

Appendix A

EQUALITY ACTION PLAN

July 2009 to June 2011
(Two year plan with 12 month review)

Task No and Priority H M L	Equality Strands						Area for Development	Actions / Specific Tasks	Measurable Outcomes	Lead	Timescales	Method of Monitoring	Progress
	R	D	G	A	S / O	R / B							
1 Developing an Equality Scheme and Action plan: Inclusive and aspirational Scheme endorsed by governance which is annually monitored and reported upon.													
1 a H	•	•	•	•	•	•	Development of the Equality Scheme and Action Plan to cover all strands of equality.	<p>Introduce new Equality Scheme following a consultation process and in line with good practice. Ensure that statutory requirements are met.</p> <p>A Scheme that promotes transparency and strengthens ethos of dignity and respect.</p> <p>Implement achievable, realistic and measurable equality objectives.</p> <p>Approval of Scheme through Council. Subsequent publication and communication.</p>	<p>Evidence of involvement with stakeholders (staff, students, visitors and the community) during Scheme development.</p> <p>Inclusion of all equality law and duties (general and specific) for Race, Disability, Gender, Age, Sexual Orientation and Religion/Belief. Endorsement of Welsh Language Scheme.</p> <p>Effective and appropriate targets within the Action Plan which are monitored.</p> <p>Evidence of Scheme on University's websites.</p> <p>Presentation to Council summarising key areas.</p>	<p>Equal Opportunities and Diversity Committee (EO&DC)</p> <p>Single Equality Scheme Task and Finish Group (SES T&FG)</p> <p>Equalities Advisor (EA)</p> <p>Director of Human Resources (HR)</p> <p>Director of Student Support (SS)</p>	<p>Commence August 08</p> <p>Scheme Approved by Council in July 2009</p>	<p>Equal Opportunities and Diversity Committee) (EO&DC) and Council Minutes</p>	

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	R	D	G	A	S / O	R / B							
1 b H	•	•	•	•			<p>Annual Monitoring Processes.</p> <p>Collate robust statistical data on students and staff composition on an annual basis. Data to benchmark against national data.</p> <p>Synchronise monitoring processes for race, disability and gender.</p> <p>Review possibility for monitoring data on sexual orientation and religion/belief.</p> <p>Meet external recommendations of race and disability equality monitoring.</p> <p>Inclusion of analysis in Annual Reports.</p> <p><i>Note: All data is anonymised for reporting purposes.</i></p> <p><i>Data is processed in accordance with provision of Data Protection Act.</i></p>	<p>Report of the review of data and actions required to Equal Opportunities and Diversity Committee.</p>	EA / HR / SS / MIS / IS / EO&DC	<p>Annual monitoring reports (synchronised into academic years) will be reported as follows:</p> <p>Staff data: Collated: August to September Reported to: a. EO&DC October b. Council November each year</p> <p>Student data: Collated: September to October Reported to: a. EO&DC October b. Council December each year</p> <p>A report summarising both monitoring reports will be submitted to Council in December.</p>	EO&DC and Council Minutes		
							<p>Data will be collated for all strands on the following:</p> <p>Staff:</p> <ol style="list-style-type: none"> 1. Recruitment and Selection; 2. Career progression/promotion including participation in training / development programmes; 3. Composition of the staff by all equality strands, grades, length of service, home or international status and type of contract; 4. Sickness levels; 5. Turnover of staff; 6. Grievance and disciplinary procedures. <p>Students:</p> <ol style="list-style-type: none"> 7. Composition of the student body by all equality strands; 8. Applications received by degree scheme; 9. Offers made, acceptances and intake; 10. Retention and achievement data; 11. Work placement programmes. <p>Additional Information:</p> <ol style="list-style-type: none"> 12. Issues raised through the Dignity and Respect policy; 13. Issues raised under the Students Complaints procedure; 14. Any qualitative surveys (e.g. staff / student / visitor attitude or experience surveys). 						

