

Single Equality Scheme

Action Plan 2010-2013

Although the University has demonstrated its commitment to equality and diversity by its continuing progress, we appreciate that there is still more work to be done. The University, through the Diversity & Equal Opportunities Committee (DEOC) and the Equality and Diversity team within Organisation Development, Training and Diversity (ODTD) will continue to ensure that the major functional bodies, committees, employees, students and other stakeholders are aware of the ethical, moral and business cases underpinning organisational support for the diversity agenda and will promote the value it can bring to the organisation..

Our SES Action Plan sets out a range of activities the University will undertake which will contribute to improving the experience of all staff, students and stakeholders and to meet the statutory requirements for each protected characteristic. It is a live document which will evolve and be updated regularly over the next three years.

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality													
KEY Source:	St = Students	Sf = Staff	U = Unions	Ch = Chaplaincy	Ext = External Stakeholder			GES = Gender Equality Scheme					
DES = Disability Equality Scheme			DS = Disability Standard Report			EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan				
Ref	Action	Source (See key)	Protected characteristic						How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)	
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief					Sexual Orientation
1.	Effective Communication – Internal & External Awareness/Feedback & Involvement Regional Impact/Community												
1.1	Develop a clear VISION on equality.	DS DES EF	*	*	*	*	*	*	*	1. Draft a vision (which identifies clear business benefits for diversity) 2. Consultation on vision involving people from all groups. 3. Communicate this via the communication strategy, website, posters etc. 4. Take action to check that employees have received and understood all communicated messages	Academic years 2010/11, 2011/12	University's message is delivered to all staff and students at MMU. Increased participation from all groups in development of new vision	Marketing, Communications and Development, Head of New Media, DEOC, Equality Fora

¹ Trans is an umbrella term which includes, but is not restricted to, transgender and transsexual people whose gender identity differs from their biological sex. Transgender does not imply any specific form of sexual orientation.

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality

KEY Source: St = Students Sf = Staff U = Unions Ch = Chaplaincy Ext = External Stakeholder GES = Gender Equality Scheme													
DES = Disability Equality Scheme				DS = Disability Standard Report				EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan		
Ref	Action	Source (See key)	Protected characteristic						How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)	
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief					Sexual Orientation
1.2	Develop and communicate overarching equality objectives.	DS DES EF	*	*	*	*	*	*	*	1. Draft new equality objectives in line with the new Equality Act and review institutional targets for workforce composition to ensure they are fit for purpose 2. Consultation on objectives involving people from all groups. 3. Communicate this (via the communication strategy, website, posters etc) 4. Monitor outcomes for objectives annually as part of the annual SES progress report.	2010/11. Work to commence after to take into account any implications of the new Equality Act to come into force.	Embedding of equality objectives into the strategic planning process across all parts of MMU.	Marketing and Communications, Head of New Media, DEOC, Equality Fora
1.3	Ensure that consultation with staff and students in relation to E&D priorities at MMU is effective and provides an opportunity for any member of staff or student have a voice and engage with us regularly.	St Sf EF	*	*	*	*	*	*	*	1. Draft an E&D Communications Strategy. Review this annually. 2. Engage with Equality Fora 3. Student Consultation Project 4. Collaborating with the SU 5. Setting up of innovative methods of engaging with students & Managers e.g. <i>Facebook, Twitter, E&D Surgeries</i> 6. Monitor the effectiveness of each consultation exercise and use feedback to improve future engagement. 7. Reviewing the strategy annually through the Annual SES report.	2010-13	Appropriate elements of E&D Communication strategy implemented in each E&D activity.	E&D Officer

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality												
KEY Source:	St = Students	Sf = Staff	U = Unions	Ch = Chaplaincy	Ext = External Stakeholder			GES = Gender Equality Scheme				
DES = Disability Equality Scheme			DS = Disability Standard Report			EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan			
Ref	Action	Source (See key)	Protected characteristic						How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief				
1.4	<p>Implement an inclusive communication strategy that includes actions and activities aimed at building greater understanding and support for equality within the organisation.</p> <p>To also promote positive images and attitudes towards all.</p>	Sf EF U DS	*	*	*	*	*	*	<ol style="list-style-type: none"> Brief Heads of Department on the implications of the SES and their obligations Clearly and regularly communicate MMU's E&D vision, the ethical and business case, the objectives and how it may relate to specific roles, the ethical business case to everyone internally via communication strategy Review all core marketing publications (internal and external) to ensure inclusion and promotion of positive images of all groups. <ol style="list-style-type: none"> Build up MMU's image bank with images of diverse range of staff Ensure website is accessible and up-to-date. Review E&D branding and embedding in University literature/material. E&D Team works in collaboration with the Corporate Development Team in relation to public engagement. 	2010/11	<p>Implementation of the Communication Strategy.</p> <p>M, C & D identify opportunities to promote positive images and news stories.</p> <p>E&D Communication Strategy supports M,C&D to identify diversity, equality events and news stories/achievements</p> <p>Increased use of E&D info/resources on website</p> <p>A visible and recognisable profile of E&D is generated.</p>	Marketing, Communications, & Development, DEOC, Equality Fora, Head of New Media & MMU Public Manager

