

UNIVERSITY COLLEGE PLYMOUTH ST MARK & ST JOHN

PROMOTING DIVERSITY AT MARJON:

A STRATEGY

AND ACTION PLAN

Document Title	DIVERSITY STRATEGY
Document Reference	DIVERSITY STRATEGY
Version	2.0
Issuing Authority	DWG
Owner	DWG
Author	M Noble
Document Date	8th May 2007, reviewed and reissued 2010
Last Amended	25 th October 2010
Sensitivity	Open
Circulation	DWG
Effective from	17 th December 2010
Review Date	5 yearly
Effective until	2015
EIA completed	Preliminary completed 25/10/10, full EIA not required
History	Version 0.1 circulated to BC, BH, NJ, LT for comment; version 0.11 circulated to Diversity Committee for its meeting on 18/5/07; version 0.2 circulated to Diversity Committee for comment: version 0.3 circulated to DB, BC, BH and LT for comment on 5/6/07: version 0.31 circulated to BC and LT on 7/6/07: version 0.32 circulated to Diversity Committee for its meeting on 13/6/07; version 0.4 circulated to Diversity Committee membership on 18/6/07 for comment and thence, unchanged, to Academic Board on 29/6/07 following C/A. Version 0.5 re-formatted by NJ on 21st January 2008. Version 1 reviewed and submitted to DWG 25/10/10. Unchanged it went to Academic Board on 17/12/10 where it was approved.

PROMOTING DIVERSITY AT MARJON: A STRATEGY AND AN ACTION PLAN

Vision and Mission

1. Marjon aims to be an inclusive, cohesive, pluralistic, tolerant, honest and open community that facilitates the full contribution of all students and staff; the University College's Strategic Plan articulates a number of aims that need to be underpinned by a strong commitment to diversity, as evinced by the various supporting strategies.
2. This Diversity Strategy therefore aims to support the University College's mission *to be a high quality higher education institution with a strong community focus serving local, regional, national and international markets and building on the University College's distinctive Christian foundation.*

Core Values

3. The Strategy is underpinned by the core values that are at the heart of the University College's strategic plan:
 - Equality of opportunity
 - Respect for diversity
 - Being a socially responsible community
 - Maintaining and developing a whole-community commitment to sustainable development
4. This means that all within the University College must aim to ensure that we work towards achieving inclusivity and accessibility through:
 - Celebrating diversity and valuing everyone equally
 - Having a mutual respect and trust for each other
 - Being tolerant and open
 - Striving for an environment of equality of opportunity that encourages understanding and appreciation of others
 - Dealing with oppressive behaviour

Context

5. As a university college, our prime concern is the provision of learning and teaching opportunities for students, underpinned by scholarly and research activity. The issues of equality and diversity must be addressed in all areas of student recruitment and retention, in our academic programmes, in the delivery of those programmes and in all the other activities that support our work.

Themes

6. The University College aims to create a cultural change in its approach to diversity and in order to realise the vision and mission articulated above. This will mean that all students and staff will embrace diversity and equality as a normal part of what they do and say in their daily rounds. This will be done through the following six aims:
 - **we aim to embed diversity and equality in all aspects of University College work and life**
 - **we aim to support the development of good practice across the University College**
 - **we aim to ensure that staff selection, promotion and staff development procedures are underpinned by best practice in diversity and equality**
 - **we aim to ensure that the whole of the student experience from recruitment to graduation is underpinned by best practice in diversity and equality**
 - **we aim to provide sufficient resources for work to be undertaken effectively, efficiently and speedily so that policy can be turned into practice**
 - **we aim to regularly monitor, audit and respond to all aspects of diversity and equality across the University College**

Responsibilities

DWG

7. The DWG is the body charged with responsibility for ensuring that the University College achieves its vision and aims with regard to all aspects of diversity. The DWG will therefore have a significant role in contributing to the University College's mission, character and values; its work will be ongoing, as part of a continuous and continuing process of proactive enhancement and response to external cultural, societal and legal changes within local, regional and national environments. In order to have a major impact, its work will need to be both embedded and pervasive across all aspects of the University College's activity; this can only happen

if and when there is commitment and ownership of the key values and aims throughout the institution.

