

## University of Dundee: Equality Outcomes Plan April 2013 – 2017

The University of Dundee has demonstrated a real commitment to transforming lives by embracing the broad agenda of Equality and Diversity, by setting a new vision for the University, which defines a set of five core values as: valuing people, working together, integrity, making a difference and excellence: <http://www.dundee.ac.uk/transform/>. Our Equality outcomes are developed with the aim of creating a positive and inclusive environment for all our equality groups. This four year Plan will enable the University to meet the requirements of the equality duty as well as establishing good inclusive practices with improved outcomes for all.

The general equality duty requires public authorities, in the exercise of their functions, to have due regard to the need to:

- Eliminate discrimination, harassment and 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 those who do not share it.

Protected Characteristics covered by the Equality Act 2010 include:

Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex, Sexual Orientation

This document is also available in alternative formats if required. Please contact Disability Services: [disability@dundee.ac.uk](mailto:disability@dundee.ac.uk)

	Equality Actions	Outcomes	Lead/Responsibility	Stakeholders	Timescale
<b>Equality Objective 1: Governance, Management, Compliance &amp; Reporting</b>					
<b>1.1</b>	Ensure that the University meets its legal obligations under the Equality Act 2010, underpinned by the Public Sector Equality Duty.  Ensure effective implementation of the Equality Act 2010	University complies with the requirements of the Public Sector Equality Duty.  University senior management aware of the Act and Action Plan is in place	HR Director Deans/Directors	Court SMT EDWG EDO	2013 on going
<b>1.2</b>	Ensure the University has, through effective governance and management arrangements, the ability to ensure E&D is mainstreamed	University has a culture that is inclusive and values diversity in all of its activities.	HR Director SMT Deans/Directors	HR Committee EDWG EDO	2013 on going
<b>1.3</b>	Ensure that the University is fully aware of the requirements of the E&D	Provision of regular updates through various University	EDO	HR Committee EDWG	2013 on going

	legislation.	communication channels such as staff briefings, articles in University magazine, web information and training sessions		L&T Committee	
<b>1.4</b>	Raise diversity profile in composition of Decision-making committees	Decision-making committees address imbalances in its membership to reflect diverse groups. University Court monitors the composition of its membership annually to address its diversity profile.	University Secretary	Court HR Committee EDWG	2013 on going
<b>1.5</b>	University ensures that the REF2014 Code of Practice includes Equality and Diversity considerations as required by HEFCE. Also required impact assessments to highlight any areas of equality issues.  Ensure that individual circumstances procedures are defined and set out in the code of practice  Ensure that the Code is accessible to all staff	Development and approval of the Code of Practice by HEFCE.  All staff involved in REF 2014 process successfully completes REF Specific equality and diversity training with additional E&D modules as mandatory.  Staff with individual circumstances procedures implemented fairly and consistently.	HR Director REF2014-EDWG EDO REF Manager	REF Subgroup	2012-2013
<b>1.6</b>	Provide resource and support to meet requirements of Athena SWAN (supporting women in STEMM) Bronze award at University level and application for Bronze and Silver awards at SET department levels.	University to apply for Bronze Award in Nov 2013 Working Group established  Achieve Bronze award in April 2014 Approval of Action Plan by Athena SWAN Committee  Recruit Athena SWAN Advisor a) continue work towards embedding actions from University	Athena SWAN Steering Group Chair HR Director EDO	Deans	2013-2015

		level Bronze award action plan; (b) support departments in applications for Silver award			
<b>1.7</b>	Embed Equality Impact Assessments (EIA's) process within all University practices, procedures, decision-making and policy development.	Guidance made available to Managers and policy owners. Training and support provided for implementation of EIA process to Managers and relevant staff. Increased number of policy owners conducting equality impact assessments. Inclusion of EIA's in existing and new policies	EDO	HR Director Deans / Directors	2013-2017
<b>1.8</b>	Annually in April produce and publish an Equality Report, to include progress on outcomes, evidence, monitoring data and future actions.  Review annual equality monitoring report to demonstrate that the information published is relevant, meets the legal requirements and is provided in an accessible format.	Annual Report published analyses evidence and informs future actions. Information gathering and monitoring mechanisms reviewed and improved. Report is widely communicated.	EDO	Court EDWG HR Committee	April 2014 then annually
<b>1.9</b>	Review, update and develop Policies to reflect the requirements of the Equality Act 2010 and promote good practice. Current and new policies to update include: Equality and Diversity policy, Dignity at Work and Study policy, Gender reassignment, Sexual Orientation, Religion or Belief, and Student Pregnancy and Maternity policy, and Guidance for Disabled Staff and Line Managers	Up-to-date policies and guidelines available on the University web pages that support students and staff.	EDO Head of Disability	Staff Networks Director Student Services DUSA	August 2013 to April 2014
<b>1.10</b>	Ensure Procurement processes are compliant with the relevant sections of the Equality Act and Scottish Specific	Compliance with the Equality Act and Scottish Specific Equality Duties.	Finance	EDO	2013 and then reviewed annually

