

Loughborough College

Equality Scheme

and

Action Plan

July 2014 - July 2018

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1. Foreword by the Chief Executive

Loughborough College is pleased to present this Single Equality Scheme (SES) and four-year action plan, which seeks to ensure that equality and diversity goals are embedded throughout our College. We are committed to promoting diversity and equality of opportunity for all learners, staff and service users. The SES and associated action plan identify the outcomes that we want to achieve within the four year life cycle and how we intend to achieve them.

This Single Equality Scheme brings together our commitments to equality and diversity, and our equality ambitions and plans across the organisation. It embraces all members of our College community and its objectives demonstrate our wholehearted commitment to continued action in tackling inequality and promoting diversity. This Scheme will build on our previous equality work. We will continue with our efforts to break down barriers and challenge unfairness, and ensure opportunities and experiences which help people and communities reach their full potential.

Esme Winch
Chief Executive

2. The Public Sector Equality Duty (General Duty)

The Equality Act 2010 (Public Sector Equality Duty – general duty) requires the College to have due regard to:

- **Eliminate unlawful discrimination, harassment or victimisation** and any other conduct prohibited by the Act
- **Advance equality of opportunity** between people with a protected characteristic and people who do not share it
- **Foster good relations** between people who share a protected characteristic and people who do not

The first aim of the duty applies to all nine protected characteristics in the Equality Act 2010 - age, disability, gender, race, religion and belief, sexual orientation, gender reassignment, pregnancy and maternity and marriage and civil partnerships in an employment setting, and all except marriage and civil partnerships for education purposes. The second and third aims listed above do not apply to marriage and civil partnerships for further and higher education provisions.

The Equality Act requires public bodies to set Equality Objectives at least every four years, and they have to be 'stretching'. These are measured through the setting of EDIMs (Equality and Diversity Impact Measures) to accompany them.

An Equality and Diversity report will be produced on an annual basis to illustrate the progress we have made.

3. Context

Local context

Charnwood is set in the heart of the three cities; Derby, Leicester and Nottingham within the East Midlands region.

Loughborough is the main town of Charnwood and is the largest settlement in Leicestershire outside the City of Leicester and has a broad socio-demographic mix.

- 20% having no qualifications at all, down from nearly 27% at the last census
- 84.4% of people in Charnwood describe themselves as White British; 15.6% describe themselves as ABME, of which 6.2% are Asian Indian; 1.2% Asian Pakistani (11 times that in 2001) and 1.2% British Chinese
- 30,000 adults will experience a mental health problem in the course of a year and 20,000 at any one time
- 24,000 adults have weak literacy skills
- 3864 are actively unemployed

- The number of 16-18 year old NEET young people in Leicestershire is relatively low at 3.4% (2013 Local Authority NEET figures) ¹

The College context

Loughborough College operates within the context of the Charnwood labour market. The College is mindful of the context within which it works, and our ambition and equality targets underpin our drive to improve the life experiences and employability of the community. It seeks to prepare its students for progression to work or higher study. Improving experiences for all students, active promotion of equality and diversity, and narrowing gaps in achievements between specific groups was a key factor by Ofsted in recognition of the College as a 'good' provider.

We will continue to measure the profile of our College's population and the quality of experiences across different groups and report on these.

The College has a small group of high priority EDIMs, arising from our 2012/13 self-assessment and reflective of priority equality issues. For 2013/14, these are as follows:

- Improving success rates for males
- Improving success rates for 16-18 Pakistani, White & Black Caribbean & Indian success rates
- Improving success rates for 19+ African, Bangladeshi, Caribbean and Chinese
- Improving success rates for 16-18 with emotional behavioural difficulties, hearing impairment and visual impairment
- Improving success rates for 19+ with impairment and visual impairment, Asperger's, disability affective mobility & mental health difficulties

The College is raising standards for learners and will continue to implement strategies to develop our capacity to improve with regards to race, disability and gender. To do this we use data to identify areas of under-performance and set appropriate targets.

4. Our Commitments

At Loughborough College we are committed to Equality & Diversity in all our activities for everyone who learns and works here. This Scheme aims to demonstrate our commitment to go beyond compliance with legislation and towards mainstreaming equality and diversity. Our comprehensive Equality Action Plan (see Appendix 1) will ensure that our commitments are carried out by:

¹ <https://www.gov.uk/government/publications/neet-data-by-local-authority-2012-16-to-18-year-olds-not-in-education-employment-or-training>

- Providing an inclusive culture in which all individuals are encouraged to participate fully and are treated on the basis of their abilities
- Ensuring that our curriculum offer, facilities and support services cater for the different needs of our learners
- Treating all individuals with dignity and respect and provide an environment that is free from prejudice, bullying, harassment and unlawful discrimination. We will take action to challenge inappropriate behaviour and discriminatory practice
- Ensuring equality and diversity are well embedded in all aspects of our work, especially in the recruitment of learners, teaching, learning and assessment, content of lessons, range of programmes and student support services, to widen participation in learning
- Closing achievement gaps between those from protected characteristics, with particular focus on gender, age, disability and race
- Ensuring all students are given the opportunity they need to progress into work
- Recognising that different people and groups have different needs and that people have multiple-identities and multiple-needs. We will make reasonable adjustments and proportional changes to our processes and procedures in order to meet the needs and circumstances of our students, customers, staff and partners
- Providing our staff with the knowledge and skills they need to understand and meet their requirements for the equality duty

Ultimately, we want to create and be known for offering an outstanding, inclusive learning and working environment, which anticipates and reflects the diversity of the collective and individual needs of learners, staff and service users.

