

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 the University operations, a reflection of what it values, and helps to create improvements for everyone. Equality supports quality: ensuring equality of opportunity and embracing diversity is necessary if we are to achieve our strategic goals and develop the full potential of all our staff and students.

As a cross-cutting strategic agenda this Strategic Equality Plan is relevant to the University's students, members of staff and stakeholders.

The scope of the Plan covers the following protected characteristics:

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

The Equality Act 2010 and the Public Sector Equality Duty

The Equality Act 2010 places an equality duty on public sector bodies. The Public Sector Equality Duty (PSED) ensures that public bodies consider the needs of all individuals in their day to day work – in shaping policy, in delivering services, and in relation to their own employees. The PSED is an integral and important part of the mechanisms for ensuring the fulfilment of the aims of the Equality Act 2010 and ensures better outcomes for all.

The overall purpose of this Plan, in accordance with the duties under the Equality Act 2010 and recognising that people's identities are often multi-dimensional, is to ensure that for each of the 10 characteristics listed the University will:

- Eliminate unlawful discrimination, harassment, and victimisation.
- Advance equality of opportunity between people who share a protected characteristic and people who do not.
- Foster good relations between people who share a protected characteristic and people who do not.

Reflections on and lessons learned from the first Strategic Equality Plan 2012-16

This is the University's second Strategic Equality Plan, building on 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 Institutional award, indicate that the gap between our ambition and our achievements is the consequence of a number of 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 limited understanding about what equality is and how to go about promoting it effectively.
- There is a tendency for some individuals to believe that the promotion of equality happens 'somewhere else'. All leaders and managers need to act pro-actively to identify and implement systematic changes.
- The University does not adequately prioritise action. This 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.

Strategic aims 2016-20

Building on both the successes and challenges of the University's previous Plan, the new Strategic Equality Plan 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 of the equalities agenda 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 equality through systematic change	<ul style="list-style-type: none">• Fit-for-purpose and effective University-level frameworks for promoting equality• Local leadership of equality promotion within Schools & Professional Services
3. Data collection and monitoring to support us in making 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. In addition to requirements specified in law, there are three primary reasons for the University 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.

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 seeks to achieve the Equality Challenge Unit’s (ECU’s) Athena Swan Institutional Bronze award. The University’s application will be assessed under the ‘old’ style system of accreditation relating only to STEMM 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. All Schools will need to achieve the Bronze award, and at least one School will need to achieve the Silver award, as a stepping stone to a University-wide Silver accreditation in the future.

The Equality Challenge Unit has recently completed a trial of its new Race Equality Charter Mark. This Plan indicates our 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>
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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) Communication mechanisms.
- 5) Student/staff feedback, and equality networks/focus groups.
- 6) Academic & managerial committees.
- 7) Applications for external accreditation.

2. Embedding and Enhancing

The University needs to work in a sustained fashion to realise tangible and lasting gains, and to advance equality across all of the protected characteristics. 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, 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 overlooked.

The University's Executive will provide leadership and drive 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. Senior managers will be expected to lead the promotion of the equality agenda within their own organisational unit and, in the case of professional services that span the breadth of the University, to be pro-active in identifying the need for the development and implementation of organisational-wide systems.

Objectives	Targets
<p>Fit-for-purpose and effective University-level frameworks for promoting equality</p> <p>Local leadership of equality promotion within Schools & Professional Services</p>	<p>Increase the proportion of women holding senior management positions from 25% to 33% by 2019.</p> <p>Increase the proportion of women holding professorships from 17% to 25% by 2019.</p> <p>Increase the proportion of women on influential committees at University-level from 33% to 46% by 2019.</p> <p>Reduce identified gender pay gaps for work of equal value to below 5% by 2020</p> <p>Reduce the difference between the proportion of staff (7.6%) and Cardiff-based students (16.8%) who can speak Welsh</p>

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

- 1) The development and application of best practice human resource policies/mechanisms and organisational practice 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 operations and planning process for Schools and Professional Services.

3. Data Collection and Monitoring

The University recognises that information is a valuable strategic asset and a pervasive enabler underpinning all that we do. However, 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 use 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 to inform the development of appropriate actions and initiatives.

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 to develop diagnostic testing tools such as equality impact assessments.