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1 c H	•	•	•	•	•	•	Annual Equalities Reporting	Report annually on implementation and progress on the Equality Scheme and Action Plan for all equality strands. Report to be approved by Senate and Council.	Report to Equal Opportunities and Diversity Committee.	EA / HR / EO&DC	Annual Reports in October (EO&DC) & November (Council) of each year.	EO&DC and Council Minutes	
2 Effective Communication with students, staff and other users of our services and facilities:													
2 a H	•	•	•	•	•	•	Promoting and supporting equality of opportunity.	<p>Development of communications and consultative strategy to help promote and support equality and diversity.</p> <p>Communicate with all stakeholders using a range of electronic, hard copy and accessible resources. Invite feedback on the scheme</p> <p>Publication (and design) of Scheme on HR and Student Support web pages. Promotion through networks, HR Newsletter, Equality Champions, notice boards, email service, press, etc. and through the review of electronic means to disseminate to students.</p> <p>Improve access to information regarding available support services.</p>	<p>Equality Scheme disseminated internally and externally.</p> <p>Provision of information in accessible formats.</p> <p>Equality Scheme published on University website (both HR and Student Support sites).</p> <p>HR to update web pages with Scheme, Action Plan, Reports useful links/information, etc., on a 6-monthly cycle.</p> <p>Investigation of new communication methods through the use of new technology, e.g. video, electronic social networks, etc.</p> <p>Signpost via web sites to support mechanisms.</p> <p>Develop proposed new role of Equality Champions.</p>	EA / HR / SS / EO&DC / Press and Public Relations	Commencing July 2009 to June 2011	EO&DC	

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	R	D	G	A	S / O	R / B							
2 b H	•	•	•	•	•	•	<p>Promoting a positive, inclusive environment based on respect for people's differences.</p>	<p>Promote equality and diversity to embed equality into departments.</p> <p>Inclusive University communications strategy which promotes positive images and attitudes towards all.</p> <p>Deliver diversity events to enhance inclusion.</p> <p>Continue to develop links with local community groups and external networks, and collaborate with existing internal networks including those within the Student Guild.</p>	<p>Ensure positive images of diverse student body and workforce are reflected in publications, internal messages and external communications.</p> <p>Evidence of the promotion and implementation of related policies in Departments, e.g. Dignity at Work, Health and Wellbeing.</p> <p>Diversity and equality events and news stories which reflect an inclusive University.</p> <p>Review and report on the need for Equality and Diversity training for students.</p> <p>Feedback obtained through networking activity with community groups to inform action.</p>	EA / HR / SS / EO&DC / Press and Public Relations / Marketing Office	Commencing July 2009 to June 2011	EO&DC	
2 c H	•	•	•	•	•	•	<p>Showing commitment to challenging and preventing discrimination on all equality grounds.</p>	<p>Ensure that commitment is advocated by management and that unlawful discrimination will not be tolerated.</p> <p>Promote equality and diversity as in tasks 2a & 2b above.</p> <p>Update monitoring mechanisms to review any discrimination based on equality grounds and review preventative measures.</p>	<p>Commitment publicised widely in the University community.</p> <p>Presentation of the Equality Scheme by the Pro Vice Chancellor to Council.</p> <p>Student and Staff Induction presentations.</p> <p>Establish referral and reporting mechanisms in respect of discrimination and publish on HR and Student Support websites.</p>	EA / HR / SS / EO&DC	Commencing July 2009 to June 2011	EO&DC	

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2 d M	•	•	•	•	•	•	<p>Promoting good relations between people of different races, genders, disabilities / non-disabled, as well as age, religion / belief and sexual orientation.</p>	<p>Consult with stakeholders on the promotion of networking events and initiatives to encourage positive attitudes towards all.</p> <p>Review the role of Departmental Disability Officers.</p> <p>Consider initiatives such as inclusive faith spaces, LGBT Champions and under-represented groups.</p>	<p>Report on outcomes of consultation with stakeholders.</p> <p>Delivery of equality and diversity networks and events.</p> <p>A report on the review of Departmental Disability Officers.</p> <p>Report on proposals for such initiatives.</p>	EA / HR / SS / EO&DC & Student Guild	Commencing July 2009 to June 2011	EO&DC	
2 e H	•	•	•	•	•	•	<p>Working constructively with appropriately recognised organisations, e.g. the Student Guild and recognised Trade Unions, to ensure the effective implementation of the Scheme.</p>	<p>Work with stakeholders to ensure good dissemination of the Scheme and assess its impact through feedback, consultation and/or reporting processes.</p> <p>Continue networking with internal and external contacts to share good practice.</p>	<p>Evidence of partnership working which supports the development and implementation of the Scheme.</p> <p>Introduce appropriate mechanisms for dissemination of best practice and the review of networking and diversity events.</p>	EA / HR / SS / EO&DC / Student Guild and Unions	Commencing July 2009 to June 2011	EO&DC	
2 f M	•	•	•	•	•	•	<p>Publishing the Scheme widely amongst students and staff, together with the results of monitoring and review.</p>	<p>Publicise the Scheme as shown in task 2a.</p> <p>Report on the Scheme and Action plan on an annual basis as shown in task 1c.</p> <p>Monitor awareness of the Scheme and Action Plan amongst staff, students and visitors.</p>	<p>Reporting and monitoring mechanisms are undertaken and published.</p>	EA / HR / EO&DC	<p>Commencing July 2009 to June 2011</p> <p>Annual Reporting to EO&DC in Oct and to Council in Nov and Dec of each year.</p>	EO&DC	

