Hr logo


**HR Annual Report 2021**

Author: Vicky Bosward: Interim Head of HR

Appendices

[Overview 1](#_Toc95383298)

[People Metrics 3](#_Toc95383299)

[Progress Against People Plan 9](#_Toc95383300)

[Progress Against the Strategic EDI Action Plan 13](#_Toc95383301)

# Introduction

To provide context for this year’s HR Annual Report, it is important to look at how the future of work is evolving globally and to understand the role HR play in addressing this.

**Changing demands**

The unprecedented speed of technological advancement amidst the ongoing global pandemic, union unrest, pension crisis, cost of living increases, demographic shifts, much longer working lives, changing priorities for those at the start of their careers, new demands regarding agile working conditions, more compassionate attitudes to social injustices, environmental concerns and increased activism – all need to be tackled by the people profession.

**The impact of the global pandemic**

The COVID-19 pandemic has provoked far-reaching debates about a ‘new normal’ for organisations and employees going forward. Predicting the future isn’t an exact science, and it’s perhaps too soon to make any assumptions that changes currently experienced by HR, managers and employees will be long lasting and persist beyond the immediate coronavirus crisis.

**Challenging Recruitment**

According to UCEA inflation and the cost of living are expected to have a greater impact on labour market than Covid-19 restrictions or case numbers in 2022. 38% of employers increased recruitment in the last quarter of 2021, with a fifth (21%) expecting to increase hiring in the first quarter of 2022. Skill shortages look set to be the top challenge for businesses. We must work hard to attract, develop and retain talent, especially in business-critical areas, or risk losing technical specialists to a competitive market.

**Shifting expectations**

Research shows that millennials will make up most of the global workforce by 2025, and that they have different ideas about how to achieve a healthy work-life balance. Our People Plan and strategic approach to Equality, Diversity and Inclusion provide assurance that they work for an organisation with a clear and committed social purpose and values that match their own.

**Listening and acting**

We need to continue to listen to staff. By using HR-led internal platforms and staff survey tools, we can gauge our colleagues’ perception of their work environment as the external landscape twists and turns, and, continue to provide frameworks for regular wellbeing conversations between managers and employees. Only through an open dialogue and feedback culture across the University can we make inclusive improvements and compassionately reinvent to the way we work. Our efforts to foster collaborative working and engagement across our community will continue in 2022-23 and beyond.

**HR as enablers**

It is more important than ever that HR is positioned to enable leaders to embrace change and facilitate learning, engagement and collaboration across the University. We must ensure that our learning and development offer reflects this, not only in terms of training content but also through state-of-the-art blended delivery, pitched appropriately, to facilitate succession at all levels of our structure. As new technology and working methods also come with challenges and new demands on our employees, we must provide sound support systems to ensure their inclusion and wellbeing across all stages of their employment life cycle.

**Guided by our People Plan**

Our People Plan 2020-2025 continues to guide Edge Hill’s people priorities and ensures that everyone connected to the University understands the roles, they play in securing its future. We will continue to introduce new staff to the People Plan at Induction and are proud to present, in section 3, commendable progress against objectives aligned to all four ‘routes to success’, as evidence of it beginning to successfully embed into the culture of our University.

**Accountability**

The workforce data and analytics, presented in section 2, compliment these insights and identifies themes to which we are committed to regularly review, to continuously improve and strengthen our community and be accountable for the commitments we make.

**Priorities**

Driven by the evidence presented in this report, our key priorities over the next 12 months will be; to drive up staff engagement as we emerge from the pandemic ; support a reduction to working days lost through sickness absence management; explore a holistic approach to onboarding; develop career pathways for professional support staff to increase progression opportunities and the retention of business critical skills to mitigate challenges presented by an over-heated recruitment market; encourage a strategic approach to succession planning and greater engagement with PDR, and manage reputational risk associated with external charters to retain important funding streams supporting our research strategy.