Objectives	Targets
<p>Improve the quality, collection and monitoring of data</p> <p>Ensure that action follows analysis</p>	<p>Evaluate race staff and student equality data and set appropriate targets by July 2017</p> <p>Evaluate student engagement and outcomes data and set appropriate equality –related targets by July 2017.</p> <p>Evaluate the impact of policy and practice on the cohesiveness of the student population, with particular focus on Race and Religion or Belief, and set appropriate targets by July 2018</p> <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"> • Age, Race, Sex, • Marriage & Civil Partnership, Pregnancy & Maternity, Sexual Orientation <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.

CARDIFF METROPOLITAN UNIVERSITY STRATEGIC EQUALITY PLAN 2016-2020

ACTION PLAN FOR THE PERIOD TO JULY 2017



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1. Awareness Raising

Objective	Targets	Level 2 accountability
<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>	<p>Secretary & Clerk</p>

We will primarily, but not exclusively, achieve these targets through:

MECHANISMS	ACTIONS/MILESTONE(S)	RESPONSIBILITY	PROGRESS	DEADLINE
Staff induction & training	Commence provision of unconscious bias awareness training to both Governors and Staff (SEP16176)	University Secretary		Jan 2017
Student induction, advice & guidance				
Initiatives & events	Subscribe to the 'Time to Change Wales' pledge to remove the stigma surrounding mental health (SEP16177)	Dean of Students and Chief Executive of CMSU		Jan 2017

Communication mechanisms				
Networks & feedback				
Academic & managerial committees				
Applications for external accreditation - Athena Swan	Implement the Athena Swan Action Plan (SEP16173)	Director of Research and Graduate Studies		July 2017
Applications for external accreditation - Stonewall				

2. Embedding and Enhancing

Objective	Targets	Level 2 accountability
<p>Fit-for-purpose and effective University-level frameworks for promoting equality</p> <p>Local leadership of equality promotion within Schools & Professional Services</p>	<p>Increase the proportion of women holding senior management positions from 25% to 33% by 2019.</p> <p>Increase the proportion of women holding professorships from 17% to 25% by 2019.</p> <p>Increase the proportion of women on influential committees at University-level from 33% to 46% by 2019.</p> <p>Reduce identified gender pay gaps for work of equal value to below 5% by 2020</p> <p>Reduce the difference between the proportion of staff (7.6%) and Cardiff-based students (16.8%) who can speak Welsh</p>	Secretary & Clerk

We will primarily, but not exclusively, achieve these targets through:

MECHANISMS	ACTIONS/MILESTONE(S)	RESPONSIBILITY	PROGRESS	DEADLINE
HR policies/mechanisms & organisational practice	Establish an action plan to respond to the new Welsh Language Standards (SEP16174)	Head of Welsh Language Unit		Jan 2017
	Undertake an annual 'equal pay for equal work' review (SEP16179)	Director of HR		July 2017
Health & wellbeing				
Student recruitment, admissions & assessment	Review and enhance admissions procedures (SEP16171)	Director of Student		Jan 2017

		Recruitment, Marketing & Registry		
Portfolio & curriculum review & development				
Physical environment & facilities				
Marketing/publicity, displays, signage	Establish a protocol for the imagery used to promote the University to ensure an appropriate representation of staff and student diversity (SEP16172)	Director of Student Recruitment, Marketing & Registry		Jan 2017
Procurement	Evaluate and act on implications of the Modern Slavery Act (SEP161711)	University Secretary		Jan 2017
School & Professional Services Planning	Establish a framework through which each School and Professional Service will be required to provide an annual E&D Report (SEP161712)	University Secretary		Jan 2017

3. Data Collection and Monitoring

Objective	Targets	Level 2 accountability
<p>Improve the quality, collection and monitoring of data</p> <p>Ensure that action follows analysis</p>	<p>To have evaluated staff and student race equality data and set appropriate targets by July 2017</p> <p>To have evaluated student engagement and outcomes data and set appropriate equality –related targets by July 2017</p> <p>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> <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>	<p>Secretary & Clerk</p>

We will primarily, but not exclusively, achieve these targets through:

MECHANISMS	ACTIONS/MILESTONE(S)	RESPONSIBILITY	PROGRESS	DEADLINE
Management information	Undertake a gap analysis of equalities data and identify remedial action for collection and publication of data (SEP16175)	University Secretary		Mar 2017
Business intelligence				
Networks and feedback				

Equality impact assessments	Review and enhance the Equality Impact Assessment Process (SEP161710)	University Secretary		July 2017
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