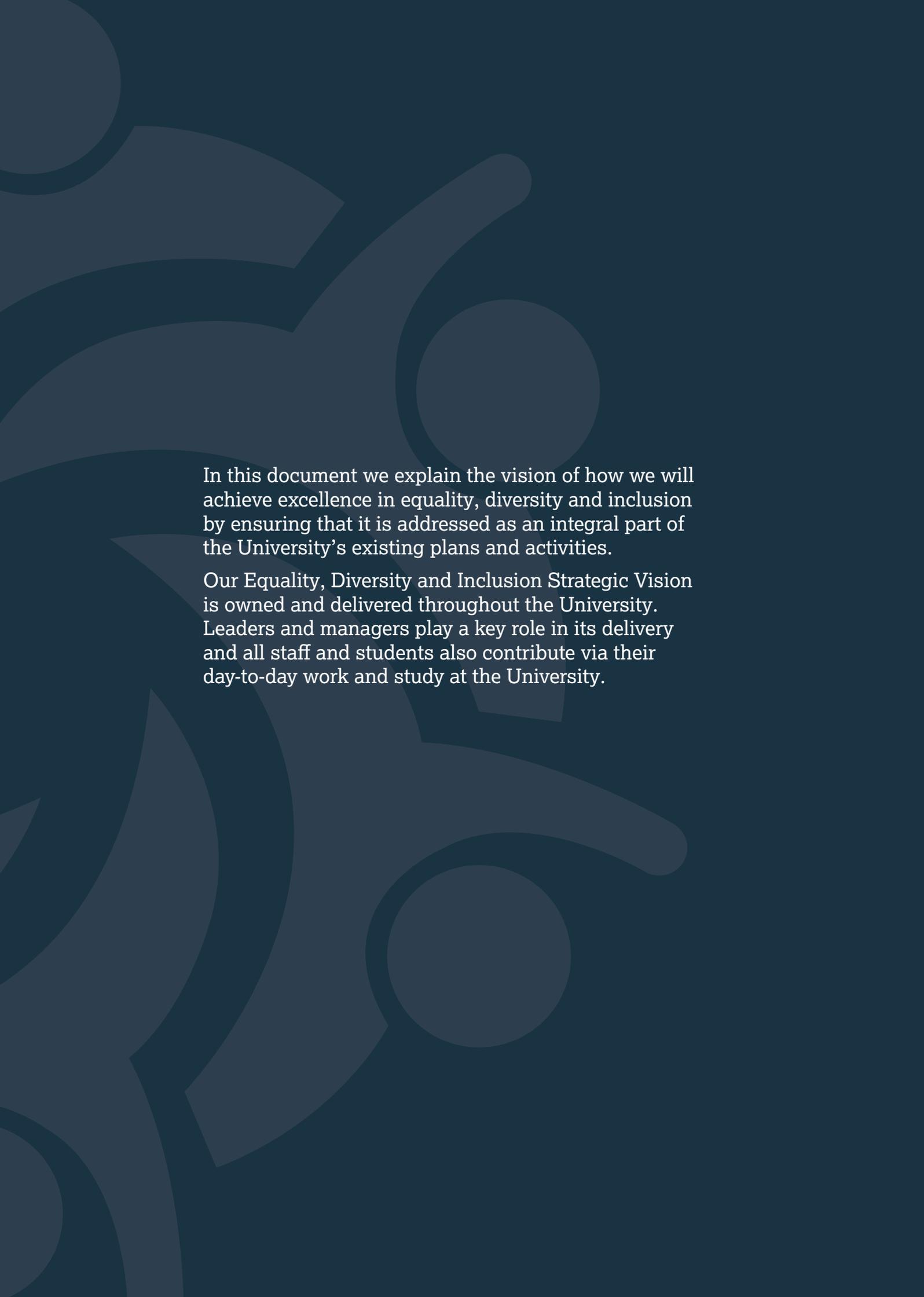




EDI EQUALITY, DIVERSITY
AND INCLUSION

Strategic Vision 2020



In this document we explain the vision of how we will achieve excellence in equality, diversity and inclusion by ensuring that it is addressed as an integral part of the University's existing plans and activities.

Our Equality, Diversity and Inclusion Strategic Vision is owned and delivered throughout the University. Leaders and managers play a key role in its delivery and all staff and students also contribute via their day-to-day work and study at the University.

Welcome from the Vice-Chancellor



Equality, diversity and inclusion lie at the heart of all Lancaster University activity and we are very proud of our work in this area. In this Equality, Diversity and Inclusion Strategic Vision 2020 we set out the vision, strategic aims, objectives and measures of success.