	Equality Duties. Demonstrate due regard to equality in the design, review and implementation of procurement processes				
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<b>Equality Objective 2: Training and Development</b>					
<b>All staff and students through training and development activities are able to work towards eliminating discrimination, advancing equality of opportunity and fostering good relations. The actions below have a relevance to all the protected characteristics.</b>					
<b>2.1</b>	Provide University Court members with appropriate training and information to enable them to fulfil their equality and diversity responsibilities.	All existing and new Court members successfully complete the required mandatory training for all staff members. Court members raise their awareness of the responsibilities under the Equality Act 2010.	Director PGLA HR Director	EDO	2013 current members then on going
<b>2.2</b>	Raise awareness of the requirement for all new staff to complete the mandatory online equality and diversity training modules within six months of employment with the University, monitored by the Equality and Diversity Officer.	All new staff complete the required suite of training modules as per their defined job role. Staff become aware and confident about their responsibilities towards equality and diversity agenda.	University Secretary Heads of Colleges	HR Director EDO HR Committee EDWG	100 per cent completion
<b>2.3</b>	Ensure existing staff have completed the online mandatory equality and diversity training modules to understand the implications of the Equality Duties on their work.	All staff will therefore be compliant with legislation	Deans/Directors EDO		100 percent completion for all staff by year 2017
<b>2.4</b>	Ensure all staff without access to computers are provided classroom based tutor led equality and diversity training.	This Group of staff become aware of their rights and responsibilities under the equality legislation and how it applies to their role.	EDO	Supervisors Line Managers	On going
<b>2.5</b>	Review and deliver the Recruitment and Selection equality-training module to all staff involved in that activity.	All staff become familiar with their responsibilities under the equalities legislation.	HR Director HRO's	EDO	100 percent Completion by 2013 as soon as

		Staff not completing the training will be excluded from participating in Recruitment and Selection Panels			possible
<b>2.6</b>	Ensure all probationary staff undertake equality and diversity training modules in order to complete probation	All probationary staff complete the required training as mandated by their probationary terms and conditions.	HR Director HRO'S	EDO	2013 onwards
<b>2.7</b>	Monitor and evaluate training statistics for mandatory programme of Equality and Diversity. Comparison to adverse E&D and bullying and harassment incidence	University Management informed of staff engagement with the equality and diversity agenda. Data analysed to evaluate the impact of equality and diversity training on staff behaviour.	EDO ICS HR Director		2013 onwards
<b>2.8</b>	Identify and develop further equality related training /awareness events or workshops with specific target groups in the University	Training programmes to cover all protected characteristics	Deputy HR Director OPD EDO	Head of Disability Services DUSA Staff Networks	Ongoing
<b>2.9</b>	Provide ongoing training, support and guidance to all staff, initially line managers, to enable them in their duties to deal with equality and diversity issues	All staff take responsibility for their areas and deal with equality issues confidently and appropriately.	Deputy HR Director OPD EDO	Head of Disability Service Staff Networks	Ongoing
<b>2.10</b>	Review of existing training programmes to ensure content is inclusive of equality and diversity to raise awareness and increase understanding	Equality and diversity messages are reinforced at all learning opportunities	Deputy HR Director OPD EDO	Head of Disability Service Assistant Director Educational Development	Ongoing
<b>2.11</b>	Develop and deliver an equality and diversity-training programme for students to raise their understanding and awareness of equality issues.	E-Learning training module launched for the students. Students have increased awareness of equality issues and engaged with the wider equality agenda.	EDO	Director of Student Services DUSA ICS	Sep/Oct 2013
<b>2.12</b>	Ensure Students Association Executive Officers undertake equality and diversity training and are aware of	Ongoing training and development support to Student Association Executive Officers ensures they	EDO	Head of Disability Services	Sep 2013 then annually