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality

KEY Source: St = Students Sf = Staff U = Unions Ch = Chaplaincy Ext = External Stakeholder GES = Gender Equality Scheme												
DES = Disability Equality Scheme			DS = Disability Standard Report				EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan		
Ref	Action	Source (See key)	Protected characteristic						How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief				
1.5	Raise the profile of Equality and Diversity across MMU.	Sf, EF, U, St	*	*	*	*	*	*	Develop a clear action plan for raising the profile of E&D across MMU through marketing and promotion activities. To include: <ul style="list-style-type: none"> ➤ local E&D briefings and meetings to build stronger relationships with staff at all levels across the University ➤ Attending FEG and department meetings ➤ Create a network of E&D Champions. ➤ Targeted communication with grades 1 and 2 staff ➤ Provide further information to the Board of Governors. ➤ Developing cases studies and scenarios 	20110/11	A clear action plan is implemented which results in increased awareness. All staff understand the significance of E&D and what their responsibilities are; to remove barriers, discrimination and harassment. Network established and champions support delivery of action plan. Raised profile of the SES and individual's responsibilities. A collaborative approach to ensuring E&D is embedded into University practices.	E and D Manager

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality

KEY Source:	St = Students	Sf = Staff	U = Unions	Ch = Chaplaincy	Ext = External Stakeholder			GES = Gender Equality Scheme					
DES = Disability Equality Scheme			DS = Disability Standard Report		EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan					
Ref	Action	Source (See key)	Protected characteristic							How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief	Sexual Orientation				
1.6	Continue to involve staff and students in addressing the SES Action Plan and communicating the actions and outcomes to relevant staff.	Sf DEOC	*	*	*	*	*	*	*	The E and D Team will work with Senior Managers to cascade the SES actions to various teams and managers for action	2010/11	All SES actions have a clear owner and sponsor who are fully aware of their responsibilities to implement and monitor progress.	E and D Manager
1.7	Integrate the Diversity Calendar into the University's Academic Calendar OR Develop the Diversity Calendar with definitive dates to ensure that account is taken of religious festivals in planning university activities. Include local key diversity events to promote wellbeing and understanding of difference within our community.	Sf, St, EF	*	*	*	*	*	*	*	1. Working with the Inter-Faith Group 2. Working with the Director of Student Services) 3. Working with Marketing, Communications & Dev Team	2010/11	Working group established, led by Director of SS to produce an integrated calendar. Raising awareness of religious/faith needs. Understanding the value of difference within our community. Increased staff and student well-being	Director of Student Services

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality

KEY Source:		St = Students	Sf = Staff	U = Unions	Ch = Chaplaincy	Ext = External Stakeholder			GES = Gender Equality Scheme				
DES = Disability Equality Scheme				DS = Disability Standard Report			EF = Equality Staff Fora (BME, Disability, Gender)		REAP = Race Equality Action Plan				
Ref	Action	Source (See key)	Protected characteristic							How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief	Sexual Orientation				
1.8	Appropriate signage available to ensure staff/students & visitors are aware of the University's commitment to diversity and fair treatment.	U EF DES GES REAP	*	*	*	*	*	*	*	1. Collaborate with TU and SU Reps on a positive campaign for respect and dignity in the workplace.	2011/12	Clear and accessible signage across all campuses. Disrespectful behaviour or abuse from other staff, students or visitors reduced or eliminated.	TUs/SU, Head of Capital Projects, Marketing, Communications and Development Team
1.9	Public engagement and regeneration strategy objectives reflect and embed the University's E&D vision	Ext	*	*	*	*	*	*	*	1. E&D Team works in collaboration with the Corporate Development Team to support, recognise, reward and build capacity for public engagement and regeneration. 2. Identify objectives for increasing training & development opportunities. 3. Head of ODTD to work with the Birley Fields Project Sub-group and Corridor Manchester.	2010/11 2011/12	A collaborative approach to localism is adopted. Training and employment opportunities created. Breaking down barriers and a cultural change in the way that the University listens to and responds to the needs of local communities.	MMU Public Engagement Manager
2.	Strategic Planning, Management and Reporting												

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality

KEY Source: St = Students Sf = Staff U = Unions Ch = Chaplaincy Ext = External Stakeholder GES = Gender Equality Scheme												
DES = Disability Equality Scheme			DS = Disability Standard Report				EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan		
Ref	Action	Source (See key)	Protected characteristic						How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief				
2.1	Embed equality objectives / institutional targets into faculty / service / staff development plans	REAP GES DES EF U Sf	*	*	*	*	*	*	1. Develop and utilise E&D Monitoring data to assist workforce planning and identify and address areas of potential under representation and imbalance 2. To provide well presented, accessible and robust data to inform local workforce planning and regular E&D Monitoring <i>(Progress to date: Workforce planning piloted in Hollings Faculty during 2009 led by the Head of Reward & Planning and supported by the Head of Organisation Development, Training & Diversity re: equality targets. Further action will be taken to achieve these targets).</i>	2011/12	Strategic and Faculty Plans take into account staff and student equality data. Areas of under-representation and imbalance have plans in place	Reward & Planning Team, Pro VC's E& D Team PMI

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality														
KEY Source:		St = Students	Sf = Staff	U = Unions	Ch = Chaplaincy	Ext = External Stakeholder			GES = Gender Equality Scheme					
DES = Disability Equality Scheme			DS = Disability Standard Report			EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan					
Ref	Action	Source (See key)	Protected characteristic							How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)	
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief	Sexual Orientation					
2.2	The development of recording, monitoring and reporting systems to enable equality monitoring annually					*	*	*	*	*	<p>Review current systems with HR Operational Services and HR MI to determine their capabilities to provide accurate, timely and accessible equality monitoring reports for high priority areas including :</p> <ul style="list-style-type: none"> ➤ Bullying and harassment cases ➤ Grievances cases ➤ Disciplinary cases ➤ Exit Interviews ➤ Special leave ➤ Paternity ➤ Complaints ➤ Progression ➤ Training and Development activities ➤ Monitoring implementation of PDRs <p>Monitor and report on outcomes as part of the SES Annual Report.</p>	<p>2010/11 2011/12 2012/13</p>	<p>Robust data is available and used to address issues identified and improvements where required.</p> <p>Review of MMU's policies and practices, demonstrating transparency and fairness.</p>	HR SMT