Through this strategic vision, we will:

- Implement a set of actions to further advance equality, diversity and inclusion for all
- Provide information and advice on developments that affect you
- Raise awareness of your rights and responsibilities
- Provide information that explains how you can contribute
- Demonstrate how equality, diversity and inclusion delivers improvements in line with the aims of the University's Strategic Plan 2020

"I am particularly pleased to be able to share this Strategic Vision with you and I am personally committed to help achieve its success.

Through our collective efforts and through effective implementation, we can make a difference by creating an environment where we can all enjoy, respect and benefit from our diverse community."

Professor Mark E. Smith
Vice-Chancellor



University-wide excellence in Equality, Diversity and Inclusion - EDI

Making EDI business as usual

We will address Equality, Diversity and Inclusion (EDI) issues at every level and in every part of the University as an integral part our day to day work and study, policy, practice and decision making.

We will improve equality of opportunity and remove barriers for groups and individuals to allow them to flourish in their research, teaching, studies, engagement, administration, service and life at the University.

To help achieve these aims, we will focus on equality impact assessment as an integral part of delivering our commitments to staff (including the People Strategy 2020), to students (including the Student Charter) and our involvement with the wider community.

EDI improves our ability to achieve the University Strategy 2020

Our vision to be Globally Significant

- EDI contributes to achieving excellence

Our strategic goals, Top 10, Top 100

- EDI improves outcomes and experiences for individuals and groups

Our culture

- EDI supports our culture, values and behaviours

What is Diversity?

Diversity translates into differences across many dimensions, including statutorily recognised protected characteristics and additional dimensions important to the policy, practice or decision being considered.

- Age
- Religion or belief
- Sex
- Sexual orientation
- Trans gender
- Disability (mental and physical)
- Pregnancy and maternity
- Race, including ethnicity, nationality and cultural background
- Socio-economic factors
- People who work or study on / off-campus
- People who work or study part-time / full-time

EDI supports our culture, values and behaviours

Progressive

Continuing to improve in areas related to Equality, Diversity and Inclusion

Ambitious

With an appetite to set high standards for ourselves and work together to achieve them

Supportive

Of all colleagues and members of the University, irrespective of difference

Collaborative

Willing and able to work with diverse people

Personal & human scale Creating a caring and welcoming environment for staff and for students, where they can thrive

Exploring & challenging

Through respectful and open debate and enquiry, to ensure different views are heard, considered and respected

WE WILL REVIEW AND TAKE ACTION TO ACHIEVE STRATEGIC AIMS OF EDI

- PROGRESSIVE, COLLABORATIVE & HEALTHY ENVIRONMENT
- CHARTER AWARDS
- ATTRACT & RECRUIT
- DEVELOP & SUPPORT
- RETAIN & REWARD
- ENGAGE with WIDER COMMUNITY

Our achievements include

- 1 Student counselling and mental health services have been enhanced by providing additional staff resources. In addition, new College Welfare Officer roles have been established for support at college level.
- 2 Systems and process for Independent Learning Support Plans for disabled students have been developed to allow departments direct access and enable more timely support for disabled students.
- 3 The Smart Start residential programme has been introduced for incoming students on the autistic spectrum to help them make a successful transition to living and studying independently at University.
- 4 The University continues to perform above national benchmarks in the recruitment of students from state schools (above 90%) and from low participation neighbourhoods (almost 10%) and from more deprived socio economic backgrounds (over 26%).
- 5 Lancaster Institute for the Contemporary Arts community arts programmes, and Sports Centre events and programmes have a great record of supporting minority groups.
- 6 We now have effective systems in place for diversity monitoring and reporting, which helps us to assess impact and develop action plans for staff and students.
- 7 We have achieved Athena SWAN charter awards success for the University and departments in science, technology, engineering, mathematics and medicine (STEMM) subjects. This recognises the University's commitment to gender equality.
- 8 A Vice-Chancellor's open forum was held on equality and diversity in October 2014, resulting in actions to make academic promotions criteria more inclusive of teaching and service activity and raise the profile of equality and diversity.
- 9 The Pre-school Centre has a record of 'outstanding' assessments by Ofsted in 2010 and 2013, combined with user consultation and continuous improvement programmes. This provides a source of excellence to help with childcare responsibilities.
- 10 Personalised services to support staff joining the University from abroad have been introduced, such as organising removals and storage, visa enquiries and assistance with viewings for living accommodation. This helps to resolve practical issues for staff joining from abroad and make people feel welcome.
- 11 Shared Parental Pay has been enhanced to 16 weeks on full pay, the equivalent to the University's enhanced maternity and adoption pay. This allows childcare to be more equally shared between partners.
- 12 'Recruiting the Best' training sessions have been developed, refined and delivered, to include an expert approach to equality, diversity and inclusion in staff recruitment and how to avoid unconscious bias in assessment of individuals.
- 13 Employee Assistance Programme service has been commissioned and is available for staff 24 hours / 7 days a week to provide emotional, legal, and other support services.
- 14 Regular Equal Pay Reviews have been undertaken and action plans put in place, which aim to reduce the gender pay gap.
- 15 A Maternity, Adoption Research Support 'MARS' fund has been established, so that eligible staff can apply for funding to help progress their research interests whilst away on maternity or adoption leave.
- 16 Staff development opportunities are tailored to roles and diversity groups for equitable advancement, such as, Research Development Programme and female leadership development groups.