	their legal responsibilities particularly in relation to the provision of goods, facilities and services under the Equality Act 2010	comply with E&D practice and legal requirements.			
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	Equality Actions	Outcomes	Lead/Responsibility	Stakeholder	Timescale
<b>Equality Objective 3: Collection of Equality Data and Monitoring</b>					
<b>To improve staff confidence, to increase equality information and disclosure rates to promote equality and inclusion and create a supportive environment</b>					
<b>3.1</b>	<p>Improve staff profile information by gathering equality data across all protected characteristics.</p> <p>Encourage staff to declare information around all protected characteristics.</p> <p>Encourage all staff to update their information annually.</p>	<p>Improved equality data on all equality groups available.</p> <p>Monitoring of all protected characteristics in recruitment and selection process.</p> <p>Data used to identify under-representation, inform policy development and equality impact assessment process</p> <p>Increased numbers declaring information and decrease in Prefer not to say numbers</p>	HR Director EDO	EDWG HR Committee Heads of College University Secretary	2013 onwards
<b>3.2</b>	<p>Review arrangements for collecting student equality monitoring data to cover all the protected characteristics</p> <p>Monitor student activities as per requirement of the equality duty (applications, progression, retentions, attainment and employment), student complaints and disciplinary cases, identifying any barriers to progress</p> <p>Introduce provision for monitoring religion or belief and sexual</p>	<p>Protected characteristics currently not recorded to be added to student monitoring.</p> <p>Data will inform the take up of services by these groups.</p> <p>Percentage of students declaring is evidenced by yearly increases</p> <p>Monitoring information presented in Annual reports</p> <p>Decrease in the number of formal complaints related to a protected</p>	University Secretary Director Student Services	Court DUSA EDWG Deans	2014

	orientation and other protected characteristics not currently evaluated for student.	<p>characteristic</p> <p>To be better informed about the diversity of the student population and their needs.</p> <p>Information used to inform development of policies and procedures</p> <p>Barriers to progress identified and reported in annual mainstreaming</p>			
<b>3.3</b>	Improve the collection of equality data for students attending training, workshops and career services.	<p>Reports on uptake of training provisions available by equality groups.</p> <p>Identifies gaps in accessibility to training for student equality groups</p>	Director Student Services	Careers Service DUSA EDWG	2013
<b>3.4</b>	Improve the collection of equality data for staff attending training, workshops through staff development opportunities and career services.	<p>Reports on uptake of training provisions available by equality groups.</p> <p>Identifies gaps in accessibility to training for staff equality groups</p>	Deputy HR Director OPD	EDWG HR Committee	2013
<b>3.5</b>	Monitor, measure and take steps to improve staff satisfaction in their experience of working at the University	<p>Staff survey planned for 2013.</p> <p>Actions taken based on feedback on survey and communicated to all staff</p> <p>Equality data on all protected characteristics included in Staff survey used to set internal benchmarks around disclosure of equality information</p> <p>Increased awareness of the equality and diversity issues concerning staff</p> <p>Feedback from staff to inform further equality actions</p>	HR Director	EDO Court EDWG HR Committee	2013/2014
<b>3.6</b>	Monitor staff promotions, recruitment and selection processes and procedures are fair and transparent	Increased number of data collected by protected characteristics.	HRO's	HR Committee EDWG EDO	2014 and then annually

	and include all protected characteristics.	Incremental increases annually  Audit annually the equality profile of those staff applying for promotion			
<b>3.7</b>	Monitor the Gender Pay gap in the University by undertaking a Equal Pay Audit and report on outcomes	Equal Pay conducted in 2012, identified gaps addressed  Equal Pay monitoring report produced annually	HR Director	EDWG EDO HR Committee Trade Unions	2013 and then ongoing
<b>3.8</b>	Monitor the pay gap of black and minority ethnic and disabled staff by undertaking an equal pay audit biennially	Equal Pay conducted in 2015, actions identified to address any gaps  Equal Pay monitoring report produced in 2015	HR Director	EDWG EDO HR Committee Trade Unions	2015 and then ongoing
<b>3.9</b>	Through annual equality reporting mechanisms, monitor employment data and recommend improvements to set goals for under-represented equality groups, together with the gender, disability and ethnicity pay gap rate.	Marked improvement in employment data for future actions and reports.	HR Director	EDWG EDO HR Committee Trade Unions	2015 then annually
<b>3.10</b>	Monitor reasons for leaving from exit questionnaires or interviews to address equality related issues and to identify trends by protected characteristics	System to monitor and record the reasons why staff leave established	HRO's	EDWG EDO	2014/15 and then annually
<b>3.11</b>	Monitor uptake of flexible working and part-time working opportunities	Uptake of flexible working monitored and reported by equality groups.	HRO's	HR Director EDWG EDO	2014 then annually
<b>3.12</b>	Monitor and respond to external equality qualitative and quantitative data requirements in line with the requirements of the Equality Act 2010 for all protected characteristics	Will enable the University to meet and address any information gaps it identifies.	EDO HR Director Director Student Services	Director QA	2013 and then annually
<b>3.13</b>	Monitor implementation of reasonable adjustments for disabled	Improved consistency of implementation of identified	Head of Disability Services	EDWG	2014 and then annually