We will actively plan to address inequalities and to take positive action where it is legitimate to do so in order to equalise opportunities for all. Our plans will be widely published and our progress against them will be made visible, including the production of an Annual Equality and Diversity Report which formally evaluates performance against our objectives.

The College has identified eight equality objectives:

1. Ensure the recruitment profile across the College reflects the local communities for a) student and b) staff
2. Develop and promote a socially inclusive and accessible College for a) students and b) staff
3. Embed equality and diversity fully within the curriculum
4. Address gaps in achievement between different groups of learners.
5. Impact assess all policies, decision making and actions

6. Ensure learners progress appropriately to higher level qualifications or into sustainable employment
7. Work with employers and partners in increasing awareness of equality and diversity issues which impact on our learners both current and past students.
8. Ensure the College meets all of the requirements of the Specific and General Duties of the Equality Act 2010

The SES will clarify the College's equality and diversity agenda by producing and reporting an overarching action plan which will address all equality strands and take the College forward for the next four years. In the annual equality report the College will provide an update on progress made against each of the equality objectives to date.

5. Equality Impact Analysis (EIA)

To meet its statutory responsibilities on EIA, the College will conduct EIAs to identify whether an existing or proposed policy, practice or process will have a positive or negative impact on any protected group(s).

The basic principles of EIAs are to ensure the College can answer two key questions:

- Could/does the policy have a negative impact on one or more of the groups of people covered by the protected characteristics of equality? If so, how can this be changed or modified to minimise or justify the impact?
- Could/does the policy have the potential to create a positive impact on equality by reducing and removing inequalities and barriers that already exist? If so, how can these be maximised?

EIAs will identify opportunities to improve or change policy, practice or process to promote equality in line with the statutory bodies.

6. Gathering information, monitoring and reporting performance

A number of activities will continue to be undertaken, as a matter of good practice, and are outlined here rather than separately in the action plan:

6.1 Gathering Information

This section gives a brief summary of how the College gathers data and utilises staff, student and external organisations in developing the Equality Scheme.

6.1.1 Learner Data

Learner data is available from the Management Information System (MIS) and can be analysed in a number of ways including breakdown and cross-reference by race,

gender disability across curriculum areas and also by courses. The recruitment, retention, achievement and success rates are analysed against national benchmarked figures, as well as attendance, complaints, and satisfaction levels.

Managers and staff have easy access to the data and utilise this to monitor and evaluate recruitment, retention and achievement of learners by curriculum areas. The College also conducts a thorough course by course review of data through its Annual Curriculum Review. The College uses data to monitor and set targets through Key Performance Indicators (KPIs) including Equality and Diversity Impact Measures.

6.1.2 Staff Data

The Head of Human Resources (HR) is responsible for overseeing the maintenance of records for staff. These records include data on recruitment, retention and career development including promotion, competency, grievance and disciplinary procedures and training. The Head of HR is responsible for reporting updates on issues such as profile of employee by grade and type of work, recruitment and selection, qualifications, training application rates, disciplinary proceedings and grievances, the turnover of staff and equality and diversity to the Senior Management Teams on a termly basis.

6.1.3 Consultation

The College has, and will continue to use various consultation mechanisms to involve staff and students in order to get feedback for the Race, Disability and Gender Equality including work by Equality Steering. Through these the College focuses on identifying the most important issues for gender, race and disability and what is working well and what needs to be changed. The methods of consultation used have included surveys, focus equality group meetings, one-to-one meetings internally and with external organisations.

The College is committed to maintaining student and staff involvement in reviewing and proposing any future changes to the SES and Action Plan.

In putting together the SES and other schemes the College has and will continue to draw upon relevant external agencies. A list of those organisations is provided in section 12.

6.2 Monitoring and reporting performance

Regular monitoring, evaluation and review of the Equality Scheme will be used to highlight good practice in equality and also to identify any equality gaps. As set out elsewhere, performance will be reviewed in line with the Quality framework. The outcomes will be brought together in an annual equalities report. Relevant statistics will form part of the Self-Assessment Report. Surveys will be conducted and used to inform developments.

Our Equality and Diversity Committee will continue to meet termly to review progress against the Equality Action Plan and Equality and Diversity Impact Measures. The Committee consists of staff from academic and service areas, students, from within the community and is chaired by our Assistant Principal (Quality and Standards). In addition our Equality and Diversity steering groups / forums will normally meet monthly and work to ensure best operational practice. This team will also provide a point of contact for staff and students who require advice or support in relation to equality and diversity matters. Our complaints system will be rigorous in responding to any issues related to equality and diversity and reporting any serious emerging trends to the Senior Management Team (SMT) so that an appropriate institutional approach can be guaranteed.

