



KEELE
UNIVERSITY

Keele University Equality and Diversity Strategy.



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KEELE UNIVERSITY
EQUALITY AND DIVERSITY STRATEGY.

INTRODUCTION.

1. As a leading example of an open and integrated community Keele University strives to be a place where learning, living and working is a positive experience for all. Equality and Diversity is a core value underpinning the University's mission to be *the UK's leading open, integrated, intellectual community – the ultimate campus University for the 21st Century*. The University's core mission and Strategic Plan 2010-2015 are strongly underpinned by the University's core values as a *diverse, inclusive and professional academic community that respects individuals and enables them to strive for success in order to contribute positively and sustainably to the local region, wider society and the national economy*.
2. Keele University is committed on an ongoing basis to delivering the Equality and Diversity agenda, both in respect of the legislative duties required of all Higher Education Institutions and in support of its mission and Strategic Plan where Equality and Diversity is set out as a core value.
3. This strategy sets out core principles and priorities for Keele in support of this commitment, and provides an underpinning foundation for the development of a range of complementary policies, practice and procedures such as the Disability Equality Scheme, the Gender Equality Scheme, the Race Equality Scheme, Equality Impact Assessment processes, and related training and development opportunities.

DEFINITIONS.

4. ***Equality (of opportunity)***¹ may be defined as ensuring that everyone is entitled to freedom from discrimination. There are two main types of Equality:
 - Equality of treatment - concerned with treating everyone the same. In an organisational context it recognises that institutional discrimination may exist in the form of unfair procedures and practices that favour those with some personal attributes, over others without them. Equality of opportunity is therefore concerned with the elimination of these barriers.
 - Equality of outcome - focused on policies that either have equal impact on different groups or intend the same outcomes for different groups.
5. ***Diversity*** recognises that everyone is different in a variety of visible and non-visible ways, and that those differences are to be recognised, respected and valued. They may include, but are not limited to, differences protected by anti-discrimination legislation, marital status and gender reassignment, race, disability, sexual orientation, religion or belief, and age.

PROGRESS TO DATE.

6. The University has made significant progress across all aspects of Equality and Diversity in recent years. There are numerous specific areas of policy and practice which have been developed and enhanced in respect of Equality and Diversity issues. These include review and amendments to the governance, communication and engagement arrangements for Equality and Diversity, enhanced staff training and development opportunities, improved and increased

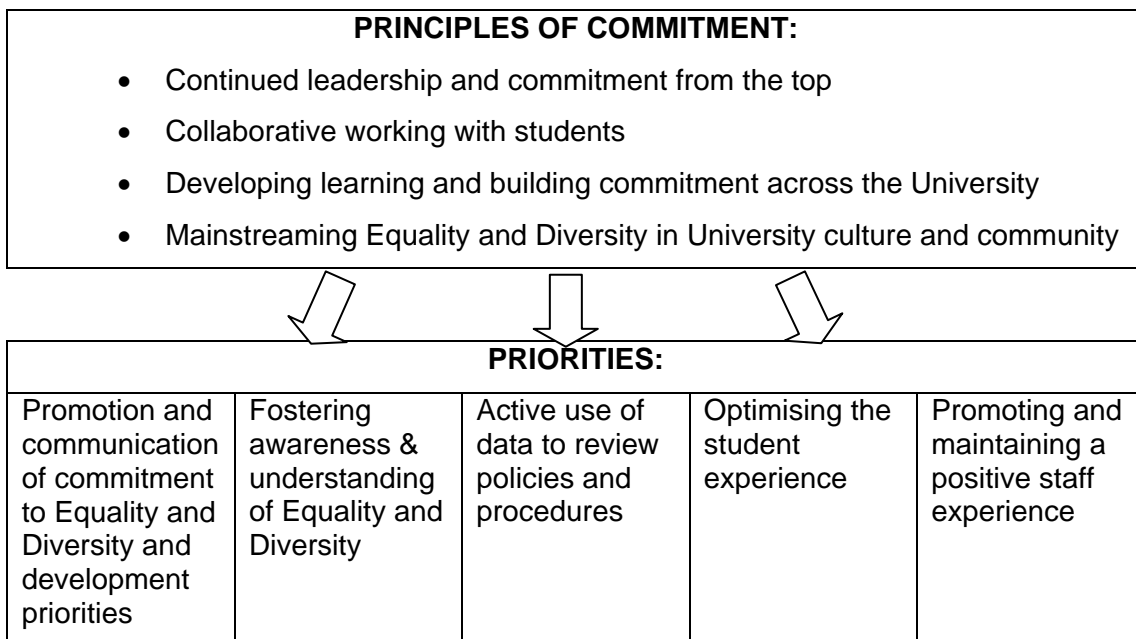
¹ Definitions for Equality and Diversity sourced from the Glossary of terms produced by the Equality Challenge Unit, which is available at <http://www.ecu.ac.uk/glossary#X>

