

## **Equality Outcomes 2013 – 2017**

### **Our Commitment to Equality and Diversity**

The University of Strathclyde has a long standing commitment to equality of opportunity that spans the history of the institution. Our founder, Professor John Anderson, established a place of useful learning: an institution whose purpose would be to work for the public, for the good of mankind and the improvement of science, and at which no person would be discriminated against.

The University's current Strategic Plan (2011-2015) maintains our commitment to equality and diversity and identifies a clear set of corporate aims designed to ensure that equality of opportunity and the on-going development of a culturally diverse community underpin all aspects of our work.

*The plan notes: 'The values of equality and diversity are at the heart of the Strategic Plan and it is the responsibility of all our people – staff and students – to adopt these values and the behaviours contained within them. The Strategic Plan acts as a framework for implementation and it should assist individuals and teams to think carefully about their own areas of work and the likely impact on equality groups.'*

The University is committed to ensuring that we fully embrace the principles of equality and diversity in our daily practices, activities and policies, and we aim to consistently implement best practice. As such, we aim to embed fairness and equality into all areas of our work including every stage of the student lifecycle, teaching and learning, research practice, staff recruitment and development and the operation and management of the University as a whole.

Our approach is not simply to meet our legal obligations but to extend our work much further than this by celebrating equality and diversity and ensuring that the Strathclyde community is one based on fairness, equality, cultural diversity, dignity and respect. We therefore do not tolerate prejudice, unlawful discrimination or harassment and we take every opportunity to celebrate and promote diversity, and to engage with our students and staff, as well as the wider community.

This Equality Outcomes represents a new phase in our approach to equality and diversity, and combines our previous Race, Gender and Disability Schemes into a single document. The Action Plan that has been developed is one that encompasses each of the protected characteristics as defined within the Equality Act 2010: Age, Disability, Sex, Religion and Belief, Race, Sexual Orientation, Pregnancy and Maternity and Gender Reassignment, Marriage and Civil Partnership.

We will review our Equality Outcomes and Action Plan on a biennial basis and work proactively to monitor progress. In implementing our Equality Outcomes, we intend to build on our previous achievements in equality of opportunity and to further enhance our diverse, fair and welcoming University community.

Professor Kenneth Millar  
Vice-Principal

**The place of useful learning**

The University of Strathclyde is a charitable body, registered in Scotland, number SC015263

## **Further Information**

For further information visit the University Equality and Diversity web pages at <http://www.strath.ac.uk/equalitydiversity/>. The site contains a range of information resources and is regularly updated.

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## Equality Outcomes 2013 – 2017: Overview

**Objective 1:** Prepare, consult on, and launch Equality Outcomes Scheme and Action Plan by April 2013; and thereafter periodically review progress.

**Equality Outcome:** University strategy supports and meets the diverse needs of its community (staff and students).

**Objective 2:** Fully implement the Equality Impact Assessment (EIA) policy and procedure and monitor effectiveness.

**Equality Outcome:** The University develops policies and practices based on informed decisions which promote positive impact and improvements for specific Protected Characteristic groups.

**Objective 3:** Complete an Equal Pay review and monitor effectiveness.

**Equality Outcome:** The University identifies and takes action to reduce the gender-pay gap.

**Objective 4:** Promote and support Dignity and Respect between all individuals, both within and outwith the protected characteristic groups in the University Community.

**Equality Outcome:** The University monitors and establishes baseline figures on incidents of bullying, harassment and discrimination and challenges these behaviours through the consistent implementation of the Dignity and Respect Policy.

**Objective 5:** Develop staff and student awareness and confidence in relation to equality and diversity.

**Equality Outcome:** The University understands the diverse needs of its stakeholders and the implications of the legal responsibility – ensuring confident engagement with colleagues and the wider community.

**Objective 6.1 (for Staff):** Implement a range of effective monitoring and reporting mechanisms to help inform planning and improve standards such as Athena Swan.

**Equality Outcome:** The University will aim to have collected data for 70% of staff by protected characteristics by 2015. We are committed to attempting to achieve a response rate of 100% by 2017.

