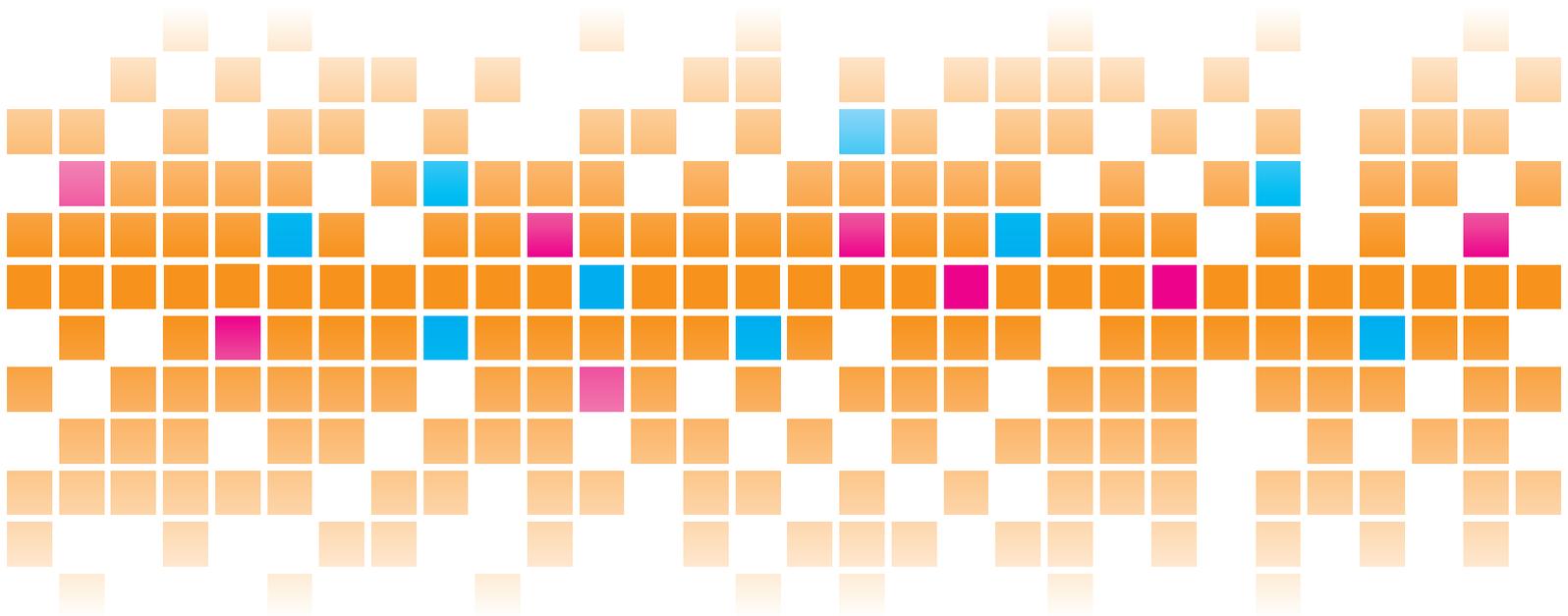




UNIVERSITY OF LEEDS

EQUALITY & INCLUSION FRAMEWORK

2014-2019



everyone included, **everyone** involved

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1. Foreword: Is everyone on board?

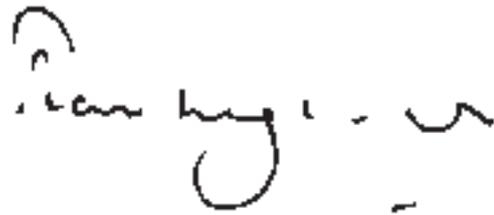
The University of Leeds has a long history of engagement with the equality and inclusion agenda and has made strenuous efforts to promote equality in relation to the implementation of all its policies and practices.

Our equality and inclusion strap line '*Everyone Included, Everyone Involved*' reflects this commitment to ensure that effective engagement and consultation is at the heart of all aspects of University activity, and that we involve our diverse student and staff body.

The components within this Framework have been developed with input from key stakeholders, including faculty and service representatives, staff and students, key University committees, campus trade unions as well as staff and student networks. This again reflects the University's commitment to working in partnership to create an inclusive environment that is better for all.

In addition, during April 2013, staff and students were invited to take part in a series of workshops to feed back on what they thought the University's priorities for the next five years should be.