A number of activities will continue to be undertaken, as a matter of good practice, and are outlined here rather than separately in the Action Plan, monitoring of these will take place through the College key processes in the quality and business planning framework:

- Monitoring (staff) – applications for vacancies, the staff profile, promotions,
- Training and development activities, grievances and disciplinary procedures, resignations, dismissals and redundancies, incidents of harassment, and participation in training and development
- Monitoring (student) –the student profile, retention, complaints and disciplinary procedures and incidents of harassment
- Consultation will take place regularly with staff and students and through the variety of methods outlined above. As and when required, consultations on specific topics will be undertaken
- Equality Impact Assessments – see above
- Data Cleansing Exercise - will take place regularly to ensure that staff data is as up to date as possible
- Benchmarking against other institutions - the College will seek to benchmark its activities in terms of equality and diversity issues to identify and utilise best practice
- Widening Participation – the College will continue to work with schools locally, through a range of programmes and activities in further and higher education
- The College will continue to be involved in a range of initiatives aimed at supporting minority or disadvantaged groups
- Maintain membership of local and regional partnerships/networks as outlined above to share best practice

6.3 Reporting on performance

Each year the Equality and Diversity Report will be submitted to the Board, and the E&D Committee.

These annual equality reports will contain the following:

- a review of this Scheme, including any feedback and proposed revisions
- a review of progress on the Action Plan

- a review of any relevant equality and diversity policies and proposals for any new policies
- student profile
- a report of learning and development activities
- any other relevant activities which have taken place during the year

6.4 The Equality Scheme and the Annual Equalities Report will also be referenced and reinforced in:

- Reports to College Equality and Diversity Committee
- Reports to Governors
- Reports to relevant external bodies
- Reference in full time and part time prospectus
- College website

7. Ongoing consultation, involvement and training

The College will consult with and involve staff, students and other partners in the development of the Scheme and the Single Equality Action Plan and any other equality and diversity initiatives as appropriate. In addition it will continue general awareness training on equality and diversity for staff and students and specific training initiatives will be included in the Single Equality Action Plan.

The College consults with and involves staff in the following ways

- Equality and Diversity Committee
- Equality and diversity steering groups/forums
- Staff surveys

The College consults with and involves students in the following ways:

- Student Sabbatical (Vice President College)
- Curriculum Area Presidents and Course Representatives
- Student committee including a Diversity and Welfare rep
- Student surveys
- Membership of College committees and forums

The College is a member of a number of community groups which offer assistance with equality and diversity issues.

8. Roles, responsibilities and accountability

Loughborough College's Single Equality Scheme and Equality Objectives are the responsibility of the Senior Management Team (SMT) with oversight by the Board of Governors, and advised by the Equality and Diversity Committee. All staff and students have responsibilities for implementation.

8.1 Board of Governors

Accountability for meeting the statutory duties and for the delivery of the Scheme rests with the Board of the Corporation who have overall responsibility for Equality and Diversity within Loughborough College. The Equality and Diversity Committee, chaired by the Assistant Principal (Quality and Standards), formulates the policy reports progress on each curriculum and service areas Equality and Diversity Impact and Measures (EDIMs) annually.

The Board receive equality awareness training. It will ensure Members are updated as required. The Governing Body designates the Chief Executive as having overall responsibility for equality issues.

8.2 Chief Executive

The Chief Executive has designated the Assistant Principal Quality and Standards be the champion for Equality and Diversity, who will take responsibility for the management of the College's legal duties under the Equality Act.

The Chief Executive has overall responsibility for Equality and Diversity to ensure that the SES Action Plan is implemented and reviewed and is translated into organisational improvement in line with our mission and objectives.

8.3 Management

The Assistant Principal Quality and Standards works closely with the Quality and Equality staff to provide a voice and support to students including those with equal opportunity complaints and issues relating to harassment and discrimination.

The Assistant Principal Quality and Standards has oversight of analysis of student data and ensures action to address student equality, including narrowing the achievement gap.

The Assistant Principal Corporate Services is responsible for ensuring equal access to facilities for learning.

The Head of Communications and Marketing is responsible for developing strategies and operational marketing plans to support the College to recruit and sustain a diverse student body, e.g. images to reflect race, disability, gender, religion or belief, sexual orientation and age.

The Student Community Engagement and Support Manager is responsible for encouraging students to make declarations and to support students in success and achievement through learning support services.

Heads of Department and Managers are responsible for monitoring staff are complying with the Scheme, for carrying out actions arising from the Action Plan and for promoting equality and diversity to students. Each Head of Department is required to include relevant equalities analysis and action in their Self-Assessment Report.

The Head of HR is the named person for Employment Relation queries on issues relating to harassment, discrimination and equal opportunities within the workplace. The Head of Human Resources updates the Human Resources Committee on the progress of the Single Equality Scheme and action plan.

All members of the community are expected to comply with the Scheme, with the Single Equality Action Plan and with any equality and diversity initiatives.

8.4 Staff and Student Roles

The College believes that everyone in the organisation, including students and staff should participate in the promotion of equality of opportunity. They are responsible for implementing and adhering to the College's policies, including:

- Ensuring that they do not discriminate against anyone because of their race, disability, gender, sexual orientation, religion or belief and age
- Ensuring that they are able to recognise, challenge and report all incidents involving prejudice and discrimination
- Positively promoting equality of opportunity in their work and study

8.5 Equality and Diversity Committee

The Equality and Diversity Committee has overarching responsibility for Equality and Diversity in the College and meet termly.