data collection, monitoring and reporting processes, ongoing accessibility improvements to estates and facilities, continued enhancement of policies and procedures to support best practice in staff recruitment, retention and reward, and implementation of learning and teaching processes and student support services to support the student experience.

PRINCIPLES OF COMMITMENT AND PRIORITIES.

7. The University will deliver this Strategy in practice through continued commitment in ensuring that Equality and Diversity is embedded and sustained in all University business and activities.
8. A number of priorities have been identified within the context of three overarching principles of commitment, as shown in the diagram below.

Diagram 1: Equality and Diversity Principles of Commitment and Priorities.



9. In applying these Principles of Commitment and identifying the resulting key priorities Keele University is committed to:
 - working collaboratively with staff, students and stakeholders to embed Equality and Diversity at the heart of our processes and practice.
 - providing an environment where all people feel respected and valued regardless of personal characteristics or distinctions such as: gender, race, colour, ethnic or national origin, age, disability, socio-economic group / background, religious belief / faith, political belief or affiliation, marital status, family responsibilities and sexual orientation.
 - developing a culture in which diversity is celebrated and actively promoted.
 - ensuring fair treatment of all individuals.
 - taking positive action to promote Equality and Diversity.

KEY PRINCIPLES OF COMMITMENT.

Principle 1: Continued leadership and commitment from the top

10. All members of the University Council and the University Senior Management Team are committed to achieving diversity and equality of opportunity at all levels at the University.
11. University Council, through the Equality and Diversity Committee of Council, has responsibility for ensuring that the University fulfils its legal obligations for promoting Equality and Diversity, eliminating discrimination and operating in a way which enables equality of opportunity and embraces diversity. Council will ensure that Equality and Diversity practice is developed, implemented and promoted at all levels throughout the University.
12. The Vice-Chancellor is accountable for the delivery of actions designed to support these commitments and for promoting an institutional culture that recognises the importance of equality of opportunity. The Vice-Chancellor is advised in this respect by the Pro Vice-Chancellor for Community and Partnerships and the Director of Human Resources, Organisational Development and Student Support.
13. All University managers are responsible for the operational monitoring and implementation of Equality and Diversity developments and initiatives across their areas of service.

Principle 2: Collaborative working with students

14. The University will work collaboratively with students to develop a strong partnership approach and shared understanding and commitment to achieving equality and diversity objectives.
15. All students have a duty to support Equality and Diversity priorities at the University. Students will be encouraged and supported to promote an environment that embraces Equality and Diversity values and priorities.
16. The University will develop existing relationships with Keele University Students Union, the Keele Postgraduate Association and other relevant groups as a basis for enhancing engagement and partnership working around policy and practice developments, and awareness raising events and activities.

Principle 3: Developing learning and building commitment across the University

17. Managers will include Equality and Diversity objectives in their operational plans and ensure that all staff are aware of them to enable the achievement of the objectives.
18. All staff have a duty to support Equality and Diversity priorities at the University. All staff will be encouraged and supported to promote an environment that embraces Equality and Diversity values and priorities.
19. The University will support this learning through a combination of stand alone and incorporated Equality and Diversity staff development opportunities.