Implementing Equality, Diversity & Inclusion

STRATEGIC AIMS OF EDI	STRATEGIC OBJECTIVES (Leader of relevant Priority Objective)	MEASURES OF SUCCESS
<p>PROGRESSIVE, COLLABORATIVE & HEALTHY ENVIRONMENT for working, learning and visiting</p>	<ul style="list-style-type: none"> ● Develop the physical campus and services, with regard to accessibility and inclusivity for all diversity groups. (Facilities) ● Prevent harassment and bullying, with support mechanisms provided (HR&OD for staff; SBS for students) ● Review and develop the disability access to on-line systems for University services. (System owners with expertise from ISS) ● Develop a code of conduct for events, conferences and summer schools to promote dignity and respect. (HR&OD) ● Increase sharing of EDI knowledge and good practice across University internal networks for EDI, Disability and Athena SWAN. (HR&OD; SBS) 	<p>Access / inclusion guide to buildings completed by 2017</p> <p>Anti-harassment and bullying policies revised by 2017</p> <p>Systems reviewed and developed by 2017-18</p> <p>Code of conduct for events by 2017</p> <p>Widespread use of good practice through to 2020</p>
<p>CHARTER AWARDS for external recognition</p>	<p>Athena SWAN Charter for gender equality (Athena SWAN Lead)</p> <ul style="list-style-type: none"> ● Engineering, Mathematics & Statistics and School of Computing & Communications bronze awards in 2016-17 ● Lancaster Environment Centre (LEC) silver award in 2016 ● University silver award in 2017-18 ● Faculty of Health & Medicine silver award renewal in 2017-18 and develop plans for gold ● Physics silver award renewal in 2017-18 and develop plans for gold ● Management School bronze award in 2017-18 ● Faculty of Arts & Social Sciences departments bronze awards in 2017-18 <p>Race Equality Charter (REC)</p> <ul style="list-style-type: none"> ● University membership of REC from 2017, involving: producing ethnicity analysis of staff and student data, setting up Self-Assessment Team, conducting surveys / focus groups, forming 3 year Action Plan. REC bronze award by 2020 <p>Lesbian, Gay, Bisexual, Trans (LGBT) equality</p> <ul style="list-style-type: none"> ● Establish an LGBT working group to develop an approach to promoting LGBT equality, including membership of Stonewall 	<p>Athena SWAN awards achieved by target dates</p> <p>REC award by 2020</p> <p>Greater awareness of LGBT issues and promotion of LGBT history month</p>

Implementing Equality, Diversity & Inclusion

STRATEGIC AIMS OF EDI	STRATEGIC OBJECTIVES (Leader of relevant Priority Objective)	MEASURES OF SUCCESS
<p>ATTRACT & RECRUIT for greater staff and student diversity</p>	<p>Staff (HR&OD)</p> <ul style="list-style-type: none"> ● Attract the widest possible pool of applicants from all diversity groups and backgrounds in order to recruit the best candidates ● Attract under-represented groups, such as females and Black & Minority Ethnic (BME) to apply for senior positions ● Achieve balanced diversity profile across all areas and levels and in the membership of University committees ● Establish apprenticeship opportunities in different functional areas of the University <p>Reference to current Athena SWAN Action Plan (AS Lead)</p> <p>Students (RAID)</p> <ul style="list-style-type: none"> ● Attract high quality applications from students from across different diversity groups and backgrounds across our faculties and departments at a UG, PGT and PGR level ● Monitor applications, offers and registrations across all faculties and departments at a UG, PGT and PGR level for all diversity and underrepresented groups ● Provide activity to attract students underrepresented within particular faculties and departments ● Ensure robust admissions policies and procedures in place and training provided to ensure fair access is applied across all admissions procedures <p>Reference to current Athena SWAN Action Plan (AS Lead)</p>	<p>50-50 ratio female / male senior grade and academic appointments.</p> <p>Increase UK-BME staff from 3% to 5% by 2020.</p> <p>50-50 ratio female / male and increased BME on committees.</p> <p>60 apprenticeships</p> <p>Within national / international contexts, a balanced cohort of students in faculties and departments, including: gender groups and from low participation neighbourhoods</p>



Implementing Equality, Diversity & Inclusion

STRATEGIC AIMS OF EDI

DEVELOP & SUPPORT
for equality of opportunity and to remove barriers to development of staff and students

STRATEGIC OBJECTIVES

(Leader of relevant Priority Objective)

Staff (HR&OD)

- Provide development programmes to meet the requirements of the diverse range of staff roles at the University
- Apply inclusive practices to development programmes, with inclusive content, unconscious bias awareness and inclusive methods of delivery
- Shape (Human Resources) policies, practices and support to achieve equality of opportunity and remove barriers to progression for all staff diversity groups
- Develop practices relating to work/life balance and flexible working, and support for an ageing workforce
- Provide training, guidance and advice for managers in their role to manage and support a diverse staff workforce
- Encourage research grant and fellowship applications from staff across diversity groups.

