

CARDIFF METROPOLITAN UNIVERSITY

STRATEGIC EQUALITY PLAN 2016-20



The most valuable possession is knowledge

Vice-Chancellor's Introduction

Cardiff Metropolitan University is committed to providing an environment where everyone is valued as an individual, and where students and staff can work, learn, flourish and develop their skills and knowledge in an atmosphere of dignity and respect. Promoting equality is more than a statement of how the University will meet statutory requirements: it is an essential and integral part of how we operate, and helps create improvements for everyone. As a cross-cutting strategic agenda this Plan is relevant to every student, stakeholder and staff member of the University.

The scope of the Plan covers the nine 'protected characteristics' defined in law:

- Age
- Disability
- Gender Re-assignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race
- Religion and Belief
- Sex
- Sexual Orientation.

Additionally, because the University is headquartered in Wales and the Welsh Language is treated in certain circumstances as a protected characteristic, the Plan also incorporates Welsh Language elements.

The overall purpose of the Plan is to ensure that for each of the 10 characteristics listed (and recognising that people's identities are often multi-dimensional) the University:

- Eliminates discrimination, harassment, and victimisation.
- Advances equality of opportunity between people who identify with a protected characteristic and people who do not.
- Fosters good relations between people who identify with a protected characteristic and people who do not.

This is the University’s second Strategic Equality Plan, superseding the Plan for the period April 2012 to April 2016, which in turn built on the Single Equality Scheme established in 2008. Notwithstanding a positive direction of travel since 2008, the overall rate of progress has been slower than desired, and development has occurred unevenly across the breadth of the University. Feedback received from an evaluation tool provided by the Workplace Equality Index, and the University’s application for the Athena Swan Bronze award, indicate that the gap between our ambition and what we have actually achieved is the consequence of the following factors:

- In some areas of the organisation, our approach can be characterised as ‘fixing the people for the University’ rather than ‘fixing the University for the people’. In other words we have tended to favour helping individuals overcome the way in which the University operates rather than seeking to make fundamental changes to the way in which the University is designed and operates. This situation reflects a lack of understanding about what equality is and how to go about promoting it effectively.
- There is a tendency to believe that the promotion of equality happens ‘somewhere else’. There is scope for all leaders and managers to act pro-actively in identifying and implementing systematic changes.
- The University does not adequately prioritise action. This in turn is the consequence of inadequacies in our collection, evaluation and monitoring of information. As we are not clear where we stand we have sought to progress on all fronts with equal vigour, and set unrealistic objectives.

The Strategy is composed of three aims, each of which has a limited number of associated key objectives. Achievement of the first two aims in particular will require the University to work in partnership with Cardiff Met Student Union.

AIMS	ASSOCIATED OBJECTIVES
1. Awareness raising through regular and purposeful engagement	<ul style="list-style-type: none"> • Ensure equality initiatives are visible • Promote good-practice and positive news • Achieve externally accredited recognition
2. Embedding and enhancing through systematic change	<ul style="list-style-type: none"> • Fit-for-purpose and effective University-level frameworks for promoting equality

	<ul style="list-style-type: none"> • Local leadership of equality promotion within Schools & Professional Services
3. Data collection and monitoring to support us make better-informed decisions	<ul style="list-style-type: none"> • Improve the quality, collection and monitoring of data • Ensure that action follows analysis

Each theme is accompanied by:

- a) A contextual summary.
- b) A small number of key targets.
- c) A description of the primary mechanisms that will be used to facilitate the achievement of the targets.

The Strategy is supported by an Action Plan which will be refreshed on an annual basis.

1. Awareness Raising

External feedback suggests that awareness of the equalities agenda is highly variable across the University. Until a reasonably high-level of understanding is achieved the promotion of equality is unlikely to be truly owned or sufficiently prioritised. The University seeks to communicate the importance and value of equality and diversity to all of its students, staff and stakeholders. There are four primary reasons to promote equality:

- Promoting equality and diversity is the right thing to do – “You must never be fearful about what you are doing when it is right.” Rosa Parks.
- It safeguards people - “It may be true that the law cannot make a man love me, but it can stop him from lynching me and I think that’s really important.” Martin Luther King.
- It adds value - “Strength lies in differences, not in similarities”. Stephen Covey.
- It is legally required by the Equality Act 2010 and the Equality Act 2010 (Statutory Duties)(Wales) Regulations 2011.

The University will seek to achieve and retain externally accredited recognition as a visible and meaningful representation of its commitment and actions in promoting equality.

The University will initially seek to achieve the Equality Challenge Unit’s (ECU’s) Athena Swan Bronze award. The University’s application will be assessed under the ‘old’ style system of accreditation relating only to STEM provision. The University’s subsequent application (three years after a successful accreditation) will occur under the expanded Athena Swan (Gender Charter), covering all of the University’s disciplines and applying to both students and staff. Given our starting point, we would consider it unrealistic to expect the University to move from a STEM referenced Bronze award to a Silver Athena Swan (Gender Charter) Mark award in a single step. All Schools will need to achieve Bronze, and at least one School to achieve Silver, as a stepping stone to a University-wide Silver accreditation.