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	R	D	G	A	S / O	R / B							
3 Provision of accessible support for students and staff:													
3 a L	•	•	•	•	•	•	<p>Gaining a better understanding of the needs of the University's diverse student and staff body.</p>	<p>Implement consultation and monitoring processes e.g. through questionnaires.</p> <p>Review current capacity for supporting particular groups e.g. people with disabilities, student parents, overseas students and LGBT communities, and identify necessary improvements.</p> <p>Identify any external or collaborative projects / funding to support the needs of students and staff.</p> <p>Review ways of gathering information for certain groups for which monitoring is not currently undertaken, e.g. sexual orientation and religion/belief via external consultation.</p> <p>Review Disability Support Allowance (DSA) uptake and evaluation processes.</p> <p>Improve disability disclosure.</p>	<p>Introduce mechanisms which seek people's views.</p> <p>Consult with external groups such as Stonewall and the international community.</p> <p>Consider and report the outcomes to Equality and Diversity Committee.</p> <p>Identify potential funding opportunities, e.g. with Higher Education Academy, Funding Council, Leadership Foundation etc.</p> <p>Consult and network with appropriate groups.</p> <p>Report recommendations to Equality and Diversity Committee.</p> <p>Report outcomes to Equality and Diversity Committee.</p> <p>Improve rates of student and staff disability disclosures and guidance on disclosure.</p> <p>Update staff Health Declaration forms.</p>	EA / HR / SS / EO&DC / Student Guild Networks	Commencing September 2009 to June 2011	EO&DC and Student Support Committee	

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3 b M	•	•	•	•	•	•	<p>Promoting accessible services and facilities to enable better support for all.</p>	<p>Student Support to continue to promote integrated 'one-stop' range of services.</p> <p>Develop 'Supporting Staff' pages on HR website.</p> <p>Review of access to facilities for students, including technological support, e.g. specialist assistive hardware, software and funding.</p> <p>Continue to fulfil the needs of Two Ticks accreditation and promote Access to Work Scheme to staff. Include on HR website.</p> <p>Review the need for support initiatives, e.g. work-life balance, transgender guidance, mentoring/coaching for women, needs of overseas students (religious and disabled), mature students, parent students, etc.</p>	<p>Promotion of support facilities, policies, procedures, on Student Support website and other means of communication</p> <p>Create pages on HR website to advertise staff facilities, e.g. Counselling, Mediation services, networks, etc. Promoted through weekly email and newsletters.</p> <p>Report to Equality and Diversity Committee.</p> <p>Retention of Two Ticks' accreditation and earlier dissemination of Access to Work Scheme.</p> <p>Annual review of family friendly / flexible working policies to enable employees to balance work and family responsibilities.</p> <p>Consultation (internally and externally) to review need for transgender guidance and consultations with other groups.</p> <p>Continuation or implementation of local mentoring or coaching scheme for women.</p>	EA / EO&DC / HR / SS / IS	<p>Commencing September 2009 to June 2011</p> <p>Two Ticks Accreditation due March 2010</p>	EO&DC / Student Support and Staffing Committees	