Reference to current Athena SWAN Action Plan (AS Lead)

Students

- Continue to develop the range of student support services offered to meet the requirements of the diverse student population at the University
- Develop College Wellbeing Officer roles to provide additional mental health and wellbeing support across the University
- Develop referral webpages for academic staff so referrals can be made to the correct Student Wellbeing Service to ensure that vulnerable students receive timely and appropriate support
 - Extend the web pages to include other support available e.g. via Colleges, LUSU and Chaplaincy
 - Provide training for staff across the University, underpinned by fair and transparent promotions processes
- Student Wellbeing Services working with Faculties and Professional Services to embed disability-related support across the University. This is a very wide ranging project which will include a review of many aspects of University life from curriculum design and course delivery to system developments and staff training
- Continue to develop transitional support offered to Autistic applicants/students and those with communication difficulties via our Smart Start mentoring initiative to help them acclimatise to University life

MEASURES OF SUCCESS

Impact and outcomes on development of individuals

Increased course demand / attendance

Policies and practices reviewed and developed, with equality impact assessment

Staff Survey measures and follow-up focus groups analysed by diversity group

HoD/manager training
HRP advice and guidance / briefings for managers

Research grant and fellowship applications

Measures from student surveys including NSS, PTES, PRES

Improved take up of support available to students at college level

Web pages live June 2016.
Improve staff awareness of support services

Web pages launched September 2016

Programme completed by December 2016

A strategic Working Group initiated April 2016 to develop action plan and make recommendations to relevant groups across the University

Increased retention of students with autism and communication difficulties

Implementing Equality, Diversity & Inclusion

STRATEGIC AIMS OF EDI	STRATEGIC OBJECTIVES (Leader of relevant Priority Objective)	MEASURES OF SUCCESS
RETAIN & REWARD for improved retention and outcomes for staff and students.	Staff (HR&OD) <ul style="list-style-type: none"> ● Develop criteria and processes relating to staff grading, promotions and advancement across all University roles and staff activities ● Ensure on-going equal pay for work of equal value across all University roles and diversity groups, substantiated by regular Equal Pay Audit and implementation of actions ● Develop reward and recognition policy and practice to support the diverse range of staff roles at the University ● Collect and analyse data on the reasons why staff leave the University, and develop action plans to address identified issues Reference to current Athena SWAN Action Plan (AS Lead)	50-50 ratio female / male promotions and advancement to higher grade Gender pay gap reduced by 5% by 2020 Staff survey measures relating to reward Staff turnover and reasons for leaving
	Students <ul style="list-style-type: none"> ● Develop inclusive practice and support and make this standard across teaching, learning and assessment for students, implemented via University Teaching and Learning Strategy ● Address issues affecting student retention across diversity groups ● Develop ways (within and extra to the curriculum) of increasing employability of students across diversity groups ● Encourage take-up of opportunities for schemes run by graduate employers for particular diversity groups 	Inclusive practice and support implemented across departments and faculties Degree success across diversity groups Student retention across diversity groups Graduate destinations of diversity groups



Implementing Equality, Diversity & Inclusion

STRATEGIC AIMS OF EDI

ENGAGE with WIDER COMMUNITY
for joint working to promote equality, diversity and inclusion

STRATEGIC OBJECTIVES

(Leader of relevant Priority Objective)

- Increase involvement with public and voluntary sector organisations in activities that promote Equality, Diversity and Inclusion. (HR&OD)
- Establish a Lancaster wide group for Equality, Diversity and Inclusion practitioners to share best practice for mutual benefit. (HR&OD)
- Influence the development of Equality, Diversity and Inclusion initiatives through involvement / leadership in the City, region and nationally. (HR&OD)
- Implement a policy for staff undertaking voluntary work in the community. (HR&OD)
- Develop a more balanced diversity profile of University Governors (Secretariat)

Reference to current Athena SWAN Action Plan (AS Lead)

MEASURES OF SUCCESS

Evidence of effective joint working on promotion, use of best practice and developments.

Staff volunteering policy implemented

50-50 ratio female / male governors by 2020

