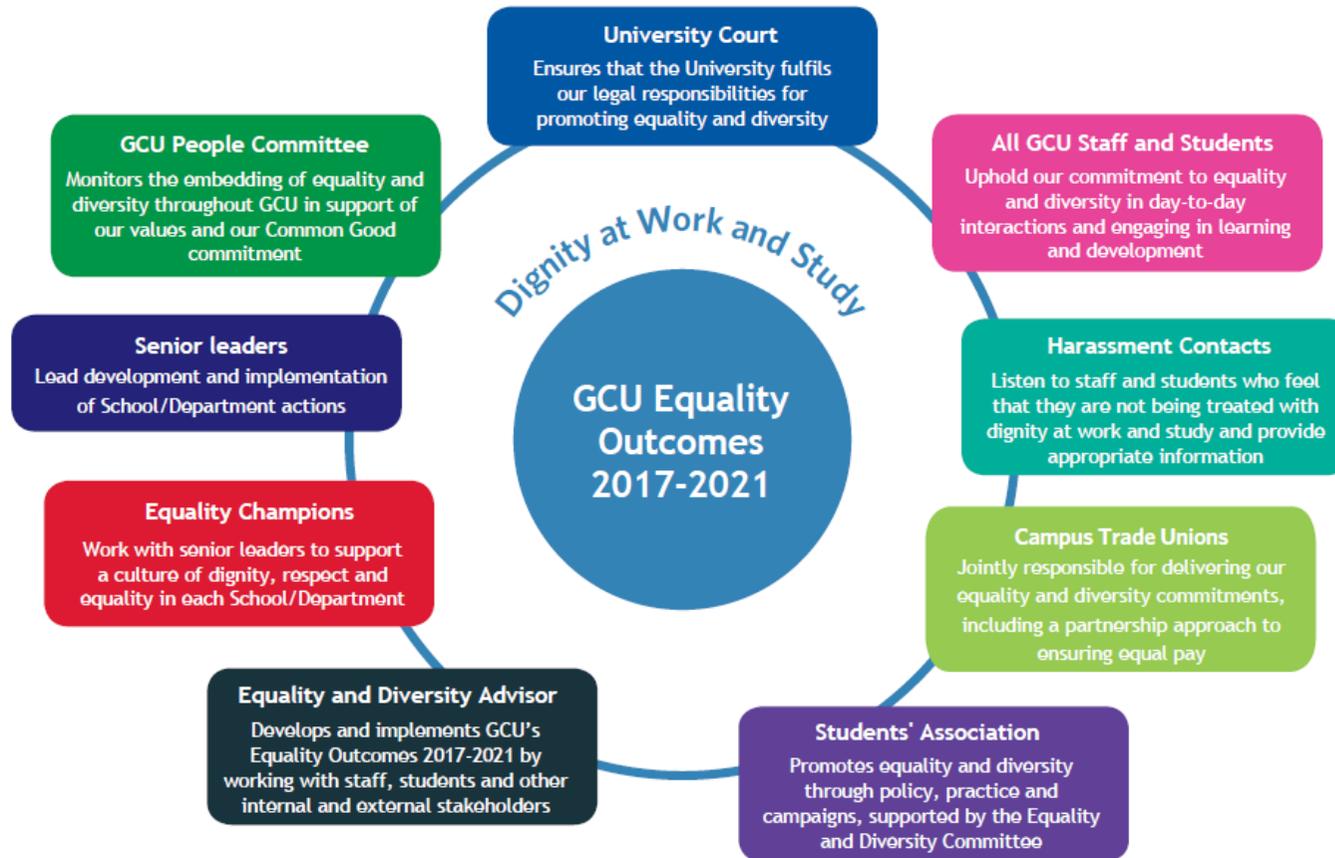
### Equality Outcome 3

People with protected characteristics have the same opportunities as others and achieve positive outcomes in relation to their work and study experiences

**Theme 3C** Focusing on the promotion of race equality for students and staff

Ref	Actions	Responsibility	Success measures	Start date	Target date	Comments	RAG Status
3C.1	Establish baseline information by mapping out BME staff experiences through consultation and engagement	Equality and Diversity Advisor	Evidence gathered, priorities established	Apr-18	Jun-18		
3C.2	Scope potential membership of ECU Race Charter, and by assessing the actions, resources and leadership required to become members and requirements for future action planning and accreditation	Equality and Diversity Advisor	Establish rationale and engage with relevant staff and senior managers	Apr-18	Jun-18		
3C.3	Meet specific performance measures in relation to the retention of Black and Minority Ethnic full-time Scottish-domiciled undergraduate entrants as outlined in the Outcome Agreement with the Scottish Funding Council	Director of Strategy and Planning	KPI met or exceeded	Sep-17	Annually	This action will be measured via the core reporting mechanism	

# Equality and Diversity at GCU: Roles and Responsibilities\*



\* These roles and responsibilities are not mutually exclusive.