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality

KEY Source:	St = Students	Sf = Staff	U = Unions	Ch = Chaplaincy	Ext = External Stakeholder			GES = Gender Equality Scheme					
DES = Disability Equality Scheme			DS = Disability Standard Report		EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan					
Ref	Action	Source (See key)	Protected characteristic							How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief	Sexual Orientation				
2.3	Develop Code of Practice on preparing Research Excellence Framework (REF) submissions to promote equality and diversity in the selection process and workload model.		*	*	*	*	*	*	*	<ol style="list-style-type: none"> EIA to be conducted on this Code of Practice Staff involved in selection decisions at Dept/Faculty/School and University level receive training on equal opportunities and legal requirements. Conduct EIA on appointment of Professors, Professorial Research Fellows, Readers, Senior Research Fellows & Senior Enterprise Fellows Develop Research and Third Stream activities. 	2010/11	<p>EIA completed and report available. REF Implemented.</p> <p>The recruitment and retention of researchers from the widest pool of available talent, including those from diverse backgrounds.</p> <p>Support the career development of researchers through implementation of the 7 principles of the MMU Concordat</p>	<p>Director of Research</p> <p>Head of ODTD</p> <p>Training & Development Manager</p>

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality													
KEY Source:	St = Students	Sf = Staff	U = Unions	Ch = Chaplaincy	Ext = External Stakeholder			GES = Gender Equality Scheme					
DES = Disability Equality Scheme			DS = Disability Standard Report			EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan				
Ref	Action	Source (See key)	Protected characteristic							How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief	Sexual Orientation				
2.4	Conduct Equality Impact Assessments on outstanding policy areas and ensure appropriate range of activities and support are introduced to embed EIA across all aspects of MMU's practices.									<ol style="list-style-type: none"> 1. Produce EIA Schedule of outstanding full EIA's, screenings and policies in development 2. Implement schedule. Explore EIA embedding and profile raising options using other HEI's best practice and information 3. Publish EIA's completed to date 4. Work with Policy owners and support them in policy development. 5. Embed Policy Development Checklist into University's Policy Development Policy. 6. Provide progress reports on an annual basis as part of SES annual reporting 7. Progression of EIA Project – to follow up, record and publish the outcomes of recommendations in Screenings and Full EIA's 	2010-2013	<p>Equality proofed policies & procedures in order to avoid adverse impacts on protected groups. Inclusive policies and practices.</p> <p>EIAs published.</p> <p>EIA Annual reports produced.</p>	Policy owners Senior Managers E&D Team

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality

KEY Source: St = Students Sf = Staff U = Unions Ch = Chaplaincy Ext = External Stakeholder GES = Gender Equality Scheme															
DES = Disability Equality Scheme				DS = Disability Standard Report				EF = Equality Staff Fora (BME, Disability, Gender)				REAP = Race Equality Action Plan			
Ref	Action	Source (See key)	Protected characteristic							How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)		
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief	Sexual Orientation						
2.5	Develop guidance for senior managers and other appropriate staff who have not been trained in EIA (Deputy Vice chancellors and Deans, new Heads) and incorporate into Management Essentials suite.	REAP DES GES	*	*	*	*	*	*	*	1. Develop E&D training session for senior managers as part of the Management Essentials. 2. Roll out policy development guidelines to all areas (SAS, Finance and Services). 3. Continue to raise awareness of the principles of E&D at the top to enable cascading and provide more targeted support through the development of case studies and scenarios.	2010/11 - 2011/12	Session/s delivered ensuring EIA fully trained staff at senior levels. Consistent approach to EIA's. Equality embedded in daily decision making.	Head of ODTD		
2.6	Bi-annually review selection process for appointing governors onto the Board.	DES REAP	*	*	*	*	*	*	*	1. Continue to monitor equality profiles of members 2. Review advertising procedures for recruiting new members to the Board.	2011/12	Fair and inclusive appointment process.	Secretariat and governance		
2.7	Build working relationships with diversity champion at Board level and develop a clear remit.	DES REAP	*	*	*	*	*	*	*	1. Review best practice in other HEI's 2. Use ECU's guidance for Governing Bodies within a HEI.	2010/11	Approach reflects best practice creating a strong link to the Board of Governors which can champion equality and diversity throughout the organisation.	Head of ODTD and E&D Manager		

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality

KEY Source:	St = Students	Sf = Staff	U = Unions	Ch = Chaplaincy	Ext = External Stakeholder			GES = Gender Equality Scheme				
DES = Disability Equality Scheme			DS = Disability Standard Report			EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan			
Ref	Action	Source (See key)	Protected characteristic						How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief				
2.8	The Board of Governors and Diversity and Equal Opportunities Committee (DEOC) to monitor progress and outcomes against the SES	DES REAP	*	*	*	*	*	*	Equality and Diversity team to produce annual SES report and gain approval from DEOC, Board of Governors (BoG) and Finance & Human Resources (F&HR) Committee.	2010/11 2011/12 2012/13	DEOC and BoG members fully aware of E&D achievements and progress.	VC & HR Director
2.9	University seeks to ensure all its committee structures are representative, and promote positive attitudes towards, and encourage participation by disabled people.	DS		*					1. Use of Diversity Champions to strengthen involvement of disabled staff in the decision-making process promoted across the organisation. 2. Effective policy & practice in place to monitor committee appointments (Governance and secretariat)	2010/11	Review of the committee structure & membership. Disabled people are fully represented across the University decision making bodies	Governance and secretariat team
3.	Student Experience Admissions, Induction, Retention Teaching & Learning, Curriculum, Assessment Widening Participation, Lifelong Learning Support for Students											