8.5.1 Purpose

- Developing, advancing, monitoring and reviewing the E&D policy and Equality Scheme
- Monitoring Equality Analysis outcomes
- Agreeing and monitoring published information, E&D Self-Assessment Report, Equality Objectives and supporting EDIMS
- Monitoring uptake on mandatory training

8.5.2 Membership

Chaired by Assistant Principal (Quality and Standards), Head of Preparation for work, Quality Manager, Teaching and Learning Manager, Student Community Engagement and Support Manager , Head of Marketing, Communications and PR, Head of Human Resources, Head of Estates, Head of Information Services , Student E&D Adviser, Equality and Diversity Champion from each curriculum area.

8.6 Equality and Diversity steering groups/ forums

- The steering groups will consist of five strands (Student recruitment, Staff, Teaching and Learning, Facilities and estates and Community and work placement).

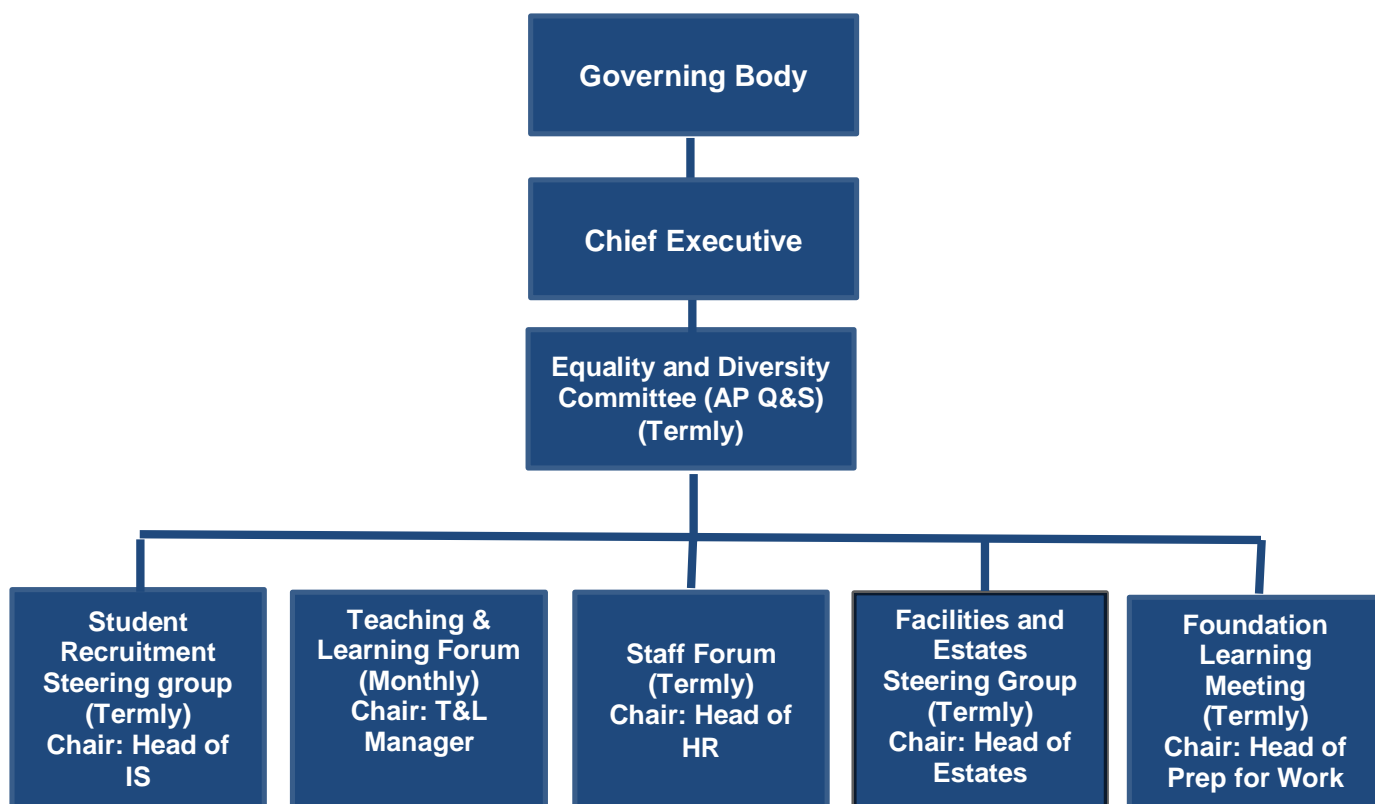
8.6.1 The Equality and Diversity Steering group are responsible for:

- Ensuring there is proactive dialogue about equality and diversity issues throughout the College with students, staff, partner organisations, contractors, parents, carers and employers
- Ensuring that equality is embedded into all areas of the College, including marketing and recruitment, facilities and estates, lesson observations, course reviews, self-assessment and other quality improvement activities and work experience
- Developing and implementing initiatives to ensure compliance with the equality duty
- Analysing the equality data and recommending action

8.6.2 Membership

The Quality Manager provides advice and support to each of the groups in ensuring a clear knowledge and understanding of their requirements in being compliant with the Equality Act. Each steering group/forum will be chaired by the relevant Head of Department or Manager. The structure on the next page identifies the lines of responsibility for the monitoring and delivery of Equality and Diversity within the requirements of the Equality Act.