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	R	D	G	A	S / O	R / B							
3 c L	•	•	•	•	•	•	<p>Ensuring fair treatment for all students in teaching, access to learning opportunities and assessment.</p>	<p>Consultation with Student Support and Widening Participation on impact assessments of student related policies.</p> <p>Improve the clarity of procedures for undertaking needs assessments of students with disabilities and information regarding the support available to all students.</p> <p>Review support provided for student assessment.</p> <p>Review guidance materials and initiatives to support accessible and inclusive learning / teaching curriculum, e.g. recommendations made by 'Teachability' pilot (i.e. accessible curriculum for students with disabilities) are reviewed and development is ongoing.</p>	<p>Impact assess student policies</p> <p>Monitor and ensure consistent treatment for students and improved awareness of procedures / services as evidenced in consultative responses with students and staff.</p> <p>Seek feedback from students in the consultation process on the extent to which the delivery of services provide independence and choice.</p> <p>Guidance materials and signposting for inclusive learning and teaching are developed / enhanced.</p>	EA / EO&DC / SS / Widening Participation	Commencing September 2009 to June 2011	EO&DC and Student Support Committee	

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	R	D	G	A	S / O	R / B							
3 d M	•	•	•	•	•	•	<p>Identifying and responding to stereotyping and discrimination.</p>	<p>Review current grievance and complaints procedure with a view to monitoring, updating for all equality strands and signpost to support mechanisms.</p> <p>Review need for appropriate training.</p>	<p>Review grievance and complaints procedures in order to monitor and update for all equality strands, signpost to support mechanisms and identify risks.</p> <p>Review equality training need for students and staff. Develop training as required.</p>	EA / HR / SS / EO&DC / Student Guild Networks	Commencing September 2009 to June 2011	EO&DC	
4 Supporting students to perform to the best of their abilities:													
4 a M	•	•	•	•			<p>Monitoring the recruitment, progress and retention of all students.</p>	<p>Review recruitment, progress and retention monitoring processes for students in consultation with Student Support (see task 1b).</p> <p>Review recruitment material for both students and staff. During recruitment processes, provide clear information on sources of support.</p> <p>Monitor uptake of Disability Support Allowance (DSA) for students and retention rates.</p> <p>Consult on the potential monitoring and reporting of Sexual Orientation and Religion / Belief.</p>	<p>Capture data to inform further action.</p> <p>Evidence of continued development and improvement of recruitment and retention practices for students (see task 1b).</p> <p>Report retention rates and improve uptake of DSA support for students.</p> <p>Recommendation as to best practice for monitoring and reporting of currently unreported equality strands.</p>	EA / HR / SS / EO&DC / Recruitment and Admissions	Commencing July 2009 to June 2011	EO&DC and Student Support Committee	

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	R	D	G	A	S / O	R / B							
4 b M	•	•	•	•	•	•	<p>Making equality central to the way the University operates in order to promote better-informed decision-making and policy development processes.</p>	<p>Continue to embed equality issues into the business and decision making processes of the University at all levels.</p> <p>Ensure members of Council are aware of the Scheme and their own responsibilities in relation to it.</p> <p>Advise other Committees with respect to good practice.</p> <p>Ensure that equality and diversity is mainstreamed to form part of the University's strategic, planning, committee and decision-making processes.</p> <p>Equality Impact Assessments (see task 4c below).</p>	<p>Evidence that equality issues are considered by University Committees.</p> <p>Minutes of Committee meetings.</p> <p>Ensure inclusion of equality within Strategic Plan.</p> <p>Demonstrate the improvement of services for students, e.g. people with disabilities, within Strategic Planning process.</p> <p>Equality Impact Assessment reports.</p>	EA / HR / EO&DC / Staffing Committee	Commencing July 2009 to June 2011	EO&DC and Student Support Committee	