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality													
KEY Source:		St = Students	Sf = Staff	U = Unions	Ch = Chaplaincy	Ext = External Stakeholder			GES = Gender Equality Scheme				
DES = Disability Equality Scheme				DS = Disability Standard Report			EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan			
Ref	Action	Source (See key)	Protected characteristic							How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief	Sexual Orientation				
3.1	Learner Development Service to apply for the 'Matrix Quality Standard' for providers of information, advice and guidance alongside the other teams within the 'Centre for Student Employability and Success'.	Sf	*	*	*	*				1. Conduct an Initial audit against the standards to identify the extent of the task. 2. Draw up an action plan in order to identify people to take the lead on different tasks 3. Ensure robust procedures and systems are in place, ensuring that needs of service users is at the forefront of service delivery	2011/12	Achievement of the Matrix Quality Standard.	Deputy Director of Student Services

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality

KEY Source: St = Students Sf = Staff U = Unions Ch = Chaplaincy Ext = External Stakeholder GES = Gender Equality Scheme													
DES = Disability Equality Scheme			DS = Disability Standard Report				EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan			
Ref	Action	Source (See key)	Protected characteristic						How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)	
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief					Sexual Orientation
3.2	The development of all staff's ability to deliver effective teaching and learning for all students especially those with disabilities	St Sf DES	*	*	*	*	*	*	*	<ol style="list-style-type: none"> 1. E&D Team to work collaboratively with CeLT, CASQE and key stakeholders to ensure EIA guidance is embedded into all review and monitoring processes (PARM) so that programmes and courses consider the needs of disabled students and take into account best practice. 2. Development of a consistent approach across programmes through EQAL 2011 Initiative: Enhancing Quality and Assessment for Learning. 3. Awareness raising and the creation of appropriate staff development resources. 	2011/12 and 2012/13	<p>A transformative improvement in the quality of academic life at MMU for staff and students.</p> <p>A flexible, technology-enhanced, and professionally orientated portfolio/curriculum to respond quickly to the needs of learners.</p>	<p>Deputy Vice-Chancellor (Student Experience)</p> <p>Dean of the Faculty of Science & Engineering and Pro-Vice-Chancellor</p>

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality

KEY Source:		St = Students	Sf = Staff	U = Unions	Ch = Chaplaincy	Ext = External Stakeholder			GES = Gender Equality Scheme				
DES = Disability Equality Scheme				DS = Disability Standard Report			EF = Equality Staff Fora (BME, Disability, Gender)		REAP = Race Equality Action Plan				
Ref	Action	Source (See key)	Protected characteristic							How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief	Sexual Orientation				
3.3	To explore and make recommendations on the implementation of a University-wide commitment to ensuring that an inclusive approach to learning and teaching is standard academic practice, improving the learning experience for all students and ensuring that disabled students can access materials in a format which suits them.	St		*	*					1. A working party has been established via the University Disability Network to progress this objective. 2. Present recommendations from the pilot studies to appropriate committees	2011/12 and 2012/13	Inclusive learning and teaching so that, post introduction, there is a substantial reduction in the content/numbers of Personal Learning Plans needed for students with specific Learning Difficulties.	Deputy Director of Student Services Learner Development Manager
3.4	To embed and develop the Learner Development Service client database: to include improved collection, collation and presentation of statistical information; and improved tracking systems for higher need clients.	Sf DES		*						1. Improved ability to demonstrate impact of service in terms of students seen and action taken	2010/11 2011/12 2012/13	Quicker response times in identifying students who have not accessed support/applied for appropriate financial support.	Deputy Director of Student Services Learner Development Manager

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality

KEY Source: St = Students Sf = Staff U = Unions Ch = Chaplaincy Ext = External Stakeholder GES = Gender Equality Scheme												
DES = Disability Equality Scheme			DS = Disability Standard Report				EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan		
Ref	Action	Source (See key)	Protected characteristic						How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief				
3.5	To review and evaluate the current system of support for disabled students offered in departments and make recommendations to ensure the delivery of appropriate, high quality support for all disabled students across the university.	St Sf DES		*					1. Working party established from members of the University Disability Network Group to progress this objective by: ~ Standardising the support and work carried out by Departmental Disability Reps (DDR) to ensure equality of service for disabled students reviewing the role of the DDR; identification of training needs; and an exploration of the interface / boundaries between faculty and centrally based staff in the support of disabled students ~ To maintain the WebCT resource base for DDRs and other academic staff in support of disabled students ~ To review the role descriptor for administrative faculty disability contacts	2010/11	A revised DDR role descriptor produced which is clearly understood by those undertaking the role and their managers. A revised role descriptor for administrative faculty disability contacts. A raised profile for academic staff undertaking the role. Increased awareness by disabled students on how to access support.	Deputy Director of Student Services Learner Development Manager