Signature


**Vicky Bosward**    
Interim Head of Human Resources

# People Metrics

Our key people related metrics cover the period from 1st September to 31st August 2021 and focuses on establishment staff only unless otherwise stated.

| **Staff** | **2019-20** | **2020-21** | **+/-** | **Sector Benchmark / average** | **Narrative** | **Data Source where applicable** |
| --- | --- | --- | --- | --- | --- | --- |
| **Headcount** | 1764 | 1732 | -32 | NA | Overall, our establishment Full Time Equivalent (FTE) contracted by 40.41 FTE compared to the previous reporting period. | HESA |
| **FTE** | 1482.66 | 1442.25 | -40.41 | NA |
| **FTC v Open ended academic contracts** | 13% | 12% | -1% | 19% | We continue to sit well below the sector average and continue work to reduce our reliance on precarious contracting arrangements. A further AT review will be undertaken in 2022 and is likely to reduce hourly paid resources further. | HR Records |
| **Part-time** | 19% | 21% | +4% | 25% | The sector average for part time staff is 25% of the overall workforce. For the third consecutive year we sit well below this benchmark at 21%. This indicates a workforce profile at EHU that offers staff stability and relative job security in comparison to other Universities, a desirable position to be in during such unpredictable times. The small 1.11 increase to the FTE of part time staff is reflective of an increase in successful Flexible Working Requests during the pandemic. | HR Records |
| **Flexible Working Requests** | Perhaps a reflection of changing expectations to work-life balance / global trend for blended approaches to working arrangements, and increased caring responsibilities, we have seen a steady rise in flexible working requests and a higher success rate, particularly for professional support staff. There were 40 requests submitted in 2021 (10 from Academics and 30 from support staff) 37 of these were agreed, only 3 were declined for legitimate business reasons, 1 went to appeal and was partially agreed at the conclusion of that process. This is an emerging trend since the beginning of the pandemic – HR will now monitor and report on yearly fluctuations to this data. | | | | | HR Records |
| **Gender split** | | | | | | |
| **Academics** | 39% M  61% F | 38% M  62% F | -1% M  +1% F | 58% M  42% F | Compared to the average number of females in HEI’s across the sector we reverse the trend, having more female academics than males. This is congruent of our subject profile including Nursing and Education, which are traditionally female dominated professions, and contributes to our significant population of female Professors – which is 11% higher compared to the average at other Universities. | HESA / HR Records |
| **Professors** | 58% M  42% F | 62% M  38% F | +4% M  -4% F | 73%  27% |
| **Support Staff** | 33% M  67% F | 33% M  67% F | - | 37%  63% |
| **Disability** | 5.5% | 5.5% | - | 4.64% | The number of employees formally recording their disability remains at 5.5% a healthy 0.86% above the sector average for known disabilities. Furthermore, 7.96% of applicants declared a disability. This proportion of applicants is higher than our university staffing population. Candidates with declared disabilities made up 7.74% of all offered appointments indicating low bias towards candidates who identify as disabled, and of our inclusive recruitment practices. |
| **BAME** | 6.2% | 5.8% | -0.4% | 8% | There was a positive increase in the number of BAME staff amongst Professors. The appointment rate for BAME applicants has improved from 12% to 15.6% - testament to our continued work towards and beyond diversity aligned with the local population paying particular attention to BAME diversification of our senior management and support staff profiles which remain relatively low at 2.6% and 3.0% respectively. | Lancashire  Census  2011 |
| **Academic Progression** | The window for Academic Progression opened in April 2021 and attracted 55 applications from academic staff grades 8 – 10. Staff on the top of their current grade are considered for progression to the next grade. Staff on a point within the current grade are considered for accelerated progression within the same grade which allows them to speed up their journey into the next band to assume further responsibilities. Of the staff eligible to apply for progression 12% did so and 60% of those applicants were successful.  There were 10 applications for promotion to Reader, 50% of these were successful. There were no applications for Professor, Senior Learning and Teaching Fellow or Senior External Engagement Fellow, so in 2022 we plan to strengthen support for these career pathways using a series of Roadshows led by the PVC Research and HR. | | | | | HR Records |
| **Turnover** | | | | | | |