Equality and Diversity structure



8.7 Training

The College recognises that training and development of staff is a key element in ensuring that; there is good awareness and understanding of equality and diversity issues across the College and an appreciation of the College's values and commitment to inclusion; unlawful discrimination and harassment are eliminated; all staff are aware of the potential barriers to inclusion and the need to address these appropriately within the scope of their remit. Equality and Diversity training is mandatory for all staff and must be attended every three years.

8.8 Employers

All organisations working in partnership with the College to sponsor students provide work placements and/or work experience arranged by the College for students will be bound by relevant general and specific duties under relevant legislation, in particular not to discriminate. It is a requirement of the contractual agreement between Loughborough College and the Employer that, where an appropriate Equality and Diversity policy is not in place, the policy (**Equality and Diversity Policy for Employers Who Provide Work Based Learning**) should be adopted.

8.9 Procurement, Suppliers, Contractors and Community Organisations

The College relies on external organisations and individuals to provide a range of goods, facilities and services.

The College will encourage a diverse base of suppliers, including working with voluntary and community sector organisations in service delivery and reviewing our procurement processes to ensure they remain transparent and open to the whole of the supplier community in order to promote equality and diversity. The College will encourage contractors and providers to adopt the relevant aspects of its Equality Scheme and will test that they have a good track record and data on equality and diversity promotion as part of procurement and contract management.

The College also works in partnership with community and voluntary organisations and recognises the contribution they can make to equality e.g. Human Rights and Equalities Charnwood.

9. Arrangements for Publishing

The Equality Scheme has been consulted on and will be approved and published in July 2014. It will be published on the College website and distributed to the following stakeholders:

- Governors
- Senior Management Team
- Equality and Diversity Committee
- Equality and Diversity steering group/forums
- Equality and Diversity Student Advisers
- Managers and Staff
- Student Council
- Relevant External Agencies

The annual equality report will be published in December each year and will provide an update on the progress of our equality objectives.

10. Linked Equality Policies

10.1 Equality and Diversity Policies

The College produces equality policies in line with legal requirements and best practice. (For more information on all policies please see the College's website).

This Equality Scheme contains our overarching Equality and Diversity Policy for students and staff. It is about promoting positive attitudes towards equality and diversity and ensuring that the College treats students and staff fairly and that no prospective or existing students or staff shall receive less favourable treatment on the grounds of race, colour, nationality, ethnic origins, disability, age, sexual orientation, gender, marital or parental status, gender re-assignment, religious belief or non-belief, political belief or social or economic class.

The Equality and Diversity Policy actively promotes education and training opportunities that redress inequalities in society, value diversity and raise aspirations and achievement of all learners and staff.

10.2 Other Equality Policies and procedures

In addition to this Equality Scheme the College maintains the following policies:

For Students

- Overriding E&D policy (students) incorporating all protected characteristics
- E&D policy for Employers
- Anti-Bullying policy

For Staff

- Age Equality Policy
- Grievance Procedure

These can be accessed via the College's website – Policies and Procedures.

10.3 Other Relevant Policies/Procedures

The College has a number of other policies with direct relevance to equalities, these include:

- HR Policies and Procedures
- Complaints Procedure
- Student Disciplinary Policy and Procedure
- Student Behaviour for Learning Policy
- Hate Incident Reporting Procedure
- Admissions procedure

These too can be accessed on the College's website – Policies and Procedures

11. Organisations consulted in developing the Single Equality Scheme

The Equality Scheme has been developed with the involvement of staff and students, external partners and through consultation surveys and events and formally through the College Management Team. The College thanks the individuals and groups who contributed to the development of this scheme and look forward to working with them to achieve the objectives laid out in this document.

The following external organisations were consulted in developing the Equality Scheme. They also provide a wide range of useful resources for work to develop and promote equality with students and staff.

Trade – is a local charity offering free, confidential advice, information and support to the lesbian, gay and bisexual communities of Leicester, Leicestershire and Rutland?

15 Wellington Street, Leicester, LE1 6HH Call: 0116 254 1747

www.tradesexualhealth.com

Leicester Lesbian Gay Bisexual and Transgender Centre is a voluntary organisation established to support lesbian, gay, bisexual and transgender people in Leicester, Leicestershire and Rutland.

15 Wellington Street, Leicester, LE1 6HH Call: 0116 254 7412
<http://www.leicesterlgbtcentre.org>

Lesbian Gay Bi and Trans – Helpline – 0116 255 0667

Human Rights and Equalities Charnwood is a charity established to that works towards eliminating discrimination and campaign for equality of opportunity. They also promote good relations between all persons in the Borough of Charnwood.