**Objective 6.2 (for Students):** Implement a range of effective monitoring and reporting mechanisms to help inform planning, support diverse needs and meet external requirements.

**Equality Outcome:** The University will collect and record data on protected characteristics of students. We aim to have collection rates of at least 60% by 2015, and at least 80% by 2017 for all protected characteristics.

**Objective 7:** Develop and implement a plan to promote and celebrate cultural diversity.

**Equality Outcome:** The University affirms the diversity of its community and provides cultural sensitive and accessible services.

**Objective 8:** Achieve the Athena SWAN Silver Award at departmental level.

**Equality Outcome:** The University supports the recruitment, retention and development of women, particularly, but not exclusively, in Science, Technology, Engineering and Mathematics (STEM) departments.

**Objective 9:** Develop and implement a strategy to consistently promote and celebrate diversity within all University and corporate communications and literature.

**Equality Outcome:** The University adheres to inclusive communication practice as far as practicable.

**Objective 10:** Reflecting the University's commitment on equality and diversity in Procurement practices.

**Equality Outcome:** The University encourages and promotes best equality practice in its procurement activities.

**Objective 11:** Improving accessibility and support for people with disabilities on campus.

**Equality Outcome:** The University implements good practice on inclusive provision and accessibility in meeting the needs of people with disabilities from all protected characteristic backgrounds.

## Equality Outcomes and Action Plan

Objective 1: Prepare, consult on, and launch Equality Outcomes Scheme and Action Plan by April 2013; and thereafter periodically review progress.						
Equality Outcome	Actions	Key Milestones/ Timescale	Lead Responsibility	Other Stakeholders	Protected Characteristic <sup>1</sup>	Reference to Equality (Act 2010) Duty
University strategy supports and meets the diverse needs of its community (staff and students)	Undertake a comprehensive consultation on the Scheme with staff, students and an appropriate range of internal and external groups and stakeholders	Staff, Students, External representatives  November 2012- February 2013	Equality and Diversity Manager	Vice Principal/ Equality Champion	All	Advance equality of opportunity between people with protected characteristics <sup>2</sup>  Eliminate discrimination, harassment and victimisation  Foster good relations between diverse groups
	Complete the internal approval process	Staff Committee – 8 March 2013  EDSC – 18 April 2013  Court – 22 April 2013		Director of Human Resources  Head of Student Experience  Director of Estates Services		
	Launch and disseminate the Scheme	30 April 2013				
	Monitor and review progress on the Equality Outcomes	Biennially via focus groups and surveys				

<sup>1</sup> As defined within the Equality Act 2010, protected characteristics include: Age, Disability, Sex, Religion and Belief, Race, Sexual Orientation, Pregnancy and Maternity and Gender Reassignment, Marriage and Civil Partnership

<sup>2</sup>

- remove or minimise disadvantages suffered by people due to their protected characteristics
- meet the needs of people with protected characteristics
- encourage people with protected characteristics to participate in public life or in other activities where their participation is low

<b>Objective 2: Fully implement the Equality Impact Assessment (EIA) policy and procedure and monitor effectiveness</b>						
<b>Equality Outcome</b>	<b>Actions</b>	<b>Key Milestones/ Timescale</b>	<b>Lead Responsibility</b>	<b>Other Stakeholders</b>	<b>Protected Characteristic</b>	<b>Reference to Equality (Act 2010) Duty</b>
The University develops policies and practices based on informed decisions which promote positive impact and improvements for specific Protected Characteristic groups.	The development of awareness of the policy and procedure and associated responsibilities among staff	July 2013	Equality and Diversity Manager	Vice Principal/ Equality Champion  Director of HR  Executive Team  HoDs	All	Advance equality of opportunity between people with protected characteristics  Eliminate discrimination
	Provide on-going support to staff in completing EIAs	Ongoing	EDM			
	Produce a range of information resources to support staff in completing EIAs	August 2013	EDM			
	Develop procedure to monitor and review progress on EIAs and provide support where needed	July 2013	EDM			
	Publish EIAs	Ongoing basis	EDM			

