

Equality Outcomes 2017-21

Equality Outcome 1:

Continue to review, and aspire to increase where necessary, the diversity of Court and leadership groups **to ensure University leadership at all levels is truly inclusive and representative.**


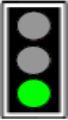
Link to Edinburgh Napier University's Strategy 2020:

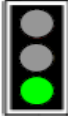
- Inclusive

Link to General Duty:

- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it
- Foster good relations between people who share a relevant protected characteristic and people who do not share it

Relevance to protected characteristic(s): **Relevant to all**

Activity Required to Achieve Desired Outcome	Result	Deadline	Responsibility	Status	Progress 2017-21
<p>Recruit diverse range of Court members</p> <p>Continue to implement (and share) legislative change and sector best-practice with University leadership.</p> <p>Comply with Scottish Government policy in respect of Board diversity http://www.gov.scot/Topics/Government/public-bodies/BoardChairs</p>	<p>A diverse University Court and leadership.</p> <p>Regular engagement with sector E&D and Inclusion networks and advisory bodies to ensure best-practice.</p> <p>Better governance, decision making and performance.</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • University Secretary • Governance • HR Partner- Capability 		<p>Direction / Tools for diversity data collection from Scottish Government postponed in letter dated 31 January 2017</p>
<p>Produce demographic data and annual report for Court, and diversity data on demand for leadership groups and committees.</p>	<p>Increased diversity through monitoring and action.</p>	<p>Annual report/ Ongoing</p>	<ul style="list-style-type: none"> • Planning & Business Intelligence • Information Services • HR Partner- Capability • Governance 		<p>Report on Court Diversity published by Governance in Oct 2016</p>

<p>Provide E&D/I training and development activity to Court, leadership groups/committees, managers and <i>all</i> other staff where appropriate.</p> <p>Essential topics: <i>Equality Impact Assessments</i> <i>Cultural Awareness</i> <i>Bribery Act 2010</i> <i>Unconscious Bias</i> <i>Introduction to Equality and Diversity (as part of induction for new staff)</i> <i>Values and Behaviours</i> <i>E&D essentials for line managers</i></p>	<p>Training delivered to a broad range of participants with good attendance.</p> <p>Amendments made where suggested by feedback.</p> <p>Creation of a representative, engaged Court and leadership aware of the value of diversity and committed to inclusion</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • HR Partner-Capability • Corporate Learning and Development 		<p>Unconscious Bias training delivered in 2016 and monthly in 2017</p>
--	---	----------------	---	---	--

Equality Outcome 2:

Regularly review student diversity data in order to understand our demographics, and **ensure equality of opportunity and support for all our students to achieve their full potential.**


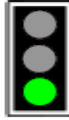

Link to Edinburgh Napier University's Strategy 2020:

- We will widen access to our programmes and expertise, supporting students from diverse backgrounds to be successful
- We will promote diversity in our staff and student community

Link to General Duty:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it
- Foster good relations between people who share a relevant protected characteristic and people who do not share it

Relevance to protected characteristic: **Relevant to all**

<u>Activity Required to Achieve Desired Outcome</u>	<u>Result</u>	<u>Deadline</u>	<u>Responsibility</u>	<u>Status</u>	<u>Progress 2017-21</u>
Produce and analyse: • applications data • matriculation data by protected characteristic	Analysis that enables action to be taken in respect of under-represented groups. Linkage to Widening Participation agenda and its objectives.	Annually	<ul style="list-style-type: none"> • Planning & Business Intelligence • Student Recruitment & Admissions • Head of Widening Participation • Inclusion Committee 		Report to Court (June) in draft
Produce and analyse: • continuation data • retention data • attainment data by protected characteristic	Analysis that enables action under the Widening Participation agenda. Linkage to Student Wellbeing and Inclusion	Annually	<ul style="list-style-type: none"> • Planning & Business Intelligence • Head of Widening Participation • Student Records • Inclusion Committee 		Report to Court (June) in draft
Produce and analyse appeals and complaints data by protected characteristic	Analysis that results in corrective action where appropriate. Maintenance of a partnership approach with our student's association.	Annually	<ul style="list-style-type: none"> • Assistant Principal Student Experience • School Support Service • Governance • Academic Board 		

Equality Outcome 3:

Promote staff and student mental health and wellbeing in order to **create a positive and inclusive environment where everyone involved feels proud, confident, challenged and supported.**


Link to Edinburgh Napier University's Strategy 2020:

- Inclusive
- To deliver an excellent personalised student experience
- Recognised as a University that acts with respect and integrity.