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality												
KEY Source:		St = Students	Sf = Staff	U = Unions	Ch = Chaplaincy	Ext = External Stakeholder			GES = Gender Equality Scheme			
DES = Disability Equality Scheme				DS = Disability Standard Report			EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan		
Ref	Action	Source (See key)	Protected characteristic						How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief				
3.6	Annually produce, analyse and publish progression, retention, and drop out data by equality groups and analyse according to key performance indicators for student retention.	St Sf DES	*	*	*	*			1. Communicate outcomes of this review e.g. Annual report 2. Conduct Workforce Planning pilot and review impact 3. Roll out a plan for implementation of pilot with Faculties. 4. Review retention rates for disabled students.	2010/11	Review completed and pilot rolled out across all Faculties. Improved student retention rates.	E&D Manager PMI Deputy VC
3.7	Review the collecting of data on the equality strands: Religion and/or Belief and Sexual Orientation	Sf St					*	*	1. E&D Team to collaborate with PMI and Student Admissions to discuss the feasibility of collecting, recording and monitoring these areas.	2011/12	Robust data available to address issues identified and make improvements where required. Review of MMU's policies and practices, demonstrating transparency and fairness.	PMI, Student Admissions, & Deputy Director of Student Services
3.8	To roll out the delivery of the programme of 'Personal Learning Plan and Disclosure' training across the University.	St Sf DES		*					1. Learning Development Advisers to offer training at faculty in the first instance. Centralised training sessions will also be offered. 2. Gather feedback from the training	2010/11 and then ongoing	Academic staff are clear on legal and institutional requirements with regards to reasonable adjustments for disabled students. Feedback gathered.	Learner Development Manager

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality

Organisational Actions: Making Equality & Diversity a Reality												
KEY Source:		St = Students	Sf = Staff	U = Unions	Ch = Chaplaincy	Ext = External Stakeholder			GES = Gender Equality Scheme			
DES = Disability Equality Scheme				DS = Disability Standard Report			EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan		
Ref	Action	Source (See key)	Protected characteristic						How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief				
3.9	To produce an evaluation strategy for gathering feedback from disabled students which is manageable, includes both quantitative and qualitative feedback and includes all major service users, including students, academic staff and Faculty/ Campus Admin staff.	St Sf DES		*					<ol style="list-style-type: none"> 1. Summer-term email evaluation of all student users; 2. Random qualitative evaluation of adviser appointments; 3. Feedback to be delivered via the 'You said, we did' board outside LDS office and via the Disability Network Group. 4. Setting up student focus groups 	2010/11 and 2011/12	<p>Increased responses to questionnaires and number of students who take part in the focus groups.</p> <p>Evidence that feedback has been acted upon.</p>	Learner Development Manager
3.10	To continue to increase the numbers of students disclosing disabilities pre-entry to facilitate early introduction of support reducing the likelihood of drop-out.	St Sf DES		*				<ol style="list-style-type: none"> 1. Further development of networks with staff in feeder schools/colleges. 2. Attendance at all Visit/Open Days. 3. Involvement in Aim Higher activities via presentations etc. 	On-going	<p>Improved number of students who receive a stage 1 assessment/PLP pre-entry.</p> <p>Improved number of students/ parents/carers seen at Visit/Open days.</p> <p>Higher number of Aim Higher events attended.</p>	Learner Development Manager	
3.11	Seek ways to improve disclosure rates on arrival. Review provision of support in place for students in relation to mental health issues, in particular, to improve the communication between academic staff and students.	St Sf DES		*				<ol style="list-style-type: none"> 1. Look at best practice within other HEI's 2. Explore models/Charters as guidance 3. Provide guidance to students and staff 4. Include EIA in any policy development. 	2011/12	Improved support through a better understanding of mental health issues faced by students.	Assistant Director of student Services/ Head of Counselling Health and Well-being	

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality

Organisational Actions: Making Equality & Diversity a Reality												
KEY Source:		St = Students	Sf = Staff	U = Unions	Ch = Chaplaincy	Ext = External Stakeholder			GES = Gender Equality Scheme			
DES = Disability Equality Scheme				DS = Disability Standard Report			EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan		
Ref	Action	Source (See key)	Protected characteristic						How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief				
3.12	Develop Student Complaints and Disciplinary Equality Monitoring systems.	REAP EIA	*	*	*	*	*	*	<ol style="list-style-type: none"> 1. Review progress made with relevant EIA's conducted in 2008/9. 2. Set up Equality Monitoring Meeting to establish feasibility of systems. 3. Introduce System. 	2010/11-2011/12	Decrease in complaints and improved support through a better understanding of issues faced by students.	University Registrar
3.13	Develop student Bullying and Harassment policy and guidance including systems to record and monitor incidences by equality strand.	St Sf	*	*	*	*	*	*	<ol style="list-style-type: none"> 1. Review progress made with relevant EIA's conducted in 2008/9 2. Set up B and H Equality Monitoring Meeting to establish feasibility of systems 3. Introduce guidance and policy and Systems for recording 	2011/12	Policy approved and student mediation scheme introduced.	Director Student Services
3.14	Develop Equality and Diversity guidance on student placements.	St Sf	*	*	*	*	*	*	<ol style="list-style-type: none"> 1. Look at best practice within other HEI's 2. Draft guidance 3. EIA of process for student placements. 4. Communicate this guidance to relevant stakeholders 	2011/12	EIA conducted and published. Enhanced support through a better understanding of issues faced by students.	Deputy Director of Student Services / Assistant Head of Careers and Employability

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality

Organisational Actions: Making Equality & Diversity a Reality													
KEY Source:		St = Students	Sf = Staff	U = Unions	Ch = Chaplaincy	Ext = External Stakeholder			GES = Gender Equality Scheme				
DES = Disability Equality Scheme				DS = Disability Standard Report			EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan			
Ref	Action	Source (See key)	Protected characteristic							How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief	Sexual Orientation				
3.15	Explore and identify ways in which the MMU student experience in terms of equality groups can be enhanced (including international students).	Sf St REAP	*	*	*	*	*	*	*	1. Explore other HEI's provision and best practice approaches. 2. Carry out research into a number of Faculties/Depts at MMU and in collaboration with them, develop an appropriate action plan 3. Once review has taken place recommendations in how to address identified needs put to DEOC.	2011/12	Through reviewing feedback, best practice and DEOC's support better understanding of student issues identified in order to put in place improved support. Raising of MMU's national and international profile and reputation as an inclusive place of study.	Deans of Faculties and Heads of Department.
4.	Staff Experience Recruitment & Selection, Induction Training and Development Reward & Benefits Support for Staff												
4.1	Conduct Equal Pay Audit , starting with Gender	GS			*					1. Develop equal pay audit principles 2. Communicate and consult with Equality fora and Trade Unions 3. Conduct Equal Pay Audit 4. Report on findings	2010/11	Ensure equality in pay for women and men doing equal jobs	Head of Reward and Planning