<b>Objective 3: Complete an Equal Pay review and monitor effectiveness</b>						
<b>Equality Outcome</b>	<b>Actions</b>	<b>Key Milestones/ Timescale</b>	<b>Lead Responsibility</b>	<b>Other Stakeholders</b>	<b>Protected Characteristic</b>	<b>Reference to Equality (Act 2010) Duty</b>
The University identifies and takes action to reduce the gender-pay gap.	Conduct an Equal Pay Audit and identify potential causes of any gender-based unequal pay	Transparent pay reward procedures based on objective criteria  Equal Pay Statement and Audit placed on website - 30 April 2013	Director of HR	EDM  Vice Principal/ Equality Champion	Gender	Advance equality of opportunity
	Monitor and review progress	Biennial basis				
	Identify equal pay issues for staff from other protected characteristic groups	Initial analysis by 30 April 2013			Disability  Ethnicity	Eliminate discrimination

**Objective 4: Promote and support dignity and respect between all individuals, both within and outwith the protected characteristic groups in the University Community.**

<b>Equality Outcome</b>	<b>Actions</b>	<b>Key Milestones/ Timescale</b>	<b>Lead Responsibility</b>	<b>Other Stakeholders</b>	<b>Protected Characteristic</b>	<b>Reference to Equality (Act 2010) Duty</b>
The University monitors and establishes baseline figures on incidents of bullying, harassment and discrimination and challenges these behaviours through the consistent implementation of the Dignity and Respect Policy.	Review the current arrangements for the Dignity and Respect Advisers (DRA) Network	July 2013	EDM	Director of HR	All	Advance equality of opportunity between people with protected characteristics  Foster good relations between diverse groups and  Eliminate discrimination, harassment and victimisation
	Consolidate and strengthen the DRA Network	Appointment of additional Dignity and Respect Advisers December 2013		Vice Principal/ Equality Champion		
	Launch and publicise the revised DRA Network	February 2014				
	Monitor data and take action on reducing reported incidents	Ongoing		Dignity and Respect Advisers		
	Produce information including quality of support provided by the DRAs	Annual report produced from 2015		Dignity and Respect Advisers (DRAs)		
	Review the Dignity and Respect Policy	July 2015		HR DRAs		

<b>Objective 5: Develop staff and student awareness and confidence in relation to equality and diversity</b>						
<b>Equality Outcome</b>	<b>Actions</b>	<b>Key Milestones/ Timescale</b>	<b>Lead Responsibility</b>	<b>Other Stakeholders</b>	<b>Protected Characteristic</b>	<b>Reference to Equality (Act 2010) Duty</b>
The University understands the diverse needs of its stakeholders and the implications of the legal responsibility – ensuring confident engagement with colleagues and the wider community.	Aim to achieve 80% staff completion rate of the online Equality and Diversity module	December 2015	Equality and Diversity Manager  Heads of Depts	Staff Development Manager  Vice Principal/ Equality Champion	All	Advance equality of opportunity between all people with protected characteristics  Foster good relations between diverse groups and  Eliminate discrimination, harassment and victimisation
	All new staff to complete the ED module within 3 months of taking up employment	December 2014	Heads of Depts			
	Introduce equality training for students	October 2015				
	Achieve 80% student completion rate of the online Equality & Diversity Module	April 2017	EDM  Students' Association  Heads of Depts			
	Maintain awareness on equality and diversity on campus – encourage open discussion and debate	Ongoing	EDM	OSDU  Chaplaincy  USSA		

	Provide focussed training for staff in front-line roles	Ongoing	EDM	Disability Service Advice Centre OSDU		
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**Objective 6.1: Implement a range of effective monitoring and reporting mechanisms to help inform planning and improve standards such as Athena Swan.**

Equality Outcome	Actions	Key Milestones/ Timescale	Lead Responsibility	Other Stakeholders	Protected Characteristic	Reference to Equality (Act 2010) Duty
<b>Staff</b>						
<p>The University will aim to have collected data for 70% of staff by protected characteristics by 2015</p> <p>We are committed to attempting to achieve a response rate of 100% by 2017</p>	Review staff recruitment and selection monitoring process to include additional protected characteristics	Annual report April 2015	HR		All	<p>Advance equality of opportunity between all people with protected characteristics</p> <p>Foster good relations between diverse groups and</p> <p>Eliminate discrimination, harassment and victimisation</p>
	Seek to gather information on additional protected characteristics for all current staff	December 2014				
	Extend existing monitoring of staff promotions to include new protected characteristics	April 2015				