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	R	D	G	A	S / O	R / B							
4 c H	•	•	•	•	•	•	<p>Assessing the impact of the University's policies and practices on equality to consider whether they help to achieve equality of opportunity.</p>	<p>Completion of the commenced Equality Impact Assessment process, i.e. mapping, screening and full assessment for student related policies.</p> <p>Produce and publish outcome. Schedule further review within 3-year cycle.</p> <p>Produce guidance and training on assessments and good practice policy formation.</p>	<p>Provision of an effective tool for the assessment of existing policies and procedures to inform future planning.</p> <p>Equality Impact Assessment screening and full assessment reports published on website.</p> <p>Standardised format of all University policies in line with good practice.</p> <p>Guidance and training for policy holders/writers.</p>	EA / HR / SS / EO&DC	<p>Completed EIA by December 2009</p> <p>Guidance 2010</p> <p>New EIA cycle August 2010</p>	EO&DC and Student Support Committee	
4 d M	•	•	•	•	•	•	<p>Ensuring fair treatment for students seeking redress through the University's complaints procedures.</p>	<p>Review current processes and implement robust monitoring in consultation with Academic Office and Student Support.</p> <p>Impact Assessment of Complaints procedure.</p>	<p>Report on current complaints processes and ensure monitoring mechanisms are implemented.</p> <p>Ensure procedure is fairly applied across all groups and that under-represented are identified.</p>	EA / HR / SS / Academic Office / EO&DC	Commencing July 2009 to June 2011	EO&DC and Student Support Committee	

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	R	D	G	A	S / O	R / B							
5 Supporting staff to perform to the best of their abilities:													
5 a M	•	•	•	•			<p>Monitoring the recruitment, progress and turnover of all staff.</p> <p>Review recruitment and selection procedures and ensure processes are inclusive and do not preclude under represented groups.</p> <p>Review recruitment, selection, development and promotion process for any gender bias. To include recruitment, probation and promotion processes.</p> <p>Review equality training for all Appointing Panel members.</p> <p>As with student monitoring (item 4a) consult internally and externally on monitoring and reporting of Sexual Orientation and Religion/Belief strands.</p>	<p>Implementation of a revised recruitment and selection procedure.</p> <p>Recommendation as to best practice on monitoring and reporting on currently unreported strands of equality.</p> <p>A staffing composition which reflects the diverse nature of the community it serves. Develop actions to address any under representation.</p> <p>Ensure that panel members have completed equality training during a three year period.</p> <p>Recommendation as to best practice for monitoring and reporting of currently unreported equality strands.</p>	EA / HR / EO&DC	Commencing July 2009 to June 2011	EO&DC and Staffing Committee		

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	R	D	G	A	S / O	R / B							
5 b M	•	•	•	•	•	•	<p>Making equality central to the way the University operates in order to promote better-informed decision-making and policy development processes.</p>	<p>As in task 4b above:</p> <p>Continue to embed equality issues into the business and decision making processes of the University at all levels.</p> <p>Hold briefing sessions to ensure members of Council are aware of the Scheme and their own responsibilities in relation to it.</p> <p>Advise other Committees with respect to good practice.</p> <p>Ensure that equality and diversity is mainstreamed to form part of the University's strategic, planning, committee and decision-making processes.</p> <p>Equality Impact Assessments (see task 5c below).</p>	<p>Evidence that equality issues are considered by University Committees.</p> <p>Minutes of Committee meetings.</p> <p>Ensure inclusion of equality within Strategic Plan. Demonstrate the improvement of services for students, e.g. people with disabilities, within Strategic Planning process.</p> <p>Equality Impact Assessment reports.</p>	EA / HR / SS / EO&DC / SMT	Commencing July 2009 to June 2011	EO&DC	

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	R	D	G	A	S / O	R / B							
5 c H	•	•	•	•	•	•	<p>Assessing the impact of the University's policies and practices on equality to consider whether they help to achieve equality of opportunity.</p>	<p>See task 4c above:</p> <p>Completion of the commenced Equality Impact Assessment process, i.e. mapping, screening and full assessment for staff related policies.</p> <p>Produce and publish outcome. Schedule further review within 3-year cycle.</p> <p>Produce guidance and training on assessments and good practice policy formation.</p> <p>Carry out an Equal Pay Audit to ensure that new pay systems are fair on the grounds of gender.</p>	<p>Provision of an effective tool for the assessment of existing policies and procedures to inform future planning.</p> <p>Equality Impact Assessment screening and full assessment reports published on website.</p> <p>Standardised format of all University policies in line with good practice.</p> <p>Guidance and training for policy holders/writers.</p> <p>Complete an Equal Pay Audit in consultation with Unions with recommendations and future actions.</p>	EA / HR / SS / EO&DC	<p>Completed EIA by December 2009</p> <p>Guidance 2010</p> <p>New EIA cycle August 2010</p> <p>Equal Pay completed by March 2010</p>	EO&DC	
5 d M	•	•	•	•	•	•	<p>Ensuring that all members of staff are trained for the requirements of the job and are employed in a non-discriminatory manner.</p>	<p>Implementation of the University's job evaluation (HERA) Scheme as agreed in March 2009.</p> <p>Ensure that equality and best practice forms part of the recruitment, retention and promotion processes.</p>	<p>A pay structure which rewards staff equitably.</p> <p>Complete Equality Impact Assessment process (see 4c and 5c above).</p> <p>Complete an Equal Pay Audit.</p>	EA / HR / EO&DC	Commencing October 2009 to June 2011	EO&DC and Staffing Committee	

