

# Strategic Equality Plan: **Action Plan**

**2020-2024**

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# Outcome 1

## Ensure fairness in pay with regards to gender, ethnicity and disability, by reporting on and reducing the identified pay gaps.

### Objectives and overall success measures:

**Gender:** To reduce the current mean gender pay gap by 2 percentage points (currently 20.84%) by 2024.

**Race:** To identify the current mean and median ethnicity pay gap using the same methodology as used to calculate the gender pay gap (Gov.uk).

**Disability:** To identify the current mean and median disability pay gap using the same methodology as used to calculate the gender pay gap (Gov.uk).

### Key drivers

Equality Act 2010, Is Wales Fairer 2018 Report (Theme – Employment). Internal pay MI for gender. Community engagement outcome. Socio Economic Duty in Wales. Athena SWAN Silver Action Plan and Athena SWAN Silver application 2021, Race Equality Charter, University Strategic Plan 2020, Welsh Government’s Strategic Equality Plan, External MI from Higher Education Statistical Report 2019, University Equality Plan 2016-2020.

### Actions:

- ◆ Pay gaps for Gender, Ethnicity and Disability are reported on annually, in line with gov.uk recommendations for reporting
- ◆ The % pay gap for female professors is reflective of the sector norm
- ◆ The % of female professors is increased to the sector benchmark (currently 24%)
- ◆ The proportion of women in the upper quartile of the University pay structure is increased by 5% (currently 38%)
- ◆ 100% all Professorial Senior Salaries Committee and Remuneration Committee members complete Equality and Diversity and Unconscious Bias Training
- ◆ A successful renewal of the University Silver Athena SWAN application by 2021
- ◆ A successful Race Equality Charter application is made by 2024.

**Protected characteristics covered:**  
Gender, Ethnicity and Disability

**Timescales:**  
Throughout the strategy period and by March 2024

## Outcome 2

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### Promote and improve a culture of dignity and respect for all by increasing awareness of reporting of bullying and harassment.

#### Objectives and overall success measures:

Staff and students demonstrate an increased awareness of policy in relation to Dignity at Work and Study.

Staff and students report an increased confidence in the reporting of bullying and harassment.

#### Actions:

- ◆ Suite of employee relations MI developed, implemented and used systematically to inform further specific actions
- ◆ Consider and implement the recommendations from the EHRC Report 'Tackling Racial Harassment: Universities challenged' by 2021
- ◆ Identify current awareness of Dignity at Work and Study policy amongst staff and students and aim to increase this awareness annually
- ◆ The % of staff who are confident that complaints about bullying and harassment are dealt with effectively increases annually (79.6% at present Culture Survey 2018)
- ◆ The University will produce an Annual Diversity Events Programme that will foster good relations between people from different groups
- ◆ A successful renewal of the University Silver Athena SWAN application by 2021
- ◆ A successful Race Equality Charter application is made by 2024.

#### Key drivers

University Culture Survey, Equality Act 2010, Is Wales Fairer 2018 Report, (Theme – Justice and Personal Security) EHRC Race Enquiry 2019. University Strategic Plan 2020 (Strategic Enabler 15 -We will provide a safe, inclusive, and supportive environment that upholds our commitment to improving diversity and enables people to fulfil their potential). Fee and Access Plan 2019/2020

#### Protected characteristics covered:

All Protected Characteristics

#### Timescales:

Throughout the strategy period and by March 2024

## Outcome 3

### An Improved Diversity of Representation on University Governance Committees

#### Objectives and overall success measures:

There is a 50/50 gender balance on Council University committees, where this has not been achieved so far.

Increase the % of Black Asian and Minority Ethnic (BAME) Council members from 0% to 10%, reflective of the local area.

#### Actions:

- ◆ Establish a systemised method of collating and reporting the gender and ethnicity of governance committees
- ◆ Increase the % of quality BAME applications for nomination to Council
- ◆ To achieve/maintain a 50/50 gender representation and appropriate BAME representation of the key University decision-making bodies
- ◆ 100% of all University Governance Committee members have completed Equality and Diversity in the Workplace training and Unconscious Bias Training
- ◆ A successful renewal of the University Silver Athena SWAN application by 2021
- ◆ A successful Race Equality Charter application is made by 2024
- ◆ To make an annual application to the Stonewall WEI increasing our ranking each year.

