

OUR GOALS

Objective 1

Create a fair, safe, and inclusive environment for all, in which diversity is celebrated

No	Aims	Actions	Lead Responsibility	Workstream	Timeline	Success Measure
1	Work to create an environment in which people feel supported, valued, and respected as individuals with diverse beliefs and perspectives	<p>a. Develop an Equality Diversity and Inclusion strategy setting out the University's vision for Inclusion</p> <p>b. Develop a Strategic Action Plan for Equality Diversity and Inclusion:</p> <ul style="list-style-type: none"> • Incorporating compliance issues; and • Establishing key internal partnerships and work streams <p>c. Ensure staff and students are engaged in and support delivery of the Equality Diversity and Inclusion action plan</p> <p>d. Recruit EDI Champions from across the university to be visible leads of EDI work</p>	<p>EDI Steering Group / HR</p> <p>EDI Steering Group</p> <p>EDI Steering Group</p> <p>EDI Steering Group</p> <p>EDI Steering Group</p>	<p>Consultation.</p> <p>EDISG meetings</p> <p>HR</p> <p>EDI Subgroup</p> <p>HR</p>	<p>2021</p> <p>September 2021</p> <p>February 2022</p> <p>January 2022</p> <p>April 2022</p>	<p>Published EDI Strategy 2021-2025</p> <p>Published Action Plan 2021-2025</p> <p>Opportunities for involvement published on the EDI web page</p> <p>Responsibilities, expectations and application process available on EDI web page</p> <p>EDI Champions in place in each Faculty and Service Area</p>

2	Ensure the academic portfolio and curricula are fully inclusive	<p>a. Review validation documentation and processes and recommend and implement changes to support EDI priorities</p> <p>b. Ensure EDI priorities are evaluated as part of annual review processes</p> <p>c. Utilise student voice and other forms of feedback to evaluate effectiveness of EDI priorities</p>	<p>EDI Steering Group (lead by Dean / Associate Deans for T&L)</p> <p>EDI Steering Group</p> <p>CEO Student Union Director Student Services</p>	<p>Inclusive Curricula Working Group</p> <p>EDISG meetings</p> <p>EDISG meetings</p>	<p>Ongoing until 2025</p> <p>Ongoing until 2025</p> <p>Ongoing until 2025</p>	<p>Exclusive curricular working group and action plan established</p> <p>Live Action Plan published on EDI Hub and updated as progress occurs</p> <p>Feedback from student voice facing activity shared regularly with EDISG and follow up action taken as required</p>
3	Ensure the university campus and environment is more inclusive	<p>a. Catering to diverse communities (halal and kosher food, ethical and dietary choice/requirements)</p> <p>b. University marketing and imagery in both recruitment focused material and within/across the University itself to be more diverse</p> <p>c. Services and estates provision to be more diverse (chaplancy, prayer facilities etc)</p>	<p>Director of FM</p> <p>Director Student Recruitment & Head of HR</p> <p>Director of FM Director Student Services</p>	<p>EDISG meetings</p> <p>EDISG subgroup</p> <p>EDISG subgroup</p>	<p>January 2022</p> <p>April 2022</p> <p>March 2022</p>	<p>Halal and Kosher food, ethical and dietary choice/requirements clearly advertised and available</p> <p>'EH You' promotional video published on all Recruitment sites</p> <p>Functional prayer facilities available. Improved chaplancy offer</p>

		d. More celebratory religious and cultural events on campus throughout the year	EDISG	EDISG subgroup	January 2022	Inclusivity Calendar in use. Diverse cultural celebrations / observances throughout the year
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Objective 2
Diversify staff, student and independent Governor communities through focused, evidence informed and proactive approaches to recruitment, success and progression

No	Aims	Actions	Lead Responsibility	Workstream	Timeline	Success Measures
1	Attract and recruit a more diverse staff community, using creative approaches to recruitment and retention	a. Convene a project group to explore factors that will enhance the recruitment process ensuring that all managers are trained in areas of inclusive recruitment practices and decisions are free from bias	Head of HR / Head of SRPS	Diverse Recruitment working Group	2022 / ongoing	HR Annual Report shows a year on year positive improvement in our work demographic
		b. Identify barriers and take positive action to entry and progression for underrepresented groups in our workforce	SRPS / HR	Diverse Recruitment working Group	2022 / ongoing	HR Annual Report provides an update of measures taken
		c. Review Relocation Policy and continue to promote as a staff benefit	SPRS / HR	Diverse Recruitment Working Group	2022 / ongoing	Revised policy published
2	Retain and nurture a more diverse workforce	a. Utilise effective staff/pulse surveys to understand perceptions and realities of the working experience from an EDI perspective	HR	HR subgroup	2022 / Ongoing	Underrepresented staff fully engaged with the workplace happiness survey
		b. Improve data collection and analysis within HR and SPPU	Director of SPPU Head of HR Head of SRPPS	HR / SPPRS meetings	Ongoing until 2025	Accurate HESA Return. Statistics and analysis in HR Annual Report