	Monitor staff complaints and disciplines by new protected characteristics	April 2015				
	Monitor participation on centrally facilitated staff development courses	April 2015	OSDU Information Services	Estate Services		

**Objective 6.2: Implement a range of effective monitoring and reporting mechanisms to help inform planning, support diverse needs and meet external requirements.**

Equality Outcome	Actions	Key Milestones/ Timescale	Lead Responsibility	Other Stakeholders	Protected Characteristic	Reference to Equality (Act 2010) Duty
<b>Students</b>						
<p>The University will collect and record data on protected characteristics of students.</p> <p>We aim to have collection rates of at least 60% by 2015, and at least 80% by 2017 for all protected characteristics.</p>	Assess progress/ achievements/ retention with respect to protected characteristic groups	Annual Report April 2014	Planning	EDM  Widening Access & Retention Manager	All	<p>Advance equality of opportunity between all people with protected characteristics</p> <p>Foster good relations between diverse groups and</p> <p>Eliminate discrimination, harassment and victimisation</p>
	Review and monitor student academic complaints, general complaints, disciplinary cases and appeals by protected characteristic	Annual Report April 2015  Increase in numbers of informal resolution	Faculties  Governance	EDM		
		Faculty annual reports	Faculty Managers	EDM		

	Analyse graduate employment trends and identify specific issues for graduates from protected characteristic groups	July 2016	Careers Service and Employability Manager	EDM		
	Student Services <sup>3</sup> to implement monitoring by protected characteristics once the university system for recording new protected characteristics is established	April 2017	Student Support and Wellbeing Manager Managers and senior staff	EDM		
	Student Experience satisfaction survey to evaluate student feedback on services and accessibility	Annual Report	Survey Team	EDM		

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<sup>3</sup> Advice Centre, Counselling, Careers, Disability Service, Student Business, Chaplaincy

<b>Objective 7: Develop and implement a plan to promote and celebrate cultural diversity.</b>						
<b>Equality Outcome</b>	<b>Actions</b>	<b>Key Milestones/ Timescale</b>	<b>Lead Responsibility</b>	<b>Other Stakeholders</b>	<b>Protected Characteristic</b>	<b>Reference to Equality (Act 2010) Duty</b>
The University affirms the diversity of its community and provides cultural sensitive and accessible services.	Development of a calendar of events identifying religious and cultural holidays, celebrations and festivals	Celebrating or acknowledging main events June 2013	EDM	USSA Chaplaincy  Head of Student Experience  Corporate Comms	All	Advance equality of opportunity between all people with protected characteristics  Foster good relations between diverse groups and  Eliminate discrimination, harassment and victimisation
	Enhance catering provision to meet diverse dietary requirements	April 2014	Catering, Conferencing & Events Manager	EDM	Religion or belief	
	Inform alumni on University equality developments	December 2013 and ongoing as required	Alumni & Development Department	EDM	All	
	Embed equality and diversity in academic work (such as cross-discipline work, internships, research, publications, conferences, show casing best practice)	September 2013 onwards	EDM  Disability Service Manager  OSDU	RKES  Director Policy and Strategy  Corporate Comms		

<b>Objective 8: Achieve the Athena SWAN<sup>4</sup> Silver Award at departmental level.</b>						
<b>Equality Outcome</b>	<b>Actions</b>	<b>Key Milestones/ Timescale</b>	<b>Lead Responsibility</b>	<b>Other Stakeholders</b>	<b>Protected Characteristic</b>	<b>Reference to Equality (Act 2010) Duty</b>
The University supports the recruitment, retention and development of women, particularly, but not exclusively, in Science, Technology, Engineering and Mathematics (STEM) departments.	Embed University Bronze Award action plan	Annual progress report – December 2013	EDM  Director of HR  Director of SEES	OSDU	Gender	Advance equality of opportunity   Eliminate discrimination
	Appoint University Athena Swan Champion	May 2013	Principal/ Vice-Principal			
	Establish University Athena Swan Steering Group	June 2013	Athena Swan Champion	Vice-Principal Director of HR Director of SEES EDM		
	SET Departments developing action plans and applying for Athena Swan Silver award accreditation	2013 onwards	Heads of Depts./ Deans	Director of HR Director of SEES EDM		