The Equality Challenge Unit has just completed a trial of its new Race Equality Charter Mark. This Plan indicates the intention to apply for this award.

Objectives	Targets
<p>Ensure equality initiatives are visible and owned</p> <p>Promote good-practice and positive news</p> <p>Achieve externally accredited recognition</p>	<p>Gender equality:</p> <ul style="list-style-type: none"> • Institutional level Athena Swan Bronze award for STEMM activity by November 2017 • All Schools to have a Bronze level award, and at least one School a Silver level award, by April 2019 • Institutional level Athena Swan (Gender Charter) Silver accreditation by November 2019 <p>Achieve the Race Equality Charter Bronze award by July 2020</p> <p>Retain membership of the Stonewall Diversity Champions programme and ranking in the Workplace Equality Index (Gay, Lesbian, Bi-Sexual and Transgender)</p> <p>Retain the 'two ticks' positive about disability symbol awarded by Jobcentre Plus</p>

We will primarily, but not exclusively, achieve the objectives through:

- 1) Staff induction & training.

- 2) Student induction, advice and guidance.
- 3) Initiatives and events.
- 4) An Annual Report and other publications.
- 5) Student/staff feedback, and equality networks/focus groups.

2. Embedding and Enhancing

In order to realise tangible and lasting gains, the University needs to work in a sustained fashion to advance equality across all of the protected characteristics. However, external feedback has indicated that we are nearer the beginning than the end of the journey and need to prioritise our actions.

As indicated in Section 1 above, during the initial period of this Plan the University seeks to acquire external accreditation for its work on advancing gender equality. Towards the latter period of this Plan the University will seek external recognition for its commitment in promoting race equality. This does not mean that activities will be restricted to particular time periods or that other aspect of the equalities agenda will be ignored.

While the University will provide leadership and support to the equality agenda, this Plan signals the intention to place a higher level of accountability on the role of senior managers (in the main, Deans of Schools and Deans/Directors of Professional Services) than has hitherto been the case. Working within organisational level frameworks, senior managers will be expected to lead the promotion of the equality agenda within their own organisational unit and – in the case of support services that span the breadth of the University – to be pro-active in identifying the need for, developing and implementing organisational-wide systems.

Objectives	Targets
Fit-for-purpose and effective University-level frameworks for promoting equality	Increase the proportion of women holding senior management positions
Local leadership of equality promotion within Schools & Professional Services	Increase the proportion of women holding professorships
	Increase the proportion of women on influential committees at University-level
	Reduce identified gender pay gaps to below 5% by 2020

We will primarily, but not exclusively, achieve the objectives through:

- 1) Human resource policies and mechanisms encompassing but not restricted to:
 - Equal pay audits
 - Staff recruitment and promotion
 - Role profiles
 - Inclusion in the REF
 - Workload allocation
 - Flexible working
 - Staff development, mentoring and coaching.
- 2) Services that support student and staff health and wellbeing.
- 3) Student recruitment, admissions and assessment mechanisms.
- 4) Portfolio and curriculum review and development.
- 5) The development of the University's physical environment and facilities.
- 6) Marketing literature, publicity materials, public displays, signage and visual images.
- 7) The adoption and application of procurement processes that promote equality.
- 8) The planning process for Schools and Professional Services.

3. Data Collection and Monitoring

The University recognises that information is a valuable strategic asset, a pervasive enabler underpinning all that we do. Notwithstanding this it remains the case that management information is not consistently accurate, or provided in a format that supports decision making and planning. Equality-related information is particularly afflicted by the University's lack of data maturity – information is fragmented across different systems, databases used different data definitions, and there are important information gaps. The University needs to overcome these shortcomings and provide managers with the means of evaluating and monitoring equality-related data.

The availability of good-quality data will inform evaluative processes undertaken by managers but should not necessarily drive decision making. It will remain important to gather and assess qualitative information from students and staff, to utilise the knowledge and experience of equality networks, and diagnostic testing tools such as equality impact assessments.

Objectives	Targets
Improve the quality, collection and monitoring of data Ensure that action follows analysis	Evaluate race equality data and set appropriate targets by July 2017 Evaluate student engagement and outcomes data and set appropriate equality –related targets by July 2017. Evaluate the impact of policy and practice on the cohesiveness of the student population, with particular focus on Race and Region or Belief, and set appropriate targets by July 2018

	<p>Evaluate the relationship between the following combinations of protected characteristics on pay and representation within the University's governance and management structures:</p> <ul style="list-style-type: none"> • Sex, Race, Age • Sexual Orientation, Marriage & Civil Partnership, Pregnancy & Maternity <p>And set appropriate targets by July 2018</p>
--	--

We will primarily, but not exclusively, achieve the objectives through:

- 1) The development and use of management information encompassing but not limited to:
 - Student enrolment, engagement and attainment
 - Curriculum information
 - Research performance
 - Human resources, staff performance and staff profiles
 - Finance and procurement.
- 2) The development of data governance processes and use of business intelligence tools that support evaluation and decision-making.
- 3) Student and staff suggestions and consultation with networks.
- 4) Equality impact assessments.
- 5) The University's academic and managerial committees.