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	R	D	G	A	S / O	R / B							
5 e M	•	•	•	•	•	•	<p>Providing targeted training and information for all staff to ensure they fully understand their responsibilities in relation to equality and diversity.</p>	<p>Dissemination of Equality Scheme to all staff. Executive Summary to be disseminated to all staff.</p> <p>Ensure members of Council are aware of their equality responsibilities.</p> <p>Continue to promote mandatory diversity e-learning training strategy for all staff in all areas of equality. Embed the training within induction and probation processes and monitor their engagement.</p> <p>Review appropriate training required for staff</p> <p>Continue to deliver equality training to Student Guild Sabbatical Officers on an annual basis.</p>	<p>Report annually on training delivered to staff.</p> <p>Presentation by Equality Challenge Unit.</p> <p>Continue to monitor engagement with e-learning.</p> <p>Deliver further training as required.</p>	EA / HR / EO&DC / CDSAP (Centre for the Development of Staff and Academic Practice)	Commencing October 2009 to June 2011	EO&DC and Staff Dev. Committee	
5 f M	•	•	•	•	•	•	<p>Offering staff opportunities to develop knowledge, skills and approaches to meet their professional responsibilities.</p>	<p>Work with CDSAP to implement a training programme that fulfils needs of staff.</p> <p>Introduce appraisal process for all staff.</p>	<p>Annual Evaluation Report on the delivery of training.</p> <p>Review and implement appraisal system for all staff which can inform future training requirements.</p>	EA / HR / EO&DC	Commencing October 2009 to June 2011	EO&DC and Staff Dev. Committee	

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	R	D	G	A	S / O	R / B							
5 g M	•	•	•	•	•	•	Ensuring fair treatment for staff seeking redress through the University's grievance procedures.	Review current processes and to implement robust monitoring in consultation with Human Resources.	Report on current grievance processes and implement monitoring mechanisms. Ensure procedure is fairly applied across all groups.	EA / HR / EO&DC	Commencing July 2009 to June 2011	EO&DC and Staffing Committee	
6 Ensuring physical accessibility of Facilities:													
6 a H	•						Providing access to buildings and facilities which complies with the requirements of the DDA.	Estates Department to review access to, within and between University buildings and campuses via updated Access Survey reports and in consultation with Accessibility Forum. Monitor progress towards annual Estates reports, e.g. recommendations in Access Surveys; maintenance; regular reviews of lifts / stair lifts (including accessible contacts and telephone access); publication of accessible rooms, signage and maps, car parking; reviewing use of buildings rented or hired for teaching purposes.	Improve access to buildings and navigability of University campuses as evidenced in reports from Estates Department and Accessibility Forum consultative feedback. Feedback on views of disabled people are recorded, understood and acted upon. Annual Estates reports with recommendations are disseminated to University community. Inclusion of disability accessibility within future Estates strategies.	EA / HR / SS / EO&DC / Estates Department / Accessibility Forum	Commencing October 2009 to June 2011	EO&DC and Accessibility Forum	