	staff	adjustments across all University Schools/Services and increased satisfaction ratings from disabled staff.	Deputy HR Director		
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	Equality Actions	Outcomes	Lead/Responsibility	Stakeholders	Timescale
<b>Equality Objective 4: Enhancement of the Student experience- Learning and Teaching</b>					
<b>To promote equality and diversity through advancing equality of opportunity for current and prospective students by providing an inclusive, accessible and equitable environment.</b>					
<b>4.1</b>	Mainstream equality and diversity into the Learning and Teaching Strategy in line with Enhancement Led Institutional Review (ELIR) 3.	Equality and Diversity embedded into Learning, Teaching and all functions of the student activities.	VP Learning and Teaching	EDO Head of Disability Services DUSA Director QA L&T Committee	2013
<b>4.2</b>	Develop student policies and guidance in relation to all the protected characteristics, initially focusing on Pregnancy and Maternity/Paternity and Gender Reassignment	Addresses student needs in relation to all protected characteristic through the policies.	EDO	Director Student Services DUSA Staff Network Head of Disability Service	2013 onwards
<b>4.3</b>	Promote and raise awareness of the University's e-learning equality and diversity training module to students, specifically student reps.	Students learn about equality and diversity issues. Increase in awareness and understanding of their responsibilities under the Equality Act 2010.	EDO Director Student Services	DUSA	
<b>4.4</b>	Monitor and report experiences of all students, through student surveys	Information published and disseminated to strategic committees. Appropriate action taken on the student feedback.	Director Student Services	DUSA EDO	
<b>4.5</b>	Review and assess the University's and Schools literature and material which sets out the services and support available to all students prior to joining the institution.	Prospectus and other material reviewed including websites and guidance issued to Schools if changes incorporated. Diversity of students considered	Director Student Services Director External relations	Head of Disability Service EDO	2014 onwards

		when undertaking marketing campaigns. By addressing these considerations the University is projecting a positive and inclusive image which helps to attract students All information is accessible or available in alternative formats.			
<b>4.6</b>	Review data for each School by protected characteristic in the number of complaints, appeals, withdrawals, dismissals	Equality issues identified and actions implemented to improve the student experience.	Director PGLA	EDO DUSA Deans EDWG	2014 then annually
<b>4.7</b>	Ensure that the University's curriculum for learning, teaching and assessment promotes Equality and Diversity and inclusive practice in line with the requirements of the Equality Act 2010 and Quality Assurance Agency (QAA).	University's inclusive curriculum and teaching will enhance students' confidence and experience.	VP L&T	Head of Disability Service Deans EDO Director QA	2013 onwards
<b>4.8</b>	Ensure clear links to equality and diversity is embedded within the Learning and Teaching Strategy.	Publication of Learning and Teaching Strategy demonstrates mainstreaming equality and diversity	VP L&T	Director QA Head of Disability Service EDO DUSA	2013 onwards
<b>4.9</b>	Ensure new programmes and modules and those under review are evaluated to assess their potential to advance and promote equality of opportunity and foster good relations before final approval.	All new Programme and Module submissions and those under review include a completed Inclusive Practice Checklist. Advances the requirements of the equality duty and creates a positive and inclusive environment.	VP L&T	Head of Disability EDO	2013 onwards
<b>4.10</b>	Ensure Guidance, resource and support on inclusive learning, teaching and assessment practice is available to all staff who support the learning and teaching process	Academic staff resourced with equality and diversity material and support	Director QA	Head of Disability EDO	2013 onwards
<b>4.11</b>	Review and update Guidance note in	Guidance updated to reflect Equality	Director QA	Head of Disability	2013 onwards