#### Key drivers

Is Wales Fairer 2018 Report (Theme 7, Participation), Athena SWAN, and Race Equality Charter, Welsh Government Gender Equality Review 2018, Internal MI, Community engagement outcome.

#### Protected characteristics covered:

Gender and Ethnicity

#### Timescales:

Throughout the strategy period and by March 2024

## Outcome 4

### Attract and recruit diverse and quality leaders who fulfil our leadership values and behaviours

#### Objectives and overall success measures:

Over the 4 year period, for all PVC, Director and Heads of Faculty roles, 50% of those appointed are female.

Over the 4 year period, for all PVC, Director and Heads of Faculty roles, 15% of those appointed are BAME.

Over the 4 year period to increase the % of LGBT+ Professors to 2.4%.

#### Actions:

- ◆ 50% gender balance and minimum of 10% of BAME of applicants on long-list for the identified roles
- ◆ Positive action taken on 100% of identified leadership vacancies
- ◆ BAME representation on all senior leadership interview panels
- ◆ Identify existing pool of diverse decision makers and increase representation where necessary
- ◆ 100% of panel membership have been trained on Equality and Diversity in the Workplace and Unconscious Bias Training
- ◆ 100% participation rates for 360 feedback for all leaders' grade 9 and above.
- ◆ A successful renewal of the University Silver Athena SWAN application by 2021
- ◆ A successful Race Equality Charter application is made by 2024
- ◆ An increase in the engagement of senior leaders in supporting LGBT+ activities.
- ◆ To make an annual application to the Stonewall Workplace Equality Index increasing our ranking each year.

#### Key drivers

Is Wales Fairer 2018 Report, Athena SWAN, and Race Equality Charter, Stonewall WEI, Welsh Government Gender Equality Review 2018, Internal MI, Community engagement outcome.

#### Protected characteristics covered:

Gender, Ethnicity and LGBT+

#### Timescales:

Throughout the strategy period and by March 2024

## Outcome 5

### To develop a diverse, high quality academic and professional services workforce

#### Objectives and overall success measures:

Higher success rate of all applicants to academic promotions at all levels, specifically a higher success rate for female academic from the current baseline of 62% and BAME academics currently at 35%.

Gender: To reduce the current mean gender pay gap by 2 percentage points (currently 20.84%) by 2024.

#### Actions:

- ◆ Increased % of quality female and BAME applications for promotion
- ◆ All developed academic promotion MI will be illustrated by gender, ethnicity, LGBT and disability and reported on annually
- ◆ The % of female professors in line or above the sector benchmark (Sector benchmark @2019 is 25%)
- ◆ To increase the % of BAME professional services staff in senior roles (grade 10,10A and 11) which is currently under-represented at 3.5%
- ◆ To increase the % of females and BAME staff in leadership roles (inclusive of PVC, Deputy PVCs, and Heads of Faculty) which is currently under-represented and is 17% for gender and 0% for ethnicity
- ◆ 100% of Academic Promotion Committee membership includes representation of female and BAME decision makers.
- ◆ 100% of all Academic Promotion Committee members completed unconscious bias and Equality & Diversity training
- ◆ A successful renewal of the University Silver Athena SWAN application by 2021
- ◆ A successful Race Equality Charter application is made by 2024
- ◆ To make an annual application to the Stonewall WEI increasing our ranking each year.

#### Key drivers

Is Wales Fairer 2018 Report, Athena SWAN, and Welsh Government Gender Equality Review 2018, Internal MI, Community engagement outcome.

#### Protected characteristics covered:

Gender, Ethnicity, LGBT+ and Disability

#### Timescales:

Throughout the strategy period and by March 2024

## Outcome 6

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### To attract and recruit a diverse high quality academic and professional services staff that share our ambition

#### Objectives and overall success measures:

The % of female Professors increased to sector benchmark (Sector benchmark @2019 is 25%).

To increase the success rate for BAME applicants at appointment, to make this comparable to white applicants (7.1% BAME, 12.1% White).

#### Key drivers

Is Wales Fairer 2018 Report, Athena SWAN, Welsh Government Gender Equality Review 2018, Internal MI, Community engagement outcome.