| **Overall** | 6.19% | 6.70% | -0.5% | 6.92% | Compared to 2019/20 we experienced a similar level of voluntary resignation, Fixed Term Contracts coming to a natural end and retirements providing a stable 12.8% turnover rate, creating a healthy level of new ideas and experience into the business. Staff turnover linked to voluntary resignations was 6.7% which is slightly below the UCEA benchmark figure of 6.92%. Academic resignations were slightly above the benchmark of 6.16% at 6.42% for voluntary resignations. HR will continue to monitor turnover statistics and act upon exit questionnaire feedback to ensure we’re doing all we can to retain high-performing staff, particularly in hard to fill, technical areas such as ITS. HR will lead a project to improve the career development and pathways for professional support staff in 2022. | UCEA |
| **Support Staff** | 12.4% | 9.56% | -2.8% | - |
| **Academic Staff** | 11.5% | 6.42% | -5.1% | 6.16% |
| **Tenure (years)** | 7.49 | 7.59 | +0.10 |  | Average tenure increased slightly during the second year of the pandemic and could reflect a slight nervousness in staff seeking new opportunities during such uncertain times. |  |
| **Age Profile** | - | - | - | - | The drop in under 35’s identified in 19/20 has continued as a trend in 2020/21 dropping by a further -2.2% this age group now makes up 22.8% of our workforce. Our over 55’s are 5.9% higher than the sector average providing evidence that succession planning is a strategic priority across the University. | HESA |
| **PDR Engagement** | 86% | 87.6% | +1.6% | - | We continue to drive a high performing culture and encourage all staff to participate in the Performance Review and Development process. We delivered bespoke, live action, ‘Performance Conversations’ training in June 2021 (to 80 Managers, designed to increase the quality of the career conversation. we worked with partners to help streamline the process, refreshed staff and management guidance during the reporting period, and updated the PDR HUB to focus on the quality of the conversation rather than the system. These efforts appear to have stimulated almost a 2% increase in engagement. We will explore an improved platform for delivering quality, engaging, performance conversations this year. We will also focus on making further improvements to the development offer available for senior leaders (via an external tender process) to ensure we are both supporting succession and aligning development to our strategic objectives and People Plan. | HR Records  (MyView) |
| **Union Profile (headcount)** | | | | | | |
| **UCU** | 356 | 426 | +67 | - | Despite an increase in the bargaining unit numbers for UCU we avoided mandates for industrial action in 2021. An unusual and very positive position to be in compared to the rest of the sector. In comparison, Unison figures took a slight dip from approximately 148 in 2020 to 126 in 2021 – possibly impacted by a relatively inactive branch. | Payroll Records |
| **Unison** | 148 | 126 | -22 | - |
| **Gender Pay Gap** | | | | | | |
| **Mean Gender Pay Gap** | 8.5% | 9.9% | +1.4% | 14.7% | At 9.9% the University’s Mean Gender Pay Gap sits well below the 14.7% sector average, for the third consecutive year. | UCEA  (2020) |
| **Median Gender Pay Gap** | 18.6% | 11.4% | -7.2% | \_ | At 11.4% the University’s Median Gender Pay Gap has seen the most dramatic improvement with a significant 7.2% decrease | Payroll Records |
| **Mean Bonus Gap** | 39.1% | 45.9%  (9.8%) | +6.8% | \_ | The VC and DVC occupy our two most senior leadership roles, both are male. Excluding these roles from our analysis allows us to explore a less skewed, more accurate picture of our bonus distribution for those staff on the 51-point, management and professorial spines. Making this adjustment reduces the Mean Bonus Pay Gap figure from 45.9% to 9.8% | Payroll Records |
| **Median Bonus Gap** | 0.0% | 0.0% | 0.0% | \_ | The Median Gender Pay Gap, in both scenarios, does not alter and remains at 0.0% for the third consecutive year | Payroll Records |
| **Bonus proportions** | 2.0%M  1.5%F | 2.3%M  1.5%F | +0.3%  0.0% | \_ | More women (29) than men (22) received a bonus payment for the third consecutive year and reflects a growing population of high-performing, female leaders. | Payroll Records |
| **Employment Tribunals** | | | | | | |
| It was a busy 12 months for Employment Tribunal activity, with 11 live cases at its peak. The University won 1 ET, 4 claims were withdrawn by claimants before reaching court, the average commercial settlement figure reduced by £1,950 the average was £2,300 and the lowest was £500. Good risk management in this area has saved the University £178,300. One of the key drivers for increased employee relations casework is a result of lower tolerance for underperformance. | | | | | | HR Budget |
| **Sickness Absence** | | | | | | |
| **Working Days Lost** | 3.4% | 3.2% | -0.2% | 2.7% | Despite a slight reduction to the working days lost EHU is 1.2% higher than the sector average for short term absence. The average number of working days lost at EHU in 2020/2021 is 7.1days | Payroll Records |