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6 b M		•					<p>Regularly reviewing access and making adjustments and improvements as required.</p>	<p>Ongoing review and reporting through Accessibility Forum.</p> <p>Estates Department to disseminate ongoing adjustments to students and staff. Review needs of alternative means of communication.</p> <p>Offer support and advice on making reasonable adjustments for students and staff with disabilities.</p>	<p>Dissemination of guidance on making reasonable adjustments.</p> <p>Evidence of improved communication with people with disabilities regarding the accessibility of the University's buildings.</p> <p>Develop best practice processes for making reasonable adjustments.</p>	EA / HR / SS / EO&DC / Estates Department / Accessibility Forum	Commencing October 2009 to June 2011	EO&DC and Accessibility Forum	
6 c M		•					<p>Offering students and staff a mechanism for raising concerns relating to access to the built environment.</p>	<p>Ensure dissemination of Accessibility Forum consultation process and Estates Department helpline.</p>	<p>Feedback from disabled users on the built environment.</p>	EA / HR / SS / EO&DC / Estates Department / Accessibility Forum	Commencing July 2009 to June 2011	EO&DC and Accessibility Forum	
6 d L		•					<p>Disseminating information relating to development and improvement to the built environment in order to invite comment and feedback.</p>	<p>Expansion of Accessibility Forum consultation process.</p> <p>Promote the University's facilities and services for people with disabilities.</p>	<p>Evidence from Minutes of meeting of the Accessibility Forum.</p> <p>Feedback from disabled users to inform future actions.</p>	EA / HR / SS / EO&DC / Estates Department / Accessibility Forum	Commencing July 2009 to June 2011	EO&DC and Accessibility Forum	

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7 Ensuring democratic participation and positive action:													
7 a M	•	•	•	•	•	•	<p>Promoting an inclusive culture through the development of codes of best practice, policies, and training.</p>	<p>Continue to promote equality and diversity through Equality Impact Assessment.</p> <p>Encourage and support under-represented groups to take part in the activities and processes of the University and to participate in public life.</p> <p>Review initiatives for widening participation of the above.</p> <p>Develop further training to promote inclusion.</p>	<p>Evidence that all policies meet legislative requirements and promote good practice.</p> <p>Evidence of involvement and feedback from under-represented students and staff, e.g. students/staff with disabilities in the life of the University.</p> <p>Evaluation of training undertaken.</p>	EA / HR / EO&DC / CDSAP	Commencing July 2009 to June 2011	EO&DC and Staff Dev. Committee	
7 b M	•	•	•	•	•	•	<p>Developing opportunities in, and approaches to, education and employment that take into account patterns of under-representation with a view to encouraging, where possible, greater diversity within the University community.</p>	<p>Review initiatives and approaches for further engagement with equality and diversity.</p> <p>Invite under-represented groups to assist with Open and Visiting days and other activities.</p> <p>Monitor engagement of under-represented groups.</p> <p>Review advertising to demonstrate the diversity of students and staff and our commitment to widening participation.</p>	<p>Evidence, through monitoring processes, of a workforce and student population which reflects the diverse nature of the community.</p> <p>Promote the importance of business case benefits of engaging with equality through presentations to management.</p> <p>Advertising material that reflects diversity of students and staff following consultation with Student Support and Widening Participation.</p>	EA / HR / SS / EO&DC / Marketing / Widening Participation	Commencing July 2009 to June 2011	EO&DC and Widening Participation Committee	

Task No and Priority H M L	Equality Strands						Area for Development	Actions / Specific Tasks	Measurable Outcomes	Lead	Timescales	Method of Monitoring	Progress
	R	D	G	A	S / O	R / B							
7 c M	•	•	•	•	•	•	Taking positive steps, wherever practicable and lawful, to support this Scheme and its aims.	<p>Review positive action initiatives to take account of under-representation of particular groups of staff or students. For example, addressing the under-representation of women or men, reviewing socio-economic disadvantages, needs of mature students, carers, pregnant women, etc.</p>	<p>Review, monitor and report on positive action initiatives to improve representation within the student body and workforce.</p> <p>Communicate and publish positive action initiatives, e.g. newsletters, press coverage, etc.</p>	EA / HR / SS / EO&DC	Commencing July 2009 to June 2011	EO&DC and Student Support Committee	
8 Promoting equality through procurement processes:													
8 a M	•	•	•	•	•	•	Seeking to ensure the University uses suppliers who operate in an equality embedded manner.	<p>Review procurement processes to promote equality principles to University suppliers and ensure that equality checking is fully embedded in all processes.</p> <p>Ensure that procurement is open to a diverse range of suppliers including local, international, voluntary, major and SME companies.</p> <p>Raise awareness of the importance of equality in all aspects of University procurement business.</p>	<p>Review, monitor and report equality procurement processes.</p> <p>Ensure departments are advised and engage with equality procurement processes through clarification and review of training need.</p>	EA / HR / EO&DC / Procurement Manager	Commencing July 2009 to June 2011	EO&DC	