	relation to the Inclusive Curriculum Checklist.	Act 2010 and sector guidance on good practice on inclusiveness in the curriculum	EDO		
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	Equality Actions	Outcomes	Lead/Responsibility	Stakeholders	Timescale
<b>Equality Objective 5: Equality and Diversity – Communication, Awareness and Involvement</b>					
<b>Promoting to mainstream and foster good relationships with students, staff and the wider community</b>					
<b>5.1</b>	Review and update content and design of equality and diversity web pages.	Greater use of the web pages as source of information and resource portal for students/staff and the wider public.	EDO	Head Disability Service Director Student Services DUSA ICS	2013 and then ongoing
<b>5.2</b>	Ensure that the University's commitment and achievements to E&D are reflected in internal and external communications.	Publication of annual Equality and Diversity report. University promotes itself as a diverse and inclusive employer and education provider	EDO Director External Relations Director Student Services HR Director Head Disability Service	DUSA	2013 and then ongoing
<b>5.3</b>	Establish a structured working relationship with the diverse student and staff networks to raise awareness of all protected characteristics	Greater awareness in the University of the various E&D activities, initiatives and issues.	EDO	Student Societies DUSA Staff Networks Head of Disability Service	2013 and then ongoing
<b>5.4</b>	Information offered to staff and students is accessible, informative and meets needs.	Easily accessible information available to all on Equality and Diversity.	EDO HR Deputy Director Head Disability Service ICS Director Student Services	DUSA	2013 and then ongoing
<b>5.5</b>	Consider providing the University community with supporting materials, such as, a Diversity Calendar	Greater awareness and understanding of religious, faith and celebratory events for students and staff.	EDO Director Student Services Director PGLA	DUSA Student Societies Staff Networks	2014 and then annually
<b>5.6</b>	Increase participation with staff and	Greater involvement of equality	EDO	Staff Networks	2013 and then

	students of all protected characteristics to encourage engagement and involvement in consultations to further inform future equality diversity developments, plans and reports.	groups in consultation and feedback		Student Societies DUSA Student Rep Council	annually
<b>5.7</b>	Review and further develop current formal staff network groups to encourage active participation.  To help establish staff networks for protected groups that are not currently in existence (such as Disability, Religion or Faith).	Uptake of membership to staff networks and proactive engagement of those Groups. A safe and confidential environment for Groups to conduct their activities.	EDO Staff Network Chairs Head Disability Service	HR	Ongoing
<b>5.8</b>	Review Equality and Diversity Working Group structure to ensure the inclusion of all protected characteristics.  Ensure the work of this Group is transparent and shared with all staff and students through the provision of Minutes/regular updates via the Equality and Diversity webpage  Improve communication between all equality groups in order to promote the equality outcomes.	Staff and students are aware of the work of the Equality and Diversity Working Group and have the opportunity to influence future agendas.  Positive and inclusive environment for all equality groups to meet the demands of the equality and diversity agenda. Ensure work of the Group is transparent and open to all staff and students	EDO HR Director Staff Network Chairs	DUSA EDWG	2013
<b>5.9</b>	Develop strong links with other service providers locally and nationally	Opportunities to collaborate and work jointly on equality and diversity matters. Improve the sharing of knowledge, best practice and resource.	EDO Head Disability Services		On going
<b>5.10</b>	Raise awareness of the Inclusive Practice Showcase and Inclusive Practice.	Increased submissions to the Inclusive Practice Showcase and Award reflecting increased staff awareness and development of	EDO Head Disability Services Assistant Director	L&T Committee	2013 onwards

		inclusive practice across the University	Educational Development Director QA		
5.11	Maintain external links and partnerships with a view to increasing University presence and to share good practices.	Sharing of good practices to benefit students, staff and the wider community.	EDO Head Disability Services	HR Director	On going

### Abbreviations:

DUSA – Dundee University Students Association  
 EDO – Equality and Diversity Officer  
 E&D – Equality and Diversity  
 EDWG - Equality and Diversity Working Group  
 HEFCE- Higher Education Funding Council England  
 HR – Human Resources  
 HRO - Human Resources Officers  
 ICS – Information Communication Services  
 L&T – Learning and Teaching  
 OPD – Organisational and Professional Development  
 PGLA – Policy, Governance and Legal Affairs  
 QA – Quality Assurance  
 QAA- Quality Assurance Agency  
 REF 2014 – Research Excellence Framework  
 SFC – Scottish Funding Council  
 SMT – Senior Management Team  
 VP – Vice Principal