| **Short Term Absence** | 2.2% | 1.7% | -0.5% | 1.7% | Evidence of a 0.5% reduction to short-term absence and perfect mirroring of the national average for all post 92 institutions | Payroll Records |
| **Long Term Absence**  **(20 days+)** | 70.5% | 75.7% | +5.2% | 65.6% | long-term sickness in all HE institutions has remained at around 55 % for the past 4 years. EHU has increased incrementally year on year to 75.7% in 2020/21. Year on year EHU’s long term sickness has continued to widen from the sector average. A number of factors may be contributing to this trajectory; the ageing workforce profile at EHU and the adverse effects of living through a global pandemic on the mental health and wellbeing of our community, understandable rises in covid related cases in addition to the increased number of cancer cases we’re experiencing. | Payroll Records |
| **Staff Engagement (Staff Survey)**  We conducted our biannual Staff Survey between 21.09.21 and 18.10.21 with a total number of responses of 719.  The aim of the survey was to gather the thoughts and feelings of staff throughout all areas of the university to gauge their Happiness. An overall Happiness score was achieved by calculating the average from the scores of the Six Steps to Workplace Happiness (WorkL for Business). This is a framework that encompasses the six key drivers of employee engagement, happiness and wellbeing: Reward and Recognition, Information Sharing, Empowerment, Wellbeing, Instilling Pride and Job Satisfaction.  Each of the six key indicators are RAG rated:  Green: 60% - 80% Good, Amber: 40% - 59% = Requires improvement, Red: 0% - 39% = Strongly requires improvement.  Five out of six indicators including our overall Happiness score resulted in Good outcomes. Wellbeing scored just 1% under the Good threshold at 59% - an understandable downturn given the effects of the pandemic on global wellbeing.  Heads of Department were given access to a dynamic dashboard providing detailed information about how their areas had performed. Feedback regarding the dashboard has been overwhelmingly positive. We plan to use more frequent pulse surveys to identify where staff are telling us improvements are desired and areas to be celebrated. We will continue to strengthen our wellbeing support. | | | | | | |
| **Staff Wellbeing**  Our commitment to Wellbeing for All continues. We ran the Feel-Good February Campaign in 2021 virtually, this stimulated a 2% increase in engagement. Verbal feedback from the staff was extremely positive. We launched our Wellbeing Hub for staff along with dynamic toolkits to support our staff to guide our students on topics such as ‘Race, Ethnicity and Religion’, ‘Supporting students without Family Support’, How to Respond to a Sexual Assault Disclosure’ and ‘Disability and Inclusion’  During the reporting year our Wellbeing provision was audited by RSUK. A successful outcome was achieved, and they reported 0 recommendations for improvement and use EHU as a case study for best practice.  We worked closely with colleagues in Corporate Communications and Learning Services throughout the pandemic, to provide regular updates to our staff and to create a series of promotional videos for campaigns such as Academic Progression, Feel Good February, EDI activity, and Supporting Staff to Support Students toolkits.  Absence reduction remains a priority and we will continue to base global interventions around the 5 ways to wellbeing and target bespoke support in ‘hot spots’ where appropriate. We will continue to offer seasonal flu jabs and access to the wellbeing support service | | | | | | |
| **Inclusion**  Challenging discrimination in all its forms, and being actively anti-racist, is imperative for the University – now, and in the future. People management practices need to support all employees to thrive and our movement towards more person-centred approaches to people management practices are supporting us with this. While EDI is not something ‘done’ by people teams in a vacuum, the HR team does have a key role to play. We will continue to take an evidence-based approach, especially when it comes to forecasting and understanding internal and external demographic shifts.  The HR team will encourage the University, through our partnerships, to maximise expertise on people and people management practices to continue the positive trajectory of our EDI strategy (section 4). This includes influencing senior leaders, DMG and the wider organisation to champion and share responsibility for EDI, and adopt agile, creative ways of working and people management practices to progress EDI.  Through the EDI Steering Group, we continue to look outwards to understand the systemic barriers to EDI; consider how to challenge existing and emerging biases and what the barriers are outside of our immediate organisational context.  We need to prioritise and dedicate resource to EDI; paying particular attention to retaining high profile, external charters such as Athena Swan and HR Excellence in research which are due for resubmission in 2023. | | | | | | |