8. The DWG will ensure that the University College's activities and policies are conducted in line with all aspects of equalities legislation and the University College's equality policies. It will be action-centred, setting relevant, ambitious yet realistic targets that are centred upon all core University College activities.
9. The Committee will set a programme of work each year that takes the University College's current position into account. In doing so it will need to:
 - Receive and base its actions on a wide range of quantitative and qualitative data, including internal information such as the Staff Opinion Survey, feedback from students through both formal and informal channels, School, Unit and University College reports and external material, including benchmark data
 - Ensure that policies and action plans have an equal impact on different groups or intend the same outcome for them
 - Produce an Annual Action Plan and Report – using the University College's 'Year Ahead' format – for submission to the University College's main committees – including the Academic Board and the Council of Management
 - Commission regular audits of activities and practices across the University College, including through the University College's committee and management structures
 - Engage broadly with the University College community, via paper, learningSpace and face-to-face meetings

Other Groups and Individuals

10. In order for diversity and equality to be fully embedded across the institution, however, it is crucial that other individuals (both staff and students) and groups take appropriate responsibility, as follows:
 - Senior officers of the University College, led by the Principal, will ensure that policies and good practices are properly and fully implemented in their areas of responsibility; they will also work to develop, individually and collectively, a culture where diversity and equality is a basic given in all respects and participate in training and development as required
 - The Senior Management Team will regularly review progress in implementing the Diversity Strategy, taking steps to ensure that there is widespread ownership and involvement across the University College

- The Planning and Resources Group will annually review the resources allocated to Diversity and Equality issues and adjust the levels as appropriate and feasible, in the light of feedback from other groups
- The Academic Board and its sub-committees will ensure that they support the Diversity Strategy, its aims and objectives, by incorporating required or recommended best practice in their own workings, strategies and policies
- The Council of Management, and its Executive and Audit Committees, will ensure that policy formulation and implementation will be carried out line with best practice within the sector¹
- All members of the University College should aim to contribute to, and support the Strategy, its values and aims, and to comply with University College policies with regard to diversity and equality, including by involvement in training and development

Associated Strategies and Policies

11. This Strategy is informed by the University College's Strategic Plan and relates also to our Learning and Teaching, Research, Marketing and Communications and HR Strategies, which it will in future inform. Due reference should also be made to the University College's *Quality Assurance Handbook*.

External Links

12. External bodies with which the University College associates in any way will be informed of the Strategy and associated policies and be expected to reflect, comply with and support them as appropriate.

Action Plan

13. Our 2010/11 will include as a priority the development of a single equality scheme which would replace the need for separate action plans (Disability, Gender and Race) and provide an opportunity to have equality goals for other equality areas (specifically those that legislation require us to consider). However whilst working towards this goal to have a single equality action plan, we still have a responsibility to ensure that diversity work continues apace. Areas for focus during the next year will therefore include:-

- Developing a Single Equality Scheme

¹ In line with *Equality and Diversity: Responsibilities and Challenges*. HEFCE/University of Wolverhampton.

- Equality Impact Assessments
- Organisational Development
- Using Data
- Awareness Raising and Communication
- Diversity Champions

See following pages for more detail about our action plan.