We will continue our commitment to engage and involve diverse staff and student groups along our journey towards implementing the Equality and Inclusion Strategy, as well as in our wider equality and inclusion activity.



Sir Alan Langlands
Vice-Chancellor



2. Introduction to the Framework and Strategy

Equality of opportunity, fairness and inclusion is the foundation of our global community at the University of Leeds, and a vital enabler that will help us realise our University Strategy. We believe that every individual in our University community should be treated with dignity and respect and be part of a working and learning environment that is free from barriers, regardless of age, caring responsibilities, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity status, race (including caste, ethnic or national origin, nationality or colour), religion or belief, sex (gender) and sexual orientation. Our University values of professionalism, inclusiveness, integrity and community are at the heart of everything we do as we strive together for academic excellence.

The Framework

Our commitment to develop this Equality and Inclusion Framework demonstrates how we aspire to go beyond our legal duties and translate our value of inclusiveness throughout our culture, business and day-to-day organisational practice.

In this Framework document you will find:

- a timeline of the activities to develop the Equality and Inclusion Framework
- the Equality and Inclusion Strategy – the equality vision for Leeds
- a summary of how we will embed equality and inclusion within the Strategy – actions to support the implementation of the priorities and objectives
- the Equality and Inclusion Policy – individual rights and responsibilities

- information on the governance and management arrangements to deliver the Strategy
- information on individual roles and responsibilities for promoting the Equality and Inclusion Strategy and Policy (Appendix 1)
- a summary of the University's responsibilities under the Equality Act 2010 (Appendix 2)

Supporting the delivery of the Strategy

The Equality Policy Unit (EPU) is the centre for policy development and expert advice on equality and inclusion at the University of Leeds. It is responsible for:

- supporting the University, including faculties and services, to embed and implement the objectives identified within the Strategy
- ensuring the University meets its statutory obligations under the Equality Act 2010
- assisting the University to implement inclusive practice through the development of appropriate policies, guidance and support



Partnership working and engagement

The University supports the role of staff networks, the campus trade unions and Leeds University Union student forums and recognises the key role they play in promoting equality and inclusion-related activity across campus. We will continue to support the development and visibility of the staff networks, which currently include:

- the WiSET (Women in Science Engineering and Technology) network
- the Lesbian, Gay, Bisexual and Trans staff network
- the Leeds 11 network (for Black and Minority Ethnic staff)
- the Staff Disability network

We will also continue to work in partnership with the networks, campus trade unions and forums in order to implement the Equality and Inclusion Strategy, the priorities and objectives, and key principles within the Equality and Inclusion Policy.

Governance and management arrangements

- *Strategic development and monitoring:* The Equality and Inclusion Strategy and activities to meet the priorities and objectives will be presented to the Vice-Chancellor's Executive Group and the University Council as part of our governance arrangements.
- *Operational management:* Activity and actions to meet the priorities and objectives within the Strategy will be overseen by the Equality and Inclusion Committee.

- *Executive support:* The implementation of activity and actions to meet the priorities and objectives within the Strategy will be managed by faculties/services and local Equality and Inclusion Co-ordinators, with executive support from the Equality Policy Unit.

Further information on structures to support and manage the implementation of the Strategy and objectives can be found in Section 7.

Publishing and reporting

The University is required under the Public Sector Equality Duty (see Appendix 2) to publish information to demonstrate compliance with the Duty at least annually. The first data set was published in January 2012 and was cited by the Equality and Human Rights Commission as an example of good practice.

In addition, the University has published its Equality Objectives in response to the requirements of the Duty. These have now been incorporated into the development of priorities and objectives supporting the Equality and Inclusion Strategy, to ensure a consistent, co-ordinated approach to promoting and embedding good equality practice.

An annual report will be prepared for Council and the University Equality and Inclusion Committee, on the progress of equality and inclusion initiatives against priorities and objectives in the previous academic year.