# Progress Against People Plan

| **Route to success** | **Strategic Objective** | **Strategic Indicators of Success** | **Key Programs of work / enablers** | **Progress** |
| --- | --- | --- | --- | --- |
| **Ambition: we are an ambitious University where informed leaders, at all levels, can articulate our aims, engage people in our mission and empower others to aim higher**. | Secure the future of the University by identifying, nurturing and developing potential leaders  Recognise and reward strong performance  Maximize our performance in a universal Research Excellence Framework (c2028) | High levels of participation in performance review and development  Equal pay audit and statutory gender pay report published and indicating positive trajectories and narrowing gaps  A diverse workforce which more closely reflect demographics in the surrounding areas.  A REF submission which continues the trajectory of the last three exercises | Workforce data profile  Performance Review and Development Succession Planning  Staff Learning and Development offer  Development of people management competencies.  Greater level of integration between University leaders | We continue to drive a high performing culture and encourage all staff to participate in the Performance Review and Development process. We delivered bespoke, live action, ‘Performance Conversations’ training in June 2021 (to 80 Managers, designed to increase the quality of the career conversation. We worked with partners to help streamline the process, refreshed staff and management guidance available on the PDR HUB. These efforts appear to have stimulated almost a 2% increase in engagement. We will explore an improved platform for delivering quality, engaging, performance conversations this year. We will also focus on making further improvements to the development offer available for senior leaders (via an external tender process) to ensure we are both supporting succession and aligning development to our strategic objectives and People Plan  The Gender Pay Gap Report (see appendices) shows several positive trajectories through the reduction in the pay gaps for our Associate Tutors, Professors, GTA’s, Professional Services staff and Academic staff.  A template workforce planning document has been created which HR Partners are using in client areas to support with workforce and succession planning.  We have created a Clinical Academic Pathway to support the career development of Clinical Academics, and work continues to encourage and support succession via the Senior Fellow - External Engagement route where we’re still to attract applicants.  Our Learning and Development offer has been developed using business intelligence and stakeholder feedback and a thorough review of all spring plans to ensure it is aligned to the needs of the business.  We have relaunched the People Forums. Aimed at anyone in a role providing guidance and support to staff. It provides managers with an opportunity to; network with peers from across the University, share their experiences of what they find effect for motivating and engaging their team, and an opportunity to learn from external and internal experts.  We are currently undertaking a full review and audit of the coaching and mentoring provision across the University to ensure the offer is reaching across all departments and the relationships are adding value. |
| **Inspire: we have an inspiring culture and environment where people want to come to study, work or visit because you feel listened to, part of something and able to influence** | Continue to communicate with and listen to our stakeholders, both internal and external and work to ensure that decisions and plans are informed and influenced by all  Reap the positive benefits of a strategic approach to health and wellbeing to enhance staff motivation and engagement | Healthy staff turnover  Improved outcome of staff survey  Decreasing sickness absence rates    Successful RSUK Wellbeing Audit | Staff engagement activity  Celebrating success and recognising contribution  Equality, Diversity & Inclusion Steering Group  Wellbeing for All  Internal Communication Plan | Due to the pandemic our engagement activity has been limited. However, we adapted our Learning and Development programme so it could be delivered virtually and adapted our wellbeing provision to create virtual staff network groups to provide engagement events such as a virtual family Christmas Quiz.  During the pandemic we recognised our staff through the launch of our virtual staff recognition boards, which staff and managers can use to give thanks to colleagues across the University.    Our commitment to Wellbeing for All continues. We ran the Feel-Good February Campaign in 2021 virtually, this stimulated a 2% increase in engagement. Verbal feedback from the staff was extremely positive. We launched our Wellbeing Hub for staff along with dynamic toolkits to support our staff to guide our students on topics such as ‘Race, Ethnicity and Religion’, ‘Supporting students without Family Support’, How to Respond to a Sexual Assault Disclosure’ and ‘Disability and Inclusion’.  In terms of sickness absence there has been a reduction in working days lost from 3.4% to 3.2% over the year. However, we remain an outlier against the sector benchmarks of 2.9% and 3.1% for post 92 HEIs. Our proportion of sickness which is long term has increased which in turn had increased the average period of absence to 14.3 days (7.8 days in all institutions and 8.5 in Post 92s). We have completed a review of our sickness absence data since the implementation of the absence policy and undertaken a review of the monitoring and management of the process.  During the year our Wellbeing provision was audited by RSUK. A successful outcome was achieved, and they reported 0 recommendations for improvement.  We continued to work with colleagues in Corporate Communications, to provide regular updates to our staff during the pandemic. We also worked with colleagues in Corporate Communications and Learning Services to create a series of promotional videos for campaigns such as Academic Progression, Feel Good February, EDI, and Supporting Staff to Support Students toolkits. |