66 Nottingham Road, Loughborough, LE11 1EU Tel: 01509 261651

www.humanrightsandequalitiescharnwood.org

EHRC (Equality and Human Rights Commission): Champions equality and human rights for all, works to eliminate discrimination, reduce inequality, protect human rights and to build good relations and works towards everyone having a fair chance to participate in society. **www.equalityhumanrights**

Association of Colleges (AoC): the representative body for further education (FE) colleges in England, Wales and Northern Ireland. AoC promotes the interests of FE


sector colleges at ministerial level and works closely with key government departments and agencies. **www.aoc.co.uk**

Stonewall: An organisation which works with a range of agencies to address the needs of lesbians, gay men and bisexuals in the wider community.
www.stonewall.org.uk

Neighbourhood Officers at Charnwood Borough Council

Various local community groups and organisations

Appendix 1

 <p>Loughborough COLLEGE est. 1909</p>	Equality and diversity action plan 2014 - 2018	Reference QDE&DSES Action plan Revision date 2/06/2014
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<p>Equality Objectives</p> <ol style="list-style-type: none">1. Work towards ensuring the recruitment profile across the College reflects the local communities for a) student and b) staff2. Develop and promote a socially inclusive and accessible College for a) students and b) staff3. Embed equality and diversity fully within the curriculum4. Address gaps in achievement between different groups of learners5. Impact assess all policies, decision making and actions6. Work towards ensuring learners progress appropriately to higher level qualifications or into sustainable employment7. Work with employers and partners in increasing awareness of equality and diversity issues which impact on our learners both current and past students.8. Work towards ensuring the College meets all of the requirements of the Specific and General Duties of the Equality Act 2010

Key:

CIF Common inspection framework

QQR Quarterly Quality Review

OFL Outcomes for Learners

SAR Self-assessment Review

T&L Teaching and learning

SMT Senior Management Team

L&M Leadership and management

QC Quality Code

QAA Quality Assurance Agency for Higher Education

Origin of target (CIF, QAA, British Council)	Action to be undertaken	Responsibility	Target Date	Monitoring arrangements	Evaluation of impact (reported annually in December)
1a. Work towards the recruitment profile across the College reflecting the local communities					
Operational target	Research regularly local demographic profile to aid target marketing	Head of Information Services	September 2014	SMT Business planning	
Operational target	Review marketing in relation to E&D (intranet, posters, publicity and publications) and produce a positive action marketing strategy for the recruitment of students.	Head of Marketing, Comms & PR	September 2014 September 2014	Business planning	
Operational target	Develop partnerships to attract hard to reach groups	Head of Preparation for Work	From Aug 2014	Business planning	
Equality act 2010	Ensure all admissions information and application forms are available in accessible formats to ensure that we comply with reasonable adjustments duty to disabled people	Head of Information Services			
Operational target	Set and monitor specific targets for areas with under recruitment (Action in Dept. QIP)	Heads of Department Assistant Principal Quality & Standards	September 2014	QQR	
Equality act 2010 QC: B2	Consider the impact of fees may have on certain groups of protected	Vice Principal Planning &	January 2015	Business Planning	

Origin of target (CIF, QAA, British Council)	Action to be undertaken	Responsibility	Target Date	Monitoring arrangements	Evaluation of impact (reported annually in December)
	characteristics under the Equality Act 2010. Consider social inclusion issues in all decisions made by the College along with anticipatory reasonable adjustments for all equality characteristics.	Performance			
1b. Work towards the recruitment profile across the College reflecting the local communities					
Operational target	Implement procedures to encourage disclosure of staff details in relation to the protected characteristics	Head of Human Resources	August 2014		
Operational target	Monitor staff applications for each of the protected characteristic groups and ensure quantifiable data is reported in order to identify areas for action.	Head of Human Resources	August 2014		
Operational target	Monitor the mix and promotion of staff (curriculum and business support) and staff in management and positions for each of the protected characteristic groups and ensure quantifiable data is reported in order to identify areas for action	Head of Human Resources	Dec 2014 & ongoing		
Operational target	Equality and diversity to be standing item on all staff meetings	All Managers	September 2014 & Ongoing		
2a Develop and promote a socially inclusive and accessible College					
Operational target	Ensure recruitment, welcome events	Heads of	Annually (Nov		

Origin of target (CIF, QAA, British Council)	Action to be undertaken	Responsibility	Target Date	Monitoring arrangements	Evaluation of impact (reported annually in December)
	and taster events do not exclude people with protected characteristics	Department	2014)		
Operational target CIF: L+M 3 QC: B5	Further develop opportunities for students to feedback on Equality issues between forums	Student Sabbatical	October 2014	E&D Committee	
Operational target CIF: T+L 2 & OFL4	Review the induction programme for all students to ensure that it does not discriminate against any students and provides a welcoming and inclusive environment	Head of Prep for Work	August 2014	SMT	
Operational target CIF: T+L 2 & OFL4	Review the programme of tutorials and awareness raising	Curriculum Manager Student Community engagement and support	September 2014	E&D Committee	
Operational target CIF: L+M 3 QC: B5	Analyse the student satisfaction survey for participation and satisfaction for each of the protected characteristic groups (ethnicity, gender, learning difficulty and learning disability)	Quality Manager	September 2014 & then Annually	E&D Committee	
Equality Act 2010 CIF: L+M 3	Include in the student satisfaction survey a question to identify whether bullying and harassment is effectively tackled	Quality Manager	September 2014 & then annually	E&D Committee	
Operational target Equality Act 2010	Further review and amend the reporting and monitoring process for	Curriculum Manager Student	September 2014	E&D Committee	