3. The Journey

March 2012

University announces it will undertake a strategic review of equality

May 2012

Review Group established to oversee development of Equality and Inclusion Framework, consisting of a new vision, strategy and action plan

June–November 2012

In consultation with staff and students, a University Equality and Inclusion Strategy is developed

March 2013

Planning Group established to guide and shape the development of actions and priorities to support the Strategy

April 2013

‘Everyone Included, Everyone Involved’ staff and student consultation workshops – feedback on development of actions to support the equality priorities

June 2013

Equality Service disaggregates into two functions – Equality Policy Unit (EPU) and Disabled Students’ Assessment & Support (DSAS)

September 2013

Equality and Inclusion Committee endorses the Equality and Inclusion Framework

November 2013

The University Council approves the Equality and Inclusion Framework



4. Equality and Inclusion Strategy – The Vision for Leeds

<p>THE EQUALITY VISION</p>	<p>As a research-intensive international University we will attract and retain excellent people from across the world to enable the University and the people within it to fulfil their potential.</p>
<p>THE EQUALITY MISSION</p>	<p>To be a beacon of excellence in the sector, promoting a culture of inclusion, respect and equality of opportunity for all.</p>
<p>VALUES & PRINCIPLES</p>	<p>In pursuit of this mission we will:</p> <ul style="list-style-type: none"> ■ Demonstrate visible leadership and accountability at all levels ■ Embed equality into all aspects of University life ■ Provide a sustainable environment which enables all staff and students to thrive ■ Work in partnership with our staff, students, Unions and wider stakeholders
<p>PRIORITIES & OBJECTIVES</p>	<p>1. Develop a University-wide culture which promotes equality and inclusion</p> <p>1.1 Develop and implement a sustainable One University¹ approach to equality.</p> <p>1.2 Create an environment that is better for all through promoting personal responsibility for equality.</p> <hr/> <p>2. Integrate and embed equality into all aspects of University business</p> <p>2.1 Identify and address equality gaps in our governance structures and management processes.</p> <p>2.2 Incorporate equality into day-to-day business activity.</p> <hr/> <p>3. Attract, retain, support and develop an excellent workforce from across the world</p> <p>3.1 Build a diverse and representative sustainable community which reflects our values.</p> <p>3.2 Become a national and international sector leader in promoting good equality practice.</p> <hr/> <p>4. Ensure a world-class student experience through inclusion and academic excellence</p> <p>4.1 Provide fair and equal access² to recruitment, progression and attainment opportunities.</p> <p>4.2 Recognise the range of needs of our diverse student population and integrate them into the governance and practice of student education.</p>

1 'One University' is the provision of universal, fit-for-purpose University-wide processes and systems that create a better and joined up experience for our staff and students.

2 Fairness and equality of access is central to 'The Partnership' agreement that has been developed with students and staff and describes the mutual expectations of us all as members of the University community.



5. Embedding equality – delivery of the Strategy

In order to successfully deliver the priorities and objectives of the Equality and Inclusion Strategy, actions have been identified by benchmarking where we are now against where we want to be, through analysis of data trends and best practice across the sector and also by involving key networks and committees, students and staff through a series of ‘Everyone Included, Everyone Involved’ consultation workshops. These sessions helped identify where improvements could be made to further promote equality across the University’s functions and services as well as throughout the staff and student experience.

The priorities and objectives identified are related to at least one of the protected characteristics covered by the Equality Act 2010³, and aim to be flexible and responsive to internal and external changes, challenges and needs of the University.

How we will ensure we embed equality

Below is a summary of core activity and proposed actions to support the priorities and objectives of the Strategy.

Priority 1: Develop a University-wide culture which promotes equality and inclusion

To support this we will:

- raise the profile of the equality and inclusion agenda, making clear the responsibilities at all levels of the University

- review and replicate Equality and Inclusion Committee structures throughout faculties, schools and services in line with the agreed governance arrangements within this Framework
- support faculties, schools and services to develop and implement local equality and inclusion action plans
- raise the awareness of the equality and inclusion agenda through effective engagement and communication strategies
- review and refresh the University’s Dignity and Mutual Respect Policy to ensure robust and effective mechanisms are in place to address concerns and incidents raised by staff and students
- publish monitoring information on our staff and student population in line with our Public Sector Equality duties

Priority 2: Integrate and embed equality into all aspects of University business

To support this we will:

- enhance our leadership and management capability by increasing the diversity of staff at senior management levels with robust succession planning
- ensure due regard is given to equality and inclusion in all University activity including policy development, planning, procurement and decision-making processes through the implementation of robust and systematic processes
- review and invest further in the provision of dedicated facilities, services and accessibility to support the diverse needs of our staff and student population

³ These protected characteristics include: age, caring responsibilities, disability, gender identity, pregnancy or maternity, race, religion or belief, sex (gender) and sexual orientation.