<sup>4</sup> The Athena SWAN Charter encourages the advancement and representation of women in science, technology, engineering, mathematics and medicine (STEMM) departments in higher education: <http://www.athenaswan.org.uk/content/athena-swan>

**Objective 9: Develop and implement a strategy to consistently promote and celebrate diversity within all University and corporate communications and literature.**

<b>Equality Outcome</b>	<b>Actions</b>	<b>Key Milestones/ Timescale</b>	<b>Lead Responsibility</b>	<b>Other Stakeholders</b>	<b>Protected Characteristic</b>	<b>Reference to Equality (Act 2010) Duty</b>
The University adheres to inclusive communication practice as far as practicable.	Communicate and will endeavour to provide information in accessible formats to staff, students and members of the public	Equality and diversity information and progress included in existing and future university reports and publications – April 2014	Director of Marketing & Development service	Estates	All	Advance equality of opportunity between all people with protected characteristics  Foster good relations between diverse groups
	Accessible University website	Involvement of protected characteristic groups April 2015		EDM		
	Greater coverage of diversity information, images/ representation and news	Publications website		Disability Service		
	Seek regular feedback to ensure continuous improvement	Publication of report		Faculty Managers/ Reps  Information Services  Administrative and Professional Services Staff		

<b>Objective 10: Reflecting the University's commitment on equality and diversity in Procurement practices.</b>						
<b>Equality Outcome</b>	<b>Actions</b>	<b>Key Milestones/ Timescale</b>	<b>Lead Responsibility</b>	<b>Other Stakeholders</b>	<b>Protected Characteristic</b>	<b>Reference to Equality (Act 2010) Duty</b>
The University encourages and promotes best equality practice in its procurement activities.	Monitoring arrangements in place to assess whether contractors are compliant with the University equality questions	Annual report  Website	Estates	Finance  Information Services Directorate	All	Advance equality of opportunity between all people with protected characteristics  Foster good relations between diverse groups and Eliminate discrimination, harassment and victimisation
	Inform non-compliant suppliers about University's concerns and failure to improve would lead to non-award or withdrawal of contract	Maintain record of organisations				
	Revise and develop clear guidelines for staff involved in procurement and offer training sessions	July 2014 and ongoing				

<b>Objective 11: Improving accessibility and support for people with disabilities on campus.</b>						
<b>Equality Outcome</b>	<b>Actions</b>	<b>Key Milestones/ Timescale</b>	<b>Lead Responsibility</b>	<b>Other Stakeholders</b>	<b>Protected Characteristic</b>	<b>Reference to Equality (Act 2010) Duty</b>
The University implements good practice on inclusive provision and accessibility in meeting the needs of people with disabilities from all protected characteristic backgrounds.	Development of Estates Equality and Diversity Policy	June 2013	Estates	EDM	All	Advance equality of opportunity between all people with protected characteristics  Foster good relations between diverse groups
	Establishment of an ED Accessibility working group	April 2013		Disability Services		
	Provide regular updates on the Estates working group and implementation of policy	University publications and website  Ongoing basis				
	Develop services to ensure that the needs of disabled students from all protected characteristic backgrounds are met	April 2014	Disability Service Manager	EDM  Estates		
	Develop provision for disabled staff	April 2015	EDM Director HR Head of Safety Services	Disability Service Manager  Estates		

<b>Key to abbreviations</b>	
AC	Advise Centre
ADD	Alumni & Development Department
CCE	Catering, Conferencing & Events
CS	Careers Service
CSR	Centre for Sport and Recreation
DS(M)	Disability Service (Manager)
EC	Equality Champion

EDM	Equality and Diversity Manager
HR	Human Resources
OSDU	Organisational and Staff Development Unit
SC	Students Counselling
SEES	Student Enhancement and Experience Services
ST	Survey Team
USSA	University of Strathclyde Students Association