Origin of target (CIF, QAA, British Council)	Action to be undertaken	Responsibility	Target Date	Monitoring arrangements	Evaluation of impact (reported annually in December)
CIF: L+M 5	reporting hate incidents, bullying harassment.	Community engagement and support			
Operational target CIF: L+M 5	Develop a standard reporting tool for monitoring the protected characteristic groups for complaints, appeals, safeguarding	Assistant Principal Quality & Standards Assistant Principal Corporate Services Head Of Prep for Work	Oct 2014	QQR SAR	
L+M 5&6 QC B9	Revise the College Disciplinary procedure developing a 'restorative justice model' Train staff on the revised model and procedure Establish reporting of disciplinaries Publish annual equalities on disciplinary procedures Develop a standard reporting for monitoring the protected characteristic groups for disciplinaries	Head of Prep for Work	Oct 2014	E&D Committee	
CIF L+M 5&6	Further develop the College estate to ensure access for all students and create an environment where	Assistant Principal Corporate Services	August 2015 and ongoing	E&D Committee	

Origin of target (CIF, QAA, British Council)	Action to be undertaken	Responsibility	Target Date	Monitoring arrangements	Evaluation of impact (reported annually in December)
	students feel safe and secure.				
L&M	Ensure the range of food choices caters for the diversity of students within the College	Team Leader Catering	June 2014	E&D Committee	
2b. Develop and promote a socially inclusive and accessible College					
Operational target	Further develop opportunities for staff to feedback on Equality issues between forums	Head of Human Resources	Oct 2014	E&D Committee	
Operational target CIF L&M 2	Ensure all staff have a College induction	Head of Human Resources	August 2014	QQR	
Operational target CIF L&M 2	Establishment of networking groups	Head of Human Resources	Dec 2014	E&D committee	
Operational target CIF L&M 2	Improve the monitoring of equality issues in HR cases (e.g. grievances, disciplinary, sickness, exit interviews)	Head of Human Resources	Dec 2014	QQR	
Operational target CIF L&M 2	Ensure the range of food choices caters for the diversity of staff and visitors of staff within the College	Team Leader Catering Curriculum Manager (Hair, Beauty, Travel and Hospitality)	August 2014	E&D Committee	
3. Embed equality and diversity fully within the curriculum					
CIF T&L: 1&7	Identify and evaluate the impact of embedding equality and diversity in the taught curriculum (face to face and e learning), evidenced by trends, lesson observations, learner walks	Teaching & Learning Manager E learning Manager Planning and Performance	August 2014	QQR SAR	

Origin of target (CIF, QAA, British Council)	Action to be undertaken	Responsibility	Target Date	Monitoring arrangements	Evaluation of impact (reported annually in December)
	and surveys	Managers			
CIF T&L: 2&7	Ensure equality and diversity is delivered through the tutorial programme & a programme of awareness months across the College.	Head of Preparation for work	September 2014	Lesson observation E&D Committee	
CIF T&L: 2&7	Integrate opportunities to talk about culture and diversity into lessons and tutorials		Ongoing	E&D committee	
CIF T&L: 2	Continue to provide input on embedding equality and diversity in the taught curriculum on Initial Teacher Training courses	Head of Business, Management and Professional	Ongoing	Lesson observation	
CIF L+M: 2	Include an equality and diversity session in the teacher induction and CPD programme relevant to the department	Teaching and Learning Manager	August 2014	E&D Committee SMT	
CIF L+M: 2	Ensure E&D is featured in all CPD for delivery staff	Head of HR Teaching and Learning Manager	August 2014 & Ongoing	E&D Committee SMT	
CIF L+M 1	Ensure all physical and e learning materials and resources meet the range of needs	Curriculum Managers	September 2014 & ongoing	Observation	
QAA HER Recommendation	Establish a mechanism to ensure that providers of work placement are aware of the needs of their placement	Head of Prep for Work	Oct 2014	E&D Committee	

Origin of target (CIF, QAA, British Council)	Action to be undertaken	Responsibility	Target Date	Monitoring arrangements	Evaluation of impact (reported annually in December)
CIF L+M	students with protected characteristics				
Operational target CIF L+M 4	Ensure contractors who deliver services (including sub-contracting) on behalf of the College comply with general duty	Vice Principal Planning & Performance and Assistant Principal Corporate Services	May 2014	E&D Committee QQR	
4. Address gaps in achievement between different groups of learners					
Operational target - Retention CIF: OFL 2 CIF: L+M 2&3	Ensure quantifiable data on ethnicity, gender and disability is provided in a timely manner. This is to be analysed and fed back to E&D committee & HE Q&S committee Record gender, ethnicity and disability data for all learners on entry	Vice Principal Curriculum & Delivery Head of Information Services Assistant Principal Quality and Standards	Review quarterly & formally annually November 2014	QQR	
CIF: OFL 2 CIF: L+M 2&3	Analyse trends in withdrawals for those learners with protected characteristics	Assistant Principal Quality & Standards Planning & Performance Managers	Quarterly	QQR	
CIF: L+M 2&3 QC: B2	Heads of Dept. to analyse and set specific targets relevant to their own department trends.	Heads of Department (curriculum)	Annually (October 2014)	QQR	