Priority 3: Attract, retain, support and develop an excellent workforce from across the world

To support this we will:

- undertake initiatives in recruitment and progression, to investigate and address any barriers to staff from protected characteristics⁴ and ensure we increase the diversity of our staff population at all levels
- ensure we fully understand the composition and needs of our diverse staff population by encouraging disclosure in all equality monitoring activity
- identify gaps in our provision of equality-related policy and guidance and, where appropriate, develop clear and consistent guidance to support both staff and managers
- commit to undertaking activity to encourage applications for promotion or development for staff from identified under-represented groups
- increase the awareness of and consultation with diverse staff groups by committing to developing, empowering and supporting the University's staff networks
- ensure we achieve and sustain a sector-leading reputation for promoting good equality and inclusion practice through internal and external engagement and involvement activities

Priority 4: Ensure a world-class student experience through inclusion and academic excellence

To support this we will:

- review student recruitment and admissions data by the main protected characteristics⁵ to identify, understand and address causes of any inappropriate differential application and conversion rates
- develop flexible and accessible approaches to learning and teaching to embed good equality and inclusion practice
- review and undertake appropriate activity to address any potential inappropriate differential degree attainment between students by protected characteristic
- ensure initiatives that complement the academic curriculum are accessible for students from diverse backgrounds
- ensure appropriate and accessible facilities, support and guidance are available to deliver an exceptional experience for all students
- ensure all staff are aware of the needs of a diverse student population and understand how to access training and guidance to respond appropriately

4 As above

5 As above



6. Equality and Inclusion Policy

– Individual rights and responsibilities

Introduction

As a research-intensive international University we want to attract and retain excellent people from across the world to enable the University, and the people within it, to fulfil their potential, without prejudice, unfair treatment or discrimination.

The implementation of a robust Equality and Inclusion Policy (part of the Equality and Inclusion Framework) is fundamental to the achievement of this vision.

Having an institutional commitment to equality and inclusion brings many benefits to the University including: attracting, retaining and developing the best staff, leading to better performance and sense of commitment; attracting and supporting the best students, leading to improved student satisfaction and attainment.

This commitment is underpinned by the University's core values of inclusiveness, community, integrity, academic excellence and professionalism.

Equality and Inclusion Policy Statement

The University community is made up of a wide range of people with diverse backgrounds and circumstances, which we value and regard as a great asset. As part of our continued commitment to equality and inclusion, we strive to create an environment where everyone can reach their full potential and have a real opportunity to participate in and contribute to our activities. In order to achieve this we will continue to take active steps to:

- **ensure we treat all individuals fairly, with dignity and respect**
- **ensure we provide a positive working, learning and social environment which is open to all regardless of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity status, race (including caste, ethnic or national origin, nationality or colour), religion or belief, sex (gender) and sexual orientation* and also caring responsibilities or other status, background and personal circumstances**
- **work towards the elimination of unlawful discrimination, harassment and victimisation based on a protected characteristic and other status including background or personal circumstances**
- **advance equality of opportunity between all people, but particularly those who share a protected characteristic and those who do not**
- **foster good relations between all people, but particularly those who share a protected characteristic and those who do not**

* Collectively known as protected characteristics as defined by the Equality Act 2010



Demonstrating commitment

In order to realise our commitment to the principles of Equality and Inclusion we will:

- ensure that everyone in the University community is aware of their personal responsibility to familiarise themselves with this policy and conducts themselves in an appropriate manner at all times to respect equality of opportunity for all staff, students, applicants and visitors
- ensure that Equality and Inclusion is embedded into every aspect of University business through a range of initiatives and activities
- ensure all relevant University policies and guidance make explicit reference to the aims of the Equality and Inclusion Statement
- develop a range of targeted policies setting out the University's support for staff and students with particular protected characteristics

The University will regard any breach of this policy by any employee(s), student(s) or contractor(s) as a serious matter to be dealt with through its agreed procedures and which may result in disciplinary action.

Responsibilities

This policy applies to:

- all applicants for employment and all employees. This policy also applies (but is not limited) to recruitment and selection, training and development, opportunities for promotion, conditions of service, benefits and pay, conduct at work and the staff grievance and disciplinary procedures
- all visitors to the University, together with those contracted to work at/for the University. This includes volunteers, those with honorary contracts or 'visitor' status, for example, Visiting Professors and Fellows or members of NHS staff who teach University students
- all students, applicants and potential applicants. This policy applies to all decisions in respect of admissions, teaching and learning, scholarships, grants and other awards, assessments, the provision of all student support, university accommodation and other facilities, personal conduct and to the student complaints and disciplinary procedure

Details of the University's corporate responsibilities under this policy, together with the responsibilities of individual members of the University, are set out in appendix 1 of the Equality and Inclusion Framework.