#### Actions:

- ◆ All developed recruitment MI will be illustrated by gender and ethnicity, by application, shortlist and success rate
- ◆ 100% of longlists provided by executive search agencies are gender balanced (50:50)
- ◆ 100% of longlists provided by executive search agencies have BAME representation
- ◆ Positive action identified and delivered at attraction
- ◆ 100% of interview panel members complete Unconscious Bias Training and EDI Training
- ◆ 100% new starters complete the Equality and Diversity training and Unconscious Bias training within 1st month
- ◆ 100% of adverts include the Stonewall WEI logo and link to LGBT staff network information/inclusion activities
- ◆ A successful renewal of the University Silver Athena SWAN application by 2021
- ◆ A successful Race Equality Charter application is made by 2024
- ◆ To make an annual application to the Stonewall WEI increasing our ranking each year.

#### Protected characteristics covered:

Gender, Ethnicity

#### Timescales:

Throughout the strategy period and by March 2024

## Outcome 7

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### Excelling achievement for students from all ethnic backgrounds

#### Objectives and overall success measures:

The degree awarding differential for BAME students is reduced.

#### Key drivers

UUK Attainment Gap Pledge, Race Equality Charter, NSS, Athena SWAN, Is Wales Fairer Report 2018, Socio-Economic Duty, Internal MI.

#### Actions:

- ◆ 100% of senior stakeholders support the BAME Attainment Gap Pledge
- ◆ “Inclusivity Campaign” embedding BAME diversity in the curriculum, raising awareness, changing attitudes and perceptions, by 2021
- ◆ 100% of quality, accurate data will be available to allow a comprehensive understanding of factors affecting BAME student attainment
- ◆ A BAME degree awarding differential action plan will be produced by December 2020, utilising appropriate MI to inform actions
- ◆ Swansea Academy of Inclusivity and Learner Success (SAILS) will fund 1 semester sabbatical per year, the role of which will be drive forward the actions identified in the action plan
- ◆ A successful application is made for the Race Equality Charter in 2024.

#### Protected characteristics covered:

Ethnicity

#### Timescales:

Throughout the strategy period and by March 2024



## Outcome 8

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### **Delivery of the innovative and collaborative CONNECT programme aimed at students to promote positive and healthy behaviours.**

#### **Objectives and overall success measures:**

To embed wellbeing into the culture of our institutions, creating a connected community with trained staff and students (“Connectors”), enabling a shift to a whole university approach supporting mental health and wellbeing.

To establish a sustainable preventative model of delivery that is flexible and meets the differing needs of partner institutions, and, changes in student wellbeing needs over time.

#### **Actions:**

- ◆ The establishment of a skilled community of Connectors
- ◆ The development of CONNECT data platform and multimedia resources
- ◆ Establish the CONNECT annual conference and award ceremony
- ◆ Establish a “Transition Support Pathway” from FE to HE
- ◆ Establish a project evaluation framework
- ◆ Establish a student innovation pathway via the Student Innovation Fund.

#### **Key drivers**

Welsh Government well-being and health related strategies, HEFCW, the Well-being of Future Generation Act (2015). The Equalities Act, The Violence Against Women, Domestic Abuse and Sexual Abuse Act (2015). Socio- Economic Duty. Internal MI. Community Engagement.

#### **Protected characteristics covered:**

All Protected Characteristics

#### **Timescales:**

Throughout the strategy period and by March 2024

## Outcome 9

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### Centenary curriculum commitment will be embedded by 2024.

#### Objectives and overall success measures:

The six dimensions of the Centenary Curriculum will be embedded to the highest standard within all programmes to develop the Swansea Graduate.

#### Key drivers

UUK Attainment Gap Pledge, Race Equality Charter, NSS, Athena SWAN, Is Wales Fairer Report 2018, Socio-Economic Duty, Internal MI.

#### Actions:

- ◆ Embed appropriate assessment and high quality feedback within the curriculum
- ◆ Include opportunities to celebrate inclusivity and diversity within our curriculum
- ◆ A curriculum design that is driven by the learning outcomes for the programme
- ◆ A successful renewal of the University Silver Athena SWAN application by 2021.
- ◆ To make an annual application to the Stonewall WEI increasing our ranking each year
- ◆ Enhance all our programmes to ensure they embed the six dimensions of Centenary Curriculum
- ◆ Embed inclusivity and diversity across all aspects of the curriculum as core topics to be engaged with by all students
- ◆ Opportunities for all students for UK and/or international placements
- ◆ A successful application is made for the Race Equality Charter in 2024.

#### Protected characteristics covered:

All Protected Characteristics

#### Timescales:

Throughout the strategy period and by March 2024