| **Innovate: we are an innovative, modern and exciting University that strives to realise all potential to enhance the student, staff and visitor experience** | Support the further improvement of research capacity and the skills which facilitate knowledge exchange  Support the development of innovative systems which enhance staff and student experience | Decreasing sickness absence rates  Successful RSUK Wellbeing Audit  Accurate, timely, high quality and relevant staff- related data is available in real time for managers  All staff recruitment is underpinned by robust methods of assessment and selection testing | Wellbeing for All  Workforce digital capability  Workforce systems development Information / Data Strategy Group  Value for Money and Procurement Steering Group | We explored a dashboard for managers which will provide real time data in relation to their workforce, their department research output, NSS/Module evaluation scores etc. This has been placed on hold until the HR/Payroll system (Zellis) is moved to a cloud-based platform, in the meantime we are looking to upskill our planning team on PowerBI.  During the year we worked with Dr Marcello Trovati to create a workshop for our professional services staff which aimed to enhance their skills in analysing data to help support the academic areas with data sets relating to the NSS, Proceed, etc.  In terms of Recruitment and Selection processes we continue to collaborate with the Research Office and Staff Recruitment, Payment and Pensions Team to develop a direct appointment policy to aid the appointment of named researchers to further improve our research capacity.  We continue to work with colleagues in Student Services and have launched a series of Action Learning Sets for our Academic Staff, creating a safe place for them to discuss any possible student cases they have and strategies to help support the students.  We provided support to Student Services with a business case to source a safeguarding training module and will host the programme on our VLE.  We are also working with Student Services, Student Casework and FM (Campus Life) to improve the processes when staff and students are involved in a case and are looking to provide a series of joint training for our investigation managers and addressing the OfS Principles in relation to Sexual Misconduct. |
| **Evolve: we are always evolving, able to adapt and clear where we are heading. We take personal responsibility in knowing what actions we need to take along the way.** | Encourage an outward looking, engaged and proactive approach from all staff  Enhance the knowledge and expertise needed to deliver innovative learning and teaching of the highest quality | Maintenance of external Awards: HR Excellence in Research  Athena Swan Bronze, Silver or Gold  Mindful Employer  University Mental Health Charter  Increased number of active international partnerships | University Research Strategy  University International Strategy  Effective change management and performance enhancement | We successfully submitted an updated action plan to retain our HR Excellence in Research status, more detail on this is provided below.  We worked closely with the PVC Research, International and Dean of FAS to restructure the International Office. This has seen in increase in international partners, an increase in international students and an increase in funding from the Turin Scheme (compared to the funding achieved through the previous Erasmus Scheme).  This was the first and a successful example of how the newly configured project and OD-led approach within HR can positively impact the support we offer departments when delivering complex change agendas. During the year we have developed a project management approach, contracting colleagues in from all elements of the team to support the lead HR Partner throughout the change. We developed a number of interventions to support staff before, during and after the change, complemented by a supportive manager guide they can use throughout the cycle.  We have retained our status as a Mindful Employer, working with our local Mind office to provide sessions to our staff throughout the year.  We have signed the pledge to commit to the University Mental Health Charter. From assessing our provision, we are satisfied with our secondary interventions. We have appointed a company to train a range of staff across HR, Student Services and Campus Life/Support as Trauma Risk in Management Champions. Their role will be to support our community if they witness or are involved in a trauma, helping them to process the event. We are also working with Health and Safety colleagues to assess the support we could implement, at the primary level, to further support good mental wellbeing (such as role design). |