Further Information

Further detailed information on activity to promote equality and inclusion at the University can be found at its dedicated website www.equality.leeds.ac.uk/university-policies-2/

Links to other University policies:

- The Dignity and Mutual Respect Policy www.equality.leeds.ac.uk/DMR/Dignity-and-respect.doc
- The University complaints procedures:

Students: www.leeds.ac.uk/secretariat/student_complaints.html

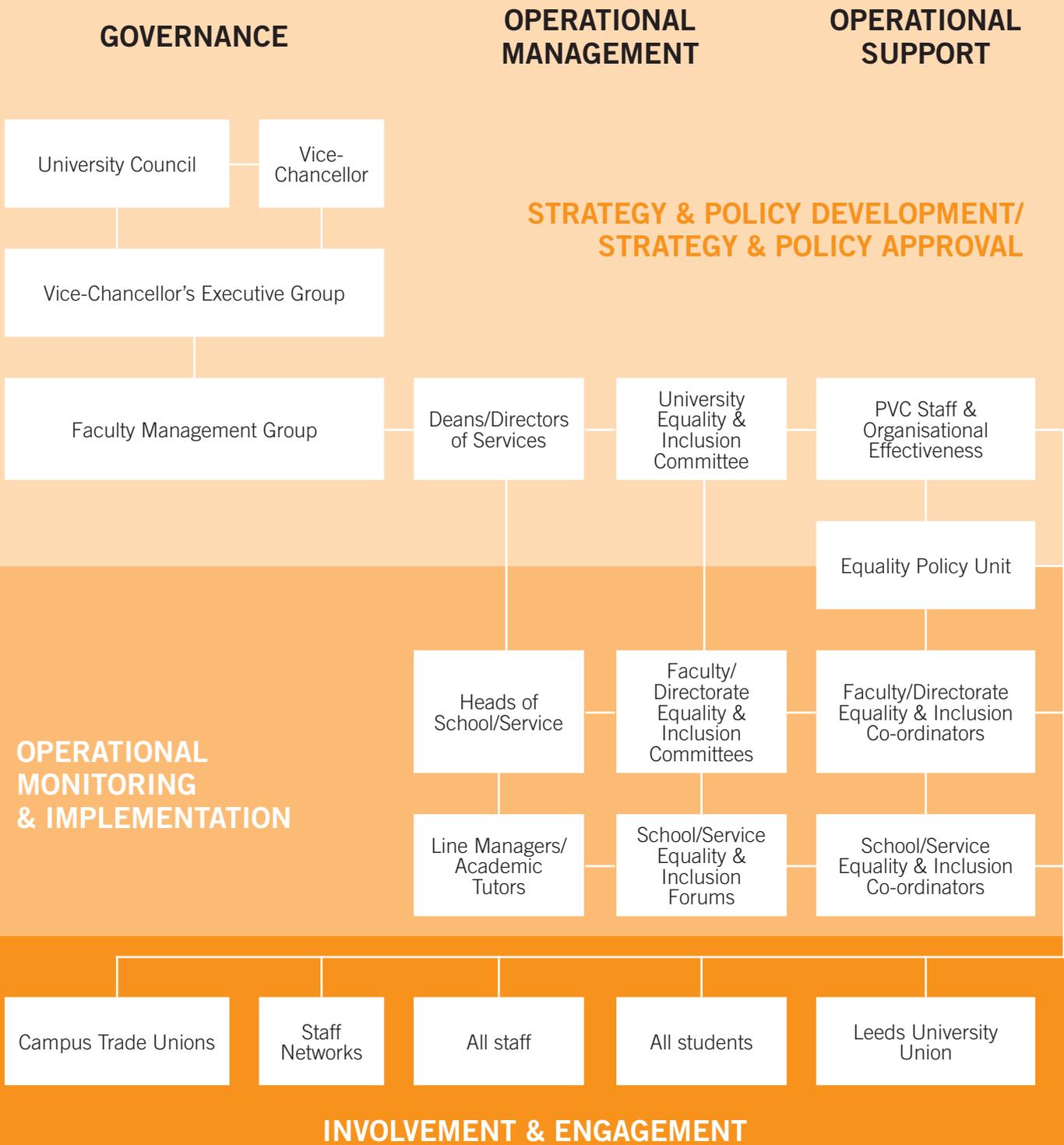
Support staff (see section F of the procedure agreement):

http://hr.leeds.ac.uk/info/26/conduct_capability_and_grievance/236/support_staff_procedure_agreement