Link to General Duty:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it
- Foster good relations between people who share a relevant protected characteristic and people who do not share it

Relevance to protected characteristic: **Relevant to all**

<u>Activity Required to Achieve Desired Outcome</u>	<u>Result</u>	<u>Deadline</u>	<u>Responsibility</u>	<u>Status</u>	<u>Progress 2017-21</u>
<p>Continued commitment to mental health and wellbeing initiatives and support for staff and students</p> <p>A strategy for Student and Staff Inclusion and Wellbeing including:</p> <ul style="list-style-type: none"> • Creation of Wellbeing Group • Student Mental Health Policy • Annual 'See Me'/similar campaigns for mental health during mental health awareness week • Counselling services • Employee Assistance Programme • Development of Staff Inclusion Networks • Health & Wellbeing Events 	<p>Improved Staff Engagement Survey results.</p> <p>Improved NSS ratings in this area.</p> <p>Increased uptake of counselling and other associated services.</p> <p>Active staff Inclusion networks.</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • Head of Student Wellbeing & Inclusion • Employee Wellbeing Group • Head of Health, Safety & Wellbeing • Inclusion Committee • Staff Inclusion Network Sponsors • Student Experience Committee 		<p>Head of Student Wellbeing & Inclusion appointed Feb 2017</p>

Equality Outcome 4:

Commit to achieving gender and transgender equality as part of our wider University Inclusion Strategy, addressing areas of inequality **to ensure gender is never a barrier to achievement for our staff and students.**




Link to Edinburgh Napier University's Strategy 2020:

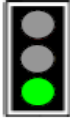



- Inclusive
- We will promote diversity in our staff and student community

Link to General Duty:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it
- Foster good relations between people who share a relevant protected characteristic and people who do not share it

Relevance to protected characteristic: **Relevant to all**

<u>Activity Required to Achieve Desired Outcome</u>	<u>Outcome</u>	<u>Deadline</u>	<u>Responsibility</u>	<u>Status</u>	<u>Progress 2017-21</u>
Maintain Athena SWAN Institutional accreditation by award submission in 2017	Well attended, fully engaged Institutional Self-Assessment Team established. Institutional Award achieved by April 2018. Implementation of Gender Equality Action Plan 2017-21 from submission.	Nov 2017	<ul style="list-style-type: none"> • Institutional Athena SWAN Lead • Institutional SAT Team • HR Partner- Capability 		
Support Departmental Athena SWAN Award submissions	Well attended, fully engaged School Self-Assessment Teams established. Submissions by all six schools between Apr 2017 and Nov 2019. Departmental awards held by the majority of schools by 2020.	By 2020	<ul style="list-style-type: none"> • Institutional Athena SWAN Lead • HR Client Partners • Deans of School • School SAT Teams 		2 schools submitted in Nov 2016 2 schools submitting in Apr 2017
Continued commitment to the Leadership Foundation for Higher Education's Aurora mentoring programme	Strong annual cohort. Positive feedback at programme evaluation. Support to participants from line managers/Deans of School or Department	Annually	<ul style="list-style-type: none"> • Head of HR Capability • Women's Leadership Network Sponsor • Corporate Learning and Development 		Cohorts each academic year