Action plan for 2010/11:-

1. **Developing and Implementing a Single Equality Scheme** – working towards the introduction of a single equality scheme will ensure that we build on the work of our previous equality schemes, developing the campus, teaching and support services to meet the needs of all students and staff. Our future Single Equality Scheme would replace all equality action plans providing the University College (UC) with clear focus and prioritising its equality work.
2. **Equality impact assessment (EIA)** – it is absolutely essential that we continue to embed equality impact assessment into the processes and practices of the UC to ensure equal opportunity for all. Therefore supporting faculties and departments to embed EIA into their work and using the knowledge that the process produces has to remain a key target for DWG. To support faculties we must commence work on common themes across faculties – in 2010 we will complete work on student assessment methods and set ourself new work.
3. **Organisational development** – it is essential to ensure that we equip the organisation and it's staff with the skills and knowledge to be able to address equality and diversity in an effective way and therefore we should build on the current opportunities for staff to develop their equality and diversity knowledge and expertise and support employees to ensure that this knowledge is enacted into our formal processes and informal practices.
4. **Using data** – collating, analysing and reporting on student and staff equality data remains important for DWG to inform its equality work. However it is also vital that this information feeds into faculty/department annual reporting and business plans throughout the University College to ensure that teams are taking action on equality information.
5. **Awareness raising and communication** – DWG should identify specific areas for further awareness raising, internal communication campaigns and events they wish to support and build this into future action plans. This is also likely to include supporting local external events such as the Plymouth Respect Festival.

6. **Appoint and Train Diversity Champions** – within each of the faculties and each of the teams Diversity Champions would help us achieve our equality aims in each area of the UC.

Objective	KPIs	Responsibility	Resources and enablers
Developing and Implementing a Single Equality Scheme	<p>SES accepted by UC committees, communicated to all, published on website by July 2011.</p> <p>SES used as basis to plan future equality work by all staff.</p>	<p>DWG to lead with appropriate support from colleagues</p> <p>SMT, Heads of Faculty, Heads of Department to plan appropriate action for their teams</p> <p>All staff through personal objectives derived from department/faculty plans</p>	<p>Links to HR processes, eg performance management – objective setting</p>
Equality Impact Assessment	<p>100% increase on publication of EIAs by July 2011.</p> <p>EIA ‘Student Assessment Methods’ working group complete and provide proposals which are then implemented by Feb 2011.</p> <p>Results of EIA work reported in</p>	<p>DWG to communicate requirements</p> <p>Heads of Faculty, Heads of Department to plan and monitor EIA work and action results of work</p> <p>EDC/SDC to ensure timely training and support available</p> <p>HR</p>	<p>Training for staff across UC as required on EIA</p> <p>Diversity Champions and EDC to support colleagues</p> <p>Remission for those responsible to undertake activity</p> <p>Links to reward and recognition for those who promote equality work</p>

	business plans from all teams outlining proposed changes		
Organisational Development	Internal provision take up increased and external staff development undertaken by faculties and teams from across the UC – headline numbers and good practice to be reported in faculty and team annual reports	Heads of Faculty, Heads of Department to ensure staff update their knowledge/practices and report accordingly EDC/SDC to ensure timely training and support available	Provision for internal workshops and external staff development opportunities on inclusivity Diversity Champions and EDC to support colleagues Remission for those responsible to undertake staff development activities
Using Data	Results of data analysis work reported through DWG, through Faculty and Team annual reports and appropriate actions built into business plans	DWG to collate and analyse for UC Heads of Faculty, Heads of Department	Heidi Equality tool Management Information portal/MIS staff/HR Diversity Champions and EDC to support colleagues
Awareness raising and communication	UC represented at appropriate events to celebrate diversity Messages	Marketing team DWG	Financial provision within the Marketing Budget Financial provision within the Diversity

	<p>around campus via various means support diverse campus and show consequences of inappropriate behaviour</p> <p>Implement discrimination reporting mechanism</p> <p>One Marjon events coordinated throughout the year</p>		Budget
Appoint and Train Diversity Champions	<p>Appointment of three Diversity Champions (each faculty and service teams) across UC communicated to campus</p> <p>Induction for each champion completed</p>	<p>DWG to write job role and induction programmes</p> <p>Heads of Faculty/Heads of Departments to agree individuals and ensure they are able to effect changes within their remit</p>	Remission/training/support and recognition for Diversity Champions

DWG = Diversity Working Group (formerly Diversity Committee)

EDC = Equality & Diversity Coordinator

SDC = Staff Development Coordinator

SES = Single Equality Scheme

SMT = Senior Management Team

UC = University College