		c. Analyse EDI data in relation to both academic and professional support progression	HR / SRPPS	Gender Pay Gap Working Group	January each year to 2025	HR Annual Report – provides statistics and analysis
		d. Continue to monitor and narrow the gender pay gap	VC / DVC	HR / SRPPS	August each year	Publish annual Gender / Equal pay Gap report Evidence of narrowing the gap
		e. Maintain/achieve external recognition for good practice in supporting the careers of academic/research staff – HR Excellence in Research	EDI Steering Group	External Charters Working Group	April 2023	Retain accreditation
		f. Maintain/improve external recognition for Athena Swan	EDI Steering Group	External Charters Working Group	April 2023	Retain accreditation
		g. Explore Race Equality Charter	EDI Steering Group	External Charters Working Group	January 2022	Undertake initial gap analysis and scope resources required
		h. Design and implement Workload Allocation Model to encourage participation and recognise the value of contributing to external charters	EDI Steering Group	ACDIG	April 2022	WAM in place in all faculties that provides remission for contribution to external charters
3	Align EDI activity with the APP to support its successful delivery, without duplication	a. Ensure communication and engagement between EDI and APP through mutual attendance on Steering Groups	Strategic Lead Access and Participation	APP Steering Group	Ongoing – current APP is for	Progress against our APP access, continuation, attainment and

		b. Ensure appropriate operational workstreams progress action plans	APP Access Operations Group APP Success and Progression Operations Group		2020/21 to 2024/25.	progression targets, as reported in the annual APP monitoring Return to the Office for Students in Spring
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Objective 3
Embed responsibility and accountability for inclusive practices in all we do, through policy, systems, processes, staff development, PDR, inclusively designed curriculum, relevant accredited frameworks and our Access and Participation Plan

No	Aims	Actions	Lead Responsibility	Workstream	Timeline	Success Measure
1	Ensure shared responsibility and accountability for embedding equality, diversity and inclusion (EDI) good practice in all areas of activity	a. Pilot an Inclusion Kickstarter initiative to pump-prime local inclusion activity	EDI Steering Group	HR Project Team	February 2022	Programme published, judging panel appointed, successful applicants
		b. Ensure that all staff have a specific EDI objective within their annual PDR	EDI Steering Group	HR Project Team	Ongoing until 2025	100% of staff have an EDI objective
		c. Develop Supporting Staff to Support Students (SSSS) EDI toolkits to enable managers to lead inclusively	HR	HR Project Team	2022	Inclusion Toolkits available online
2	Ensure that policies and procedures are robust, inclusive, and fit for purpose.	a. Create opportunities for students and staff to engage in the development / revision of policies	HR/RAGU	Policy Review Group	2022	<p>Policy Review Group to invite students to input into appropriate policy development</p> <p>Policy review schedule published with associate actions</p> <p>Equality impact assessments available for new and revised policies</p>

3	Governance (Governor and Senior Leadership Team)	a. Ensure EDI is embedded in decision making structures - through nomination of an EDI representative in each committee and appropriate standing items	RAGU	Policy Review Group	2022	Monitor diversity of committee membership EDI appear as a standing item on all committee agendas
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Objective 4

Raise awareness, confidence, understanding, familiarity and visibility of EDI, both within and beyond EHU, through focused and evaluated projects and activities

No	Aims	Actions	Lead Responsibility	Timeline	Success Measure
1	Collaborate and promote EDI and raise awareness internally & externally through events and programming that celebrates diversity	<p>a. Develop an inclusion calendar to increase awareness of EDI activities and to celebrate significant cultural events that raise the profile of underrepresented groups including Black History Month, Pride Month, non-Christian religious festivals, and mental health awareness etc</p> <p>b. Bi-monthly briefings will be cascaded about the work undertaken via EDI webpage, e-communications, staff networks, team briefings, student communications</p>	<p>HR Project Group</p> <p>HR / Chair of EDISG</p>	<p>December 2021</p> <p>From 2022</p>	<p>Calendar in place</p> <p>University to host at least 2 events from the national calendar</p> <p>EDI Communications circulated on a regular basis</p>
2	Develop an online EDI HUB	<p>a. Development of an EDI webpage</p> <p>b. Ensure up to date, accessible EDI information is available via the EDI Hub</p>	HR Project Group	2022/ongoing	EDI webpage live
3	Ensure sufficient resourcing to sustain and develop EDI initiatives	<p>a. Track expenditure on EDI initiatives, to support appropriate budgets and forecasting to ensure finances / resources are available</p> <p>b. Ensure EHU is inline / ahead of sector developments in the field of EDI – making recommendations for improvements to EDI structures / reporting lines / dedicated resources as appropriate</p>	<p>Chair of EDISG / HoHR</p> <p>Chair of EDISG / HoHR / VC</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>EDI expenditure is reported in annual report with budget for next year</p> <p>Business Cases for significant proposed change available</p>