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality

KEY Source:		St = Students	Sf = Staff	U = Unions	Ch = Chaplaincy	Ext = External Stakeholder			GES = Gender Equality Scheme			
DES = Disability Equality Scheme				DS = Disability Standard Report			EF = Equality Staff Fora (BME, Disability, Gender)		REAP = Race Equality Action Plan			
Ref	Action	Source (See key)	Protected characteristic						How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief				
4.2	Monitor the impact of revised employment equality monitoring forms to collect information by the following categories: <i>Disability, sexual orientation, Religion & Belief.</i>	Sf DES REAP	*	*	*	*	*	*	1. Annually analyse data in order to review disclosure rates 2. Report on disclosure rates as part of the SES annual report	2011/12	Increase in disclosure rates, which will result in more accurate data.	HR MI Team & Recruitment and Selection Team
4.3	Include summary of SES Policy with the information sent out to job applicants	Sf	*	*	*	*	*	*	1. Develop a summary SES as an easy read document for staff and students 2. Arrange for summary to be included in recruitment packs	2010/11	Clear message of MMU's commitment to E&D sent out to all staff prior to starting employment.	Recruitment and Selection Team

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality

Organisational Actions: Making Equality & Diversity a Reality												
KEY Source:	St = Students	Sf = Staff	U = Unions	Ch = Chaplaincy	Ext = External Stakeholder			GES = Gender Equality Scheme				
DES = Disability Equality Scheme			DS = Disability Standard Report			EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan			
Ref	Action	Source (See key)	Protected characteristic						How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief				
4.4	Develop and communicate clear procedures for co-ordinating support through the Access to Work Scheme in light of changes to funding arrangements as of April 2010.	DES DS EF		*					<ol style="list-style-type: none"> 1. HR to review existing Access to Work guidance & procedure; and look at ways to better communicate process and improve co-ordination role e.g. flowchart, set a threshold level, Induction etc 2. To invite Northwest Disability Champion (from the Jobcentre Plus) to MMU to talk to Disabled Staff Forum 3. Develop a Reasonable Adjustments Pack (including an agreement form) for staff and/or Managers 4. Incorporate the RA procedure into a Manager's Toolkit 5. Establish a central database within HR for recording and reviewing RAs for disabled employees. 6. Explore the process of support for staff with Dyslexia. 7. Create a repository for equipment no longer required for re-distribution. 	2010/11 and 2011/12	<p>Ensure the individual and the employer has an accurate record of what has been agreed.</p> <p>Minimise the need to re-negotiate reasonable adjustments every time the employee changes jobs, is re-located or assigned a new manager within the organisation.</p> <p>Provide employees and their line managers with the basis for discussions about reasonable adjustments at future meetings.</p> <p>Repository created.</p>	Deputy Head of HR Operations Training and Development Manager

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality

KEY Source: St = Students Sf = Staff U = Unions Ch = Chaplaincy Ext = External Stakeholder GES = Gender Equality Scheme												
DES = Disability Equality Scheme			DS = Disability Standard Report				EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan		
Ref	Action	Source (See key)	Protected characteristic						How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief				
4.5	Investigate the needs of staff with disabilities relating to mental health	Sf EF	*	*					1. Identify appropriate benchmark tool such as 'Mindful Employer' 2. Produce guidance similar to: Sainsbury Centre for Mental Health www.scmh.org.uk & NHS's NICE: http://guidance.nice.org.uk/PH22 3. Promote mental wellbeing through productive and healthy working conditions through our Health and wellbeing Policy.	2011/12	Benchmark tool identified and implemented. Guidance issued. Mental Health issues considered in the development of appropriate HR policies Increased disclosure due to reduction of stigma in order to provide better support to staff.	Deputy Head of HR Operations Health and Well being Director
4.6	Support the launch of the LGBT Staff Forum					*		*	1. Invite all staff to a meeting to establish ground rules etc 2. Listen to their needs. 3. Campaign for Co-Chairs 4. Support the group 5. Work with Forum to consider benchmarking MMU's activities to promote equality for lesbian, gay and bisexual staff against the criteria set in Stonewall's Workplace Equality Index.	2010/11	Forum established. Pro-active Forum with clear objectives; Issues raised and highlighted to DEOC to be resolved. A greater understanding of LGBT needs by all Increase in disclosure	E&D Officer/Co-ordinator

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality

KEY Source:	St = Students	Sf = Staff	U = Unions	Ch = Chaplaincy	Ext = External Stakeholder			GES = Gender Equality Scheme				
DES = Disability Equality Scheme			DS = Disability Standard Report		EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan				
Ref	Action	Source (See key)	Protected characteristic						How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief				
4.7	To implement the package of flexible approaches to work that meet the emerging service needs of the University, deliver work life balance for individuals and underpin career development	DES GES	*	*	*	*	*	*	1. Implement on-line resource which provides guidance on working opportunities for staff. 2. Ensure resource is subject to an Equalities Impact Assessment.	2010/11	EIA findings published in a final report when completed. Resource implemented. Raised awareness of University's approach to flexible working and work-life balance initiatives, Applications for flexible working considered appropriately.	Head of HR Operations
4.8	Ensure our equality & diversity values feed into personal values, behaviours & competencies of all employees at MMU.	DS Sf DES REAP	*	*	*	*	*	*	1. Develop core diversity competencies and objectives for staff in their HERA competencies. 2. Use Staff Survey results to help guide further developments in this area.	2011/12 and 2012/13	A responsible and competent workforce with core E&D Values.	Head of Reward & Planning and Head of Organisation Development, Training and Diversity