Origin of target (CIF, QAA, British Council)	Action to be undertaken	Responsibility	Target Date	Monitoring arrangements	Evaluation of impact (reported annually in December)
CIF: L+M 2&3 QC: B2	SAR section collected by Quality Manager to assess student figures by SSA in conjunction with Q&S and reviewed quarterly	Assistant Principal Quality and Standards	Quarterly	QQR SAR	
CIF: L+M 2&3	Agree a range of actions to increase achievement gaps. Actions to be identified in the annual QIP	Heads of Department Assistant Principal Quality & Standards	September 2014 & annually in the SAR validation	QQR	
Operational target CIF: L+M 3 QC B4	Review and implement a revised student support programme to ensure support is provided appropriately where it is needed.	Head of Prep for Work	August 2014	Business planning	
Operational target	Encourage disclosure of disability and mental health difficulties for students and take action	Curriculum Manager Student community engagement and support	September 2014 & ongoing		
Operational target	Provide a programme of training for teachers and LSA's to ensure collaborative support and monitoring of progress for students receiving support	Teaching & Learning Manager & Head of Prep for Work	August 2014 and ongoing	E&D committee SMT	
5. Impact assess all new policies, decision making and actions					

Origin of target (CIF, QAA, British Council)	Action to be undertaken	Responsibility	Target Date	Monitoring arrangements	Evaluation of impact (reported annually in December)
Equality Act 2010	Establish a College Equality Analysis group for undertaking equality impact assessments	Assistant Principal Quality & Standards	Oct 2014	E&D Committee	
Equality Act 2010	Records of EIA to be held centrally and updated to reflect new legal requirements	Assistant Principal Quality & Standards Head of Department	June 2014	E&D Committee	
Equality Act 2010	New building work will have an Equality Analysis in respect of disability equality to ensure buildings are as accessible as possible and do not discriminate against anyone	Assistant Principal Corporate Services	Aug 2014 and ongoing	E&D Committee	
6. Work towards learners progressing appropriately to higher level qualifications or into sustainable employment					
Operational target CIF: L+M 2 QAA: HEFCE	Ensure quantifiable data on progression and destinations is produced in a timely manner	Head of Information Services	Reviewed annually in October (internal) & November (external)	QQR	
Operational target CIF: L+M 2 QAA: HEFCE / KIS	Heads of Departments to analyse and set specific targets relevant to their own department and programme area trends.	Heads of Department	Annual (January)	QQR	
7. Work with employers and partners in increasing awareness of equality and diversity issues which impact on our learners both current and past students					

Origin of target (CIF, QAA, British Council)	Action to be undertaken	Responsibility	Target Date	Monitoring arrangements	Evaluation of impact (reported annually in December)
Operational target	Continue to build links with the local community through involvement in events and membership of community organisation and local partnerships	Curriculum Manager Student support and engagement	Dec 2014	E&D Committee	
Operational target	Multi-faith team to meet twice per term	Chaplain	Nov 2014	E&D Committee	
Operational target	Work with Neighbourhood services, Charnwood Borough Council on PREVENT type projects with students.	Curriculum Manager Student support and engagement	Dec 2014 & ongoing	E&D Committee	
Operational target	Identify opportunities for working with BME SME's	Commercial Manager	September 2014 & ongoing	E&D Committee Business planning	
Operational target	External partners to be invited to attend Equality Forums and Committee	Equality Committee	Nov 2014	E&D Committee	
Operational target	Provide case studies which include staff and students from non-stereotypical backgrounds	Head of Marketing, Comms & PR	Nov 2014 & ongoing	E&D Committee	
Operational target	Ensure all College publicity materials promote accessibility and inclusion and positive relations for all groups	Head of Marketing, Comms & PR	June 2014 & ongoing	E&D Committee	
8. Work towards the College meeting all of the requirements of the Specific and General Duties of the Equality Act 2010					
Equality Act 2010	Produce annual E&D report including annual equality objectives and supporting information	Assistant Principal Quality & Standards & Vice	Dec 2014 and annually	Governors reporting schedule &	

Origin of target (CIF, QAA, British Council)	Action to be undertaken	Responsibility	Target Date	Monitoring arrangements	Evaluation of impact (reported annually in December)
		Principal Planning & Performance		SMT	
Equality Act 2010 QC: C	Publish equality objectives on College web site, as required by the Specific Duties of the Equality Act.	Head of Marketing, Comms and PR	Annually (December)	Governors reporting schedule & SMT	
Equality Act 2010	Ensure all new and updated policies have Equality impact assessment	Quality Manager	Annually	E&D Committee	
Equality Act 2010	Establish an Equality and Diversity Committee and Equality to monitor compliance with Equality Act and Diversity steering group to ensure integration of E&D	Assistant Principal Quality & Standards	September 2014	SMT Executive	