Principle 4: Mainstreaming Equality and Diversity - culture and community

20. Mainstreaming is a long-term approach which describes the process of involving Equality and Diversity in the core of the organisation's work and integrating it

into day-to-day activities. It requires collective responsibility for implementation across all levels and areas of the University. It is the process whereby Equality and Diversity are routinely considered from the start for all activities including policy and practice, decision making, and training and development.

21. The University will undertake to define responsibilities for implementation of Equality and Diversity related issues, set performance measures and monitor progress in order to facilitate mainstreaming of Equality and Diversity.
22. Communication with and engagement of staff through a variety of means will develop awareness and engender ownership and commitment to working together on Equality and Diversity issues.
23. Faculties and Directorates will play a key role in mainstreaming Equality and Diversity by enabling, promoting and embedding Equality and Diversity values and priorities.
24. Equality and Diversity will be provided for at the core of the Learning and Teaching Strategy to ensure that curriculum and pedagogy reflects best practice.

PRIORITY AREAS.

Priority 1: Promoting and communicating the University's commitment to Equality and Diversity and its development priorities

To deliver against this priority the University will:

25. employ relevant consultation and decision making forum to identify key priorities arising from this Strategy.
26. develop practical means of promoting and publicising the University's commitment to Equality and Diversity and its key priorities and values, both internally and externally.
27. develop effective methods of communication with all internal and external stakeholders, working in partnership with external partners where appropriate.
28. encourage the development of staff and student networks and informal forums focusing Equality and Diversity issues (in partnership with the Students' Union in the case of students) and engage with relevant staff and student groups when assessing the impact of existing and new policy and practice issues.
29. facilitate information sharing and communication on Equality and Diversity issues via the dedicated University Equality and Diversity webpages.

Priority 2: Fostering awareness & understanding of Equality & Diversity issues

To deliver against this priority the University will:

30. ensure that appropriate information and support are in place so that staff and students gain a greater understanding of Equality and Diversity issues and the associated expectations on all individual staff, students and other stakeholders.
31. ensure that staff are equipped to fulfill their obligations under this strategy, through training and development.
32. encourage awareness raising around Equality and Diversity issues, by agreeing and promoting a rolling annual calendar of Equality and Diversity related activities and awareness raising events.

Priority 3: Actively drawing on data analysis in reviewing policies and practice

To deliver against this priority the University will:

33. make effective use of data in monitoring outcomes and taking appropriate follow up action as necessary where data analysis reveals adverse outcomes in relation to particular Equality and Diversity issues.
34. identify and implement a programme for completion of Equality Impact Assessments for priority and new policy and practice areas, and implement a rolling programme for completion of Equality Impact Assessments for other existing policy and practice areas. This will include developing and delivering appropriate supporting training and advice to facilitate implementation at a local level.
35. set and make progress towards achieving targets agreed for different Equality and Diversity areas.
36. review policies, procedures, processes and service provision to assess impact on staff, students and stakeholders in respect of Equality and Diversity factors and ensure any follow up action as necessary.

Priority 4: Optimising the student experience

To deliver against this priority the University will:

37. continue to work cooperatively with students in managing any issues which may arise in respect of any equality and diversity matter.
38. continue to ensure that the Admissions Policy and criteria for selecting all students are clear and open and that all applications receive equitable consideration.
39. ensure that the curricula offered and methods of delivery and assessment are audited and reviewed on a regular basis for relevance, appropriateness and accessibility to a diverse student body, using academic quality assurance processes wherever possible.
40. ensure that all students are offered support appropriate to their need and circumstances, that the services provided recognise and support diversity and difference and that alternative modes of delivery and of assessment (including reasonable adjustments) are implemented where necessary.
41. review processes and systems which deal with any dissatisfaction or concerns and ensure feedback and follow up as necessary.
42. continue to review access arrangements across the University campus as a basis for supporting the student experience.

Priority 5: Promoting and maintaining a positive staff experience

To deliver against this priority the University will:

43. ensure all employment processes are fair and equitable and carried out by appropriately trained people.
44. regularly evaluate staff training on Equality and Diversity issues, and enable staff equitable and transparent access to relevant learning and development opportunities so that they can perform their roles effectively and fulfill their potential.
45. review the make up and operation of any complaints procedures.