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality

KEY Source: St = Students Sf = Staff U = Unions Ch = Chaplaincy Ext = External Stakeholder GES = Gender Equality Scheme												
DES = Disability Equality Scheme			DS = Disability Standard Report				EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan		
Ref	Action	Source (See key)	Protected characteristic						How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief				
4.9	Review the current Equality and Diversity training, education support, resources and guides for staff and managers to ensure that they are up-to-date, covers all aspects of E and D and use the most efficient mode of delivery (includes activities that contribute to the development of staff's understanding of E and D culture and ethos at MMU).	Sf DS EF REAP GSF U Uniac Ext	*	*	*	*	*	*	<ol style="list-style-type: none"> 1. Carry out a review of all training and development at MMU in relation to equality and diversity to ensure it meets current legislation and the needs of all staff groups 2. Regularly review provision of support for the development of disabled employees. 3. Training for all staff and learners on sexual orientation and gender identity equality, including legislation and standards of behaviour 4. Carry out equality monitoring of course take up by equality strands 5. Monitoring of take up of compulsory Equality and Diversity training - include introducing random checks 	2011/12	<p>E&D training & development is made accessible to all groups of staff.</p> <p>WebCT courses revised to reflect additional equality strands.</p> <p>All E&D courses monitored by all equality strands.</p> <p>Random checks of mandatory courses carried out and any issues addressed.</p>	Training and Development Manager
4.10	Continue to develop suite of career development support programmes that meet the needs of different equality groups.	Sf REAP DS EF Ext		*	*		*		<ol style="list-style-type: none"> 1. Review the MMU Aspire Programme. 2. Review career development needs for disabled staff 3. Review and monitor the 'How to become a Better Candidate' course 	2010/11 – 2011/12	Training and development is accessible to all groups of staff and aspirations of under-represented groups are developed.	Training and Development Manager

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality												
KEY Source:		St = Students	Sf = Staff	U = Unions	Ch = Chaplaincy	Ext = External Stakeholder			GES = Gender Equality Scheme			
DES = Disability Equality Scheme				DS = Disability Standard Report			EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan		
Ref	Action	Source (See key)	Protected characteristic						How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief				
4.11	Maximise the use of external Equality and Diversity standards, charters and benchmarks to help continuously improve employment and educational practices for staff and students at MMU.	Sf DS	*	*	*	*	*	*	1. Disability Standard 2. Apply for Athena SWAN Charter bronze award 3. Two Ticks 4. DisabledGo 5. Stonewall 6. Commitment to Frank Buttle Trust Kitemark Project Plan to ensure that support structures are in place with the aims of: <ul style="list-style-type: none"> Supporting the aspirations of looked after children to consider university as a valid option. Increasing the number of care leavers who come to MMU Ensuring high quality support is put in place for care leavers once they are studying here. Communicate feedback from above to relevant depts and staff across MMU.	2011/12 2011/12 2010-2013 2010-13 2012/13 2010-13	Meet the requirements of the Standards. Equality and diversity confident employer and education provider. Improved student retention rates.	E&D Team Frank Buttle Trust: Director of Student Services

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality

KEY Source:		St = Students	Sf = Staff	U = Unions	Ch = Chaplaincy	Ext = External Stakeholder			GES = Gender Equality Scheme			
DES = Disability Equality Scheme				DS = Disability Standard Report			EF = Equality Staff Fora (BME, Disability, Gender)		REAP = Race Equality Action Plan			
Ref	Action	Source (See key)	Protected characteristic						How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief				
4.12	Review and revise the Bullying & Harassment Policy and develop the B&H Advisors Network to re-launch with new Policy	Sf EF DES GES REAP U	*	*	*	*	*	*	1. Ensure revised B&H Policy has been published 2. Campaign to recruit new members onto the Bullying & Harassment/Dignity at Work Advisors Network 3. Train new advisors and promote their profiles. 4. Monitor complaints/grievances 5. Ensure adequate support & guidance is available for people affected by B&H.	2010/11	New Dignity at Work advisors recruited & trained. Clear and robust procedure implemented and monitored. Policy approved and dignity at work advisers/mediators for staff introduced. Dignity and respect for all at MMU	HR Business Partner
4.13	Utilising the results from the Staff Survey to assess the impact of our policies, procedures and practices.	*	*	*	*	*	*	*	Analyse evaluation report provided by Capita and identify areas for further development and those areas which are working well in order to sustain the level of best practice.	2011/12 and 2012/13	Action plan developed and implemented. Equality and diversity confident employer and education provider.	Head of ODTD
5.	Facilities/Services & Procurement											