Academic & academic related staff grievance procedure: www.leeds.ac.uk/secretariat/grievance_procedure.html



7. Governance and management framework (see Appendix 1)



Appendix 1 – Roles and responsibilities

The University's corporate responsibilities, together with the responsibilities of individual members, to promote and adhere to the Equality and Inclusion Strategy and Policy, are set out below.

The Council

The role of the Council is to:

- hold ultimate accountability for the Equality and Inclusion Policy
- assure itself that mechanisms are in place through which the University's Equality and Inclusion Strategy and Action Plan can be delivered
- receive regular reports from the University Equality and Inclusion Committee

The Vice-Chancellor

The Council delegates executive responsibility for ensuring that the University complies with relevant anti-discrimination legislation to the Vice-Chancellor, who will:

- ensure that the University has in place a robust Equality and Inclusion Policy that is communicated to all staff, students and visitors
- ensure that appropriate structures, systems and processes are in place to support the implementation of the Equality and Inclusion Strategy and associated Equality and Inclusion policies and procedures

Pro-Vice-Chancellor Staff & Organisational Effectiveness

The role of the Pro-Vice-Chancellor Staff & Organisational Effectiveness is to:

- provide leadership in strategic matters relating to equality and inclusion
- oversee the development and implementation of the Equality and Inclusion Strategy and Policy across the University

University Equality and Inclusion Committee

The role of the University Equality and Inclusion Committee is to:

- raise awareness of the Equality and Inclusion Strategy and Policy across the University
- provide governance and management support to the implementation of the Equality and Inclusion Strategy and Action Plan
- advise and make recommendations to Council on the progress of the Equality and Inclusion Framework
- oversee institutional compliance with relevant anti-discrimination legislation
- consider, advise and act upon recommendations by faculties and services which require strategic direction
- encourage good practice, innovation and flexibility in the delivery of the equality and inclusion agenda through all University functions and activities



Equality Policy Unit

The Equality Policy Unit provides a central point of policy advice and guidance on equality and inclusion and has the responsibility to:

- lead the implementation of the Equality and Inclusion Strategy and Action Plan
- provide a policy development and advisory service to the University and its faculties, schools and services
- anticipate and respond appropriately to legislative requirements that will impact on the University environment
- ensure that equality and inclusion are incorporated into both strategic thinking and day-to-day business activity
- promote and support the University's aspirations to become a national and international sector leader in equality and inclusion

Deans of Faculties/Directors of Services

As the most senior managers in their respective faculties/services, Deans and Directors will act as Faculty Equality Champions and have responsibility to:

- provide leadership and monitor the activity of the Faculty/Directorate Equality Committee
- ensure University equality policies are disseminated to staff and students and are effectively and consistently implemented
- champion equality to establish an inclusive working and learning environment
- embed (where relevant) equality activity and actions in faculty plans

Faculty/Directorate Equality and Inclusion Committee

The role of Faculty/Directorate Equality and Inclusion Committee is to:

- carry out any faculty/directorate level actions from the University's Equality and Inclusion Action Plan
- respond to local recommendations on equality issues requiring action and, where appropriate, seek direction from the University's Equality and Inclusion Committee
- act on recommendations from the University's Equality and Inclusion Committee as they relate to the implementation of policy and good practice
- assess and periodically report progress against local equality action plans to the University's Equality and Inclusion Committee

The Committee will meet three times a year, in line with the University Equality and Inclusion Committee, and will report activity to Faculty Executive Committees



Heads of Schools/Services

Heads of Schools/Services will act as local Equality Champions and have the responsibility to:

- provide leadership and monitor the activity of the School/Service Equality and Inclusion Forum
- ensure University equality policies are disseminated to staff and students and are effectively and consistently implemented
- champion equality to establish an inclusive working and learning environment
- embed (where relevant) equality activity and actions in school plans

School/Service Equality and Inclusion Forum

The role of the School/Service Equality and Inclusion Forum is to:

- promote equality of opportunity amongst staff and students
- develop school equality and inclusion activity in line with faculty priorities
- ensure University equality policies are disseminated widely to all staff and students
- share good equality practice across other schools/services

The nature of activity for the School/Service forums will also be determined in line with feedback from staff and students locally.