# Progress Against the Strategic EDI Action Plan

| **No** | **Aims** | **Actions** | **Lead Responsibility** | **Workstream** | **Timeline** | **Success Measure** | **Progress** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| 1 | Work to create an environment in which people feel supported, valued, and respected as individuals with diverse beliefs and perspectives | 1. Develop an Equality Diversity and Inclusion strategy setting out the University’s vision for Inclusion 2. Develop a Strategic Action Plan for Equality Diversity and Inclusion:    * Incorporating compliance issues; and    * Establishing key internal partnerships and work streams 3. Ensure staff and students are engaged in and support delivery of the Equality Diversity and Inclusion action plan 4. Recruit EDI Champions from across the university to be visible leads of EDI work | EDISG / HR  EDISG  EDISG  EDISG | Full consultation.  EDISG    EDI Subgroups  HR | 2021  September 2021  February 2022  April 2022 | Published EDI Strategy 2021-2025  Published Action Plan 2021-2025  Opportunities for involvement published on the EDI Hub  Responsibilities, expectations and application process available on EDI web page.  EDI Champions in place in each Faculty and Service Area | Complete.  Complete.  EDI Hub “Get Involved”  Page goes live March 2022  Complete.  Recruitment process taking place during Feel Good February campaign. |
| 2 | Ensure the academic portfolio and curricula are fully inclusive | 1. Review validation documentation and processes and recommend and implement changes to support EDI priorities 2. Ensure EDI priorities are evaluated as part of annual review processes 3. Utilise student voice and other forms of feedback to evaluate effectiveness of EDI priorities | EDI Steering Group  (lead by Dean / Associate Deans for T&L)  EDI Steering Group  CEO Student Union /  Director Student Services | Inclusive Curricula Working Group  EDISG meetings  EDISG meetings | Ongoing until 2025  Ongoing until 2025  Ongoing until 2025 | Inclusive curricular working group and action plan established  Live Action Plan published on EDI Hub and updated as progress occurs  Feedback from student voice facing activity shared regularly with EDISG and follow up action taken as required | Working group established and operational  Complete and ongoing.  CEO SU and Director of Student Services are active EDISG members drawing upon elected staff and subgroup leads as appropriate. |
| 3 | Ensure the university campus and environment is more inclusive | 1. Catering to diverse communities (halal and kosher food, ethical and medical options, such as vegan, gluten/lactose free) 2. University marketing and imagery in both recruitment focused material and within/across the University itself to be more diverse 3. Services and estates provision to be more diverse (chaplaincy, prayer facilities etc) 4. More celebratory religious and cultural events on campus throughout the year | Director of FM  Director Student Recruitment & Head of HR  Director of FM  Director Student Services  EDISG | EDISG meetings  EDISG subgroup  EDISG subgroup  EDISG subgroup | January 2022  April 2022  March 2022  January 2022 | Halal and Kosher food clearly advertised and available  ‘EH You’ promotional video published on all Recruitment sites.  Functional Prayer facilities available  Improved chaplaincy offer  Inclusivity Calendar in use. Diverse cultural celebrations / observances throughout the year | FM currently leading in-depth review of campus-wide food offer, outlet location, pricing structures and the diversity of menu offer – due to conclude in April 2022  Call for involvement happening during the Feel-Good February campaign 2022. Creative Arts students recruited to support the development and production of the promotional video.  The Director of Student Services and Chaplaincy Coordinator are currently leading a review of campus prayer facilities and chaplaincy offer. Temporary additional prayer facilities have been identified in the meantime and a business case will be considered regarding the appointment of a Muslim Chaplain from March 2022.  Calendar now available to both staff and students. EDISG agreeing key celebrations to focus resources on throughout 2022 and beyond |