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality

KEY Source: St = Students Sf = Staff U = Unions Ch = Chaplaincy Ext = External Stakeholder GES = Gender Equality Scheme												
DES = Disability Equality Scheme			DS = Disability Standard Report				EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan		
Ref	Action	Source (See key)	Protected characteristic						How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief				
5.1	Develop specific University guidance on equality in procurement	DES REAP Ext	*	*	*	*	*	*	1. Develop systems which ensure that Suppliers / contractors, work placement providers and other University partners are made aware of the SES and equality policy and supporting procedures. 2. EIA the University's Procurement process and publish the findings/recommendations. 3. Advise staff within the University the value of conducting business with equality embedded suppliers. 4. Review outsourcing and procurement procedures for recruiting new staff.	2010/11 and 2011/12	Equality checking is fully embedded in all procurement processes. Effective processes are in place to ensure that all relevant people are aware of the University's commitment to equality and diversity. University procurement is open to a diverse range of suppliers both international/national companies and SME's.	Chief Operating Officer and Financial Director
5.2	Develop a procedure to ensure racist / offensive graffiti / inappropriate images removed from MMU within 24 hours	EF GES REAP U	*	*	*	*	*	*	1. Collaborate with TU/SU reps, Equality Fora & Facilities. 2. Clear roles and responsibilities of staff responsible for removing graffiti/offensive material. 3. Robust procedure with perpetrators being held accountable.	Year 1	Clear roles and procedure defined. Prompt removal Zero tolerance Reduction/elimination of graffiti	Director of Facilities

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality

Organisational Actions: Making Equality & Diversity a Reality													
KEY Source:		St = Students	Sf = Staff	U = Unions	Ch = Chaplaincy	Ext = External Stakeholder			GES = Gender Equality Scheme				
DES = Disability Equality Scheme				DS = Disability Standard Report			EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan			
Ref	Action	Source (See key)	Protected characteristic							How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief	Sexual Orientation				
5.3	Carry out further research about how MMU can enable people to build relationships between people of different faiths and no faith.	EF Sf St	*	*	*	*	*	*	*	1. Multifaith research /surveys 2. Contact multifaith centres and student clubs and society and raise awareness of our aims 3. Multifaith meetings 4. Multifaith guidance /training and awareness 5. Investigate the identification, accessibility and use of 'contemplative rooms' for staff and students	2011/12	Effective ways of helping people from different faith backgrounds come together to increase mutual understanding and build relationships across differences of belief and identity. Inclusive spaces across University.	Director of Student Services
6.	Environment/Physical Access												
6.1	Implement robust and effective Personal emergency evacuation Procedures (PEEPs) across MMU (for staff, students & visitors).	Sf EF		*	*					1. DEOC to drive PEEPs Action Plan forward and establish resources 2. Health & Safety Panels to continue monitoring and progressing actions e.g. effective and accessible signage, Code5 communication system, evacuation equip etc	Year 1	Consistent approach to PEEPs. All disabled staff and students at MMU have a PEEP in place. Clear and systematic, guidance is produced and available to all.	Director of HR

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality

Organisational Actions: Making Equality & Diversity a Reality												
KEY Source:		St = Students	Sf = Staff	U = Unions	Ch = Chaplaincy	Ext = External Stakeholder			GES = Gender Equality Scheme			
DES = Disability Equality Scheme				DS = Disability Standard Report			EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan		
Ref	Action	Source (See key)	Protected characteristic						How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief				
6.2	Continue to review and communicate progress in relation to access within the University buildings and grounds as set out in the Estates Strategy.	Sf EF DES		*					<ol style="list-style-type: none"> 1. Review estates strategy and DDA audit list with Facilities. 2. Estate Planning Team to continue to consult with the Disabled Staff Forum on future build projects. 3. Facilities to review and update DDA audit lists regarding access on MMU web pages 4. Annually review <i>DisabledGo</i> website information with Head of Web Development 5. Promote ECU's guidance and best practice on <i>Managing inclusive building design for higher education including sensory access.</i> 	2010/11	The campus buildings and infrastructure reflect the diverse needs of the University community.	Facilities and Capital Projects Team Head of New Media
6.3	Incorporate disability access measures in all new buildings and refurbishment projects - include access audits by specialist (disability) external consultants in the procurement process for all projects providing more than 500 square metres of space	Sf St EF U		*					<ol style="list-style-type: none"> 1. Capital Projects Team and Estates Team to continue involvement on the DSF in order to involve disabled users. 2. Incorporate (where possible) recommendations from disabled people into relevant plans, including for example, the Estates Strategy and Service Plans 3. This team to continue using specialist access auditors for new & legacy builds. 	On-going	To develop and maintain a world class campus with buildings and infrastructure that are fit-for-purpose.	Director of Capital Projects Director of Facilities

Manchester Metropolitan University
Organisation Development, Training & Diversity
Appendix B

Organisational Actions: Making Equality & Diversity a Reality

Organisational Actions: Making Equality & Diversity a Reality													
KEY Source:	St = Students	Sf = Staff	U = Unions	Ch = Chaplaincy	Ext = External Stakeholder			GES = Gender Equality Scheme					
DES = Disability Equality Scheme			DS = Disability Standard Report			EF = Equality Staff Fora (BME, Disability, Gender)			REAP = Race Equality Action Plan				
Ref	Action	Source (See key)	Protected characteristic							How will we achieve it?	Timing	Successful outputs and outcomes	Lead Person (Further meetings will be arranged to establish Lead People)
			Age	Disability	Gender	Trans ¹	Race	Religion / Belief	Sexual Orientation				
6.4	Provide accurate information on University campus access for people with mobility and sensory impairments.			*						<ol style="list-style-type: none"> 1. Consider electronic signage to make wayfinding easier. 2. Disabled-friendly signage will be placed in appropriate areas (particularly those in relation to PEEPs see ref: 6.1). 3. Regularly review <i>DisabledGo</i> deep links set up within the University's webpages 4. Consider accessibility of information sent out centrally by the University and link to MC&D's Communication Strategy. 	On-going	<p>Signage in place. Signage will be in prominent areas such as receptions and can be used for all purposes e.g. signposting or informing staff/students/visitors about our commitment to equality and diversity and fair treatment.</p> <p>Accessible map of all campuses which identifies accessible routes around the University buildings.</p>	<p>Facilities Property Management Performance Team New Media Manage</p> <p>Director of Marketing, Communications & Development</p>