The forums will meet three times a year, in line with the Faculty/Directorate Equality Committee meetings, and will report their activity to Faculty Equality and Inclusion Committees.

Line managers and academic tutors

Line managers and academic tutors are expected to:

- disseminate information to ensure staff and students are aware of their equality and inclusion responsibilities
- work to promote equality and inclusion as an integral part of the service(s) they provide and the policies and procedures they develop and implement
- support the individual needs of staff and students so they can participate and perform effectively
- ensure staff and student recruitment and selection procedures are fair, transparent and consistently applied

Faculty/Directorate Equality and Inclusion Co-ordinators

Faculty/Directorate Equality and Inclusion Co-ordinators will report to Faculty/Directorate Equality and Inclusion Committees and will receive 10% workload remission. They have an operational responsibility to:

- undertake projects and, where appropriate, lead on activity to promote equality and inclusion
- contribute to consultation on the development of new University policy and good practice guidelines
- proactively promote equality and inclusion across the faculty/directorate through cascading information/communication and contributing to University-wide events
- signpost managers, staff and students to appropriate sources of guidance and support



School/Service Equality and Inclusion Co-ordinators

School/Service Equality and Inclusion Co-ordinators will contribute to the activity of the School/Service Equality and Inclusion Forums; where appropriate they will receive 10% workload remission. They have an operational responsibility to:

- support faculty projects and, where appropriate, lead on activity to promote equality and inclusion
- proactively promote equality and inclusion within the school/service through cascading information/communication and contributing to University-wide events
- signpost managers, staff and students to appropriate sources of guidance and support

All staff

All staff are expected to:

- take personal responsibility for familiarising themselves with and adhering to the principles of the Equality and Inclusion Policy
- treat other members of staff, students and visitors fairly, with dignity and respect
- respond positively to the different needs and circumstances of members of the University community
- actively encourage non-discriminatory practices and to report any incidents of behaviour that fail to comply with the Equality and Inclusion Policy

All students

All students are expected to:

- familiarise themselves with and adhere to the principles of the Equality and Inclusion Policy
- treat members of staff, other students and visitors fairly, with dignity and respect
- actively encourage non-discriminatory practices and to report any incidents of behaviour that fail to comply with the Equality and Inclusion Policy



Appendix 2 – Legislative context

The Equality Act 2010

The Equality Act 2010 (the Act) replaces previous anti-discrimination laws with a single Act. It simplifies the law to help tackle discrimination and inequality on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation (known as protected characteristics). As a public sector employer and provider of education the University has a statutory obligation to fulfil the requirements of the Equality Duty.

What is the Equality Duty?

The Act introduced a new Equality Duty on all public bodies (including universities) to ensure that they consider the needs of all individuals in their day-to-day work – in shaping policy, delivering services and in relation to their own employees. The Equality Duty is designed to reduce bureaucracy while ensuring public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all.

The General Equality Duty

The Equality Duty has three aims and requires public bodies to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Act
- advance equality of opportunity between people who share a protected characteristic and people who don't share it; and
- promote good relations between people who share a protected characteristic and people who don't share it

Specific Duties

In addition, the Equality Duty is underpinned by specific duties. These are aimed to help public bodies perform better in meeting the general Equality Duty and require the University to publish:

- monitoring information to demonstrate compliance with the Equality Duty, at least annually
- equality objectives, at least every four years

The University publishes equality information on its staff and student population on an annual basis, and this is used in a variety of ways, for example, as a tool to understand the representation and diversity of staff and students across campus, or to provide evidence to support the identification of activity to improve the student and staff experience. The information will be published by the end of January in each subsequent year.



Acknowledgements

We would like to thank members of the Strategic Review Steering Group, the Core Project Team, the Action Planning Group and all the staff and students who have contributed to the development of the vision for implementing and embedding equality, inclusion, dignity and respect for and amongst our staff and student population.

Accessibility

If you require information about our Equality and Inclusion Framework in alternative formats (for example, braille, large print or audio), please contact the University's Equality Policy Unit.

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