<p>Establishment and continuation of a Women's Leadership Network</p>	<p>Well-supported, thriving network that represents the interests of its members.</p> <p>Continued commitment from Senior Sponsor.</p> <p>Improved scores (relevant to engagement and representation) in Staff Engagement Survey.</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • Women's Leadership Network Sponsor 		<p>Launched in March 2017</p>
<p>Establishment of remaining Inclusion networks under Inclusion Strategy</p>	<p>Well-supported, thriving networks that represent the interests of their members.</p> <p>Continued commitment from Senior Sponsor.</p> <p>Improved scores (relevant to positive working culture/engagement/representation) in Staff Engagement Survey.</p>	<p>July 2017</p>	<ul style="list-style-type: none"> • Network Sponsors • HR Partner-Capability 		<p>Four remaining networks launched by July 2017</p>
<p>Work to achieve Scottish Funding Council (SFC) ambitions under the Gender Action Plan</p>	<p>Reduction of the gap between male and female undergraduate participation.</p> <p>Removal of gender imbalance in schools of more than 75:25 .at subject level.</p>	<p>By 2030</p>	<ul style="list-style-type: none"> • Student Recruitment & Admissions • Assistant Principal • Senior Leadership Group • Head of Widening Participation 		
<p>Creation of a progressive Transgender Policy for staff and students, subject to regular review to ensure needs are met</p>	<p>A fully-supportive environment for transitioning and transgender staff and students.</p> <p>A positive, welcoming student experience from matriculation to graduation.</p> <p>An organizational culture that is accepting and supportive.</p>	<p>Apr 2017 and then ongoing</p>	<ul style="list-style-type: none"> • Head of Student Wellbeing & Inclusion • Head of HR Capability • LGBT+ Network Sponsor • ENSA E&D Rep • Inclusion Committee 		<p>First Transgender Working Group scheduled for May 2017</p>

Equality Outcome 5:

Continue to be an employer of choice, and known as an inclusive University **that supports each other as researchers, scholars and professional practitioners** in order to achieve our strategic goals.

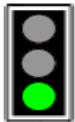

Link to Edinburgh Napier University's Strategy 2020:

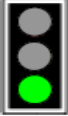
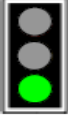
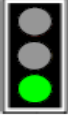
- To grow our academic reputation
- To deliver an excellent personalised student experience
- To build innovation, enterprise and citizenship
- To internationalise our work

Link to General Duty:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it
- Foster good relations between people who share a relevant protected characteristic and people who do not share it

Relevance to protected characteristic: **Relevant to all**

<u>Activity Required to Achieve Desired Outcome</u>	<u>Result</u>	<u>Deadline</u>	<u>Responsibility</u>	<u>Status</u>	<u>Progress 2017-21</u>
Transparent, centralised recruitment practice that attracts diverse talent	<p>Increased applications from under-represented groups.</p> <p>Compliance with legal requirements and best-practice under Disability Confident and similar schemes.</p> <p>An increasingly diverse workforce.</p> <p>Improved candidate experience.</p>	March 2017	<ul style="list-style-type: none"> • HR Recruitment Partner • Head of HR Capability 		New system and team launched on 31 March 2017
Increase in the number of declarations of protected characteristics by staff	<p>Reduction in 'prefer' not to say response to questions which ask for identification with a protected characteristic.</p> <p>Regular review of employee diversity information, and analysis used to inform decision-making.</p>	Ongoing	<ul style="list-style-type: none"> • HR Partner- Capability • HR Services Team • Inclusion Committee 		

Continue to undertake Equal Pay Audits	<p>Clear insight into pay and reward throughout the University.</p> <p>Identification of equal pay issues and proposed actions to address.</p> <p>Ahead of requirements expected to be extended to the public sector under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017</p>	Bi-annually	<ul style="list-style-type: none"> • HR Director • HR Partner – Capability • IS • HR Client Partners 		<p>Senior Pay Review conducted in 2016.</p> <p>Reward Review reports back June 2017</p>
Continue to ask questions related to diversity and inclusion in our bi-annual Employee Engagement Survey	<p>Employee Engagement Action Group established.</p> <p>Issues/actions arising from engagement driven forward.</p> <p>Improvement in employee ratings relating to organisational culture.</p>	Ongoing	<ul style="list-style-type: none"> • Head of HR Capability • Head of HR Organisational Change • Internal Communications 		<p>'Have you Heard in interim to drive forward engagement agenda.</p> <p>Improved and increased frequency of internal comms: new Campus Conversations/</p>
Continue to complete Equality Impact Assessments for policy/procedural and structure changes	Will help embed equality and diversity considerations as part of change across the University.	Ongoing	<ul style="list-style-type: none"> • HR Partners in support of relevant areas 		Review of all policies and procedures currently being undertaken by HR Policies and Projects Partner March 2017