

Equality analysis form

1. Name of the activity (strategy, policy or practice etc)

UWE Bristol Strategy 2020:
Advancing Knowledge, Inspiring People, Transforming Futures

2. What is the aim of the activity (objective or purpose)?

Our ambition for 2020, based on our core purpose, is for UWE Bristol to be known nationally and internationally as the best University for:

- ✓ Professionally recognised and practice-orientated programmes, which contribute to an outstanding learning experience and generate excellent graduate employment opportunities and outcomes for all students
- ✓ Connecting and working with our local and regional economy, businesses and communities and international partners to advance knowledge, and to advance the health, sustainability and prosperity of our locality and region
- ✓ Being digitally advanced, agile and responsive in the way we work, embracing and leading change to create new sustainable opportunities
- ✓ Being inclusive and global in outlook and approach

3. If amending a current activity, what changes are proposed?

UWE's previous Strategic Plan ran from 2007-2012. It was significantly refreshed in 2010 given changes on the horizon in higher education.

Over the past three years we have focused on developing opportunities through our strategic partnerships and networks, alongside the implementation of significant structural and business change. Our primary aim has been, and continues to be, to support the delivery of an outstanding student experience and learning environment.

Based on our core purpose and ambition, there are four priorities that will focus all our activities over the next seven years:

1. **OUTSTANDING LEARNING**
2. **READY AND ABLE GRADUATES**
3. **RESEARCH WITH IMPACT**
4. **STRATEGIC PARTNERSHIPS, CONNECTIONS AND NETWORKS**

There are two key enabling strategies that are critical to support the delivery of excellence across each of these four priorities:

1. **People: performance and development**
2. **Place: resources, estate and infrastructure**

The biggest change set out in the new strategy is an explicit focus on, and requirement for, practice-orientated learning on all our academic courses. This is something we have been working

towards for a number of years and is already generating successful outcomes in many parts of the University. This is a core part of our ambition - to be the best in the UK for professionally recognised and practice-orientated programmes, which generate excellent graduate employment opportunities and outcomes for all students.

4. Who is responsible for developing and delivering the activity?

The Vice-Chancellor's Executive (VCE) provides strategic leadership and direction for the University.

The group is responsible for the development, delivery and monitoring of the University's Strategy and the effective management of the University's financial, human and physical resources, and health and safety.

The Group reports to, or seeks the advice of the Board of Governors and Academic Board on its activities, as appropriate.

5. What measures will be used to assess whether the activity is successful?

The high level measures that will be included in the strategy are:

Outstanding learning:

- NSS overall satisfaction

Ready and able graduates:

- % of students who take up 'real world' opportunities
- % of students that are in graduate destinations after 6 months
- % of international students

Research with impact:

- % of research rated as world-class or internationally excellent
- % Income from Knowledge Exchange, benchmarked against our comparator group
- % Income from Research Councils, European Funding Councils and industry supported research

Strategic partnerships, connections and networks:

- % of students from low participation neighbourhoods and gap to our benchmark
- Number of students registered on UWE Bristol degrees with collaborative partners UK/overseas
- Number/% of staff who are leading/playing a key role in high impact regional, national and international networks

People: performance and development:

- % of staff who recommend UWE Bristol as a place to work (in comparison to benchmark)

Place: resources, estate and infrastructure:

- % surplus achieved to reinvest
- Per capita carbon footprint
- Estate usage and efficiency

There are a number of additional measures that sit beneath these, that will ensure we are able to assess whether we are on track and enable us to identify any issues. The measures will feed into Faculty, Department and Professional Service scorecards as appropriate.

The University's Single Equality Scheme and action plan capture the equality measures that support the UWE Bristol Strategy 2020.

6. Does the activity have a potentially adverse impact on equality groups, in terms of employment issues and/or service delivery for students and/or staff? In the table below, please give evidence to support your yes or no answers. If the answer is not known, indicate how you will source evidence.

Meeting the public sector equality duty

Please also use the table below to demonstrate whether the activity has the potential to eliminate unlawful discrimination, advance equality of opportunity and foster good relations. Please use the 'no' column to highlight your responses.

The new strategy sets out the ambition and priorities for the University to 2020, which will impact on All our students and All our staff, in terms of our academic offer, the culture of the organisation, and our working practices.

In support of our core purpose, ambition and priorities we will support our staff and students to be known for:

- **STRIVING TO BE THE BEST**
- **WORKING TOGETHER TO CREATE OPPORTUNITY AND SOLUTIONS**
- **RESPECTING ALL**
- **DECIDING EFFECTIVELY**
- **BEING ACTIVE LIFE LONG LEARNERS**
- **BEING PROUD OF THE UNIVERSITY**

Our people are our strongest asset and their commitment and performance is critical to achieving our ambitions.

Our strategy commits us to ensuring all colleagues are equipped and ready to meet our shared ambitions and succeed in 'the way we work' through clear performance management, professional development and learning opportunities. It commits us to a dynamic and successful programme of leadership development, talent management, recognition and reward, in addition to communications and forums for dialogue and debate that foster staff engagement and empowerment.

Of particular importance to the way we work is how we raise aspirations, inspire and engage with our students across each of our priorities:

- Outstanding learning – we will build on our sector leading student representation structure to work in partnership with our students across the University's decision making bodies, helping to inform the actions we take, including development of the curricula
- Ready and able graduates – we will ensure that the learning and skills developed through the extra-curricular activities provided by either the University or the Students' Union, inform students' academic and personal development. We will work in partnership with our students to successfully showcase their achievements and demonstrate what it means to be a UWE Bristol graduate

- Strategic partnerships, connections and networks – we will work together with the Students' Union to ensure that the extra-curricular opportunities we offer enable our students to make a positive difference to society
- Research with impact – we will provide our students with opportunities to engage with research conducted within the institution and ensure that it supports an outstanding learning experience

We will, with the Students' Union, recognise and celebrate the positive contributions of our students to the experience of their peers, development of the University and to the wider community.

The intention of the 2020 strategy is to deliver positive outcomes for all our stakeholders irrespective of their protected characteristics. Our equality and diversity structures, strategies and policies are in place to mitigate and minimise the potential of any adverse or negative impacts across the UWE Bristol community. A key driver for the 2020 strategy has been the emergence of the university's Single Equality Scheme (2012 – 2015). This encompasses our inclusivity aspirations and our genuine desire to offer a student and staff experience free from discrimination and offering positive opportunities for all.

The 2020 strategy will require the effective management and delivery of the Single Equality Scheme and our inclusive policies and practices to ensure current and future students and staff are not adversely affected.

	Yes	No	Not known
Women and men		Our engagement and analysis suggests that at present there will be no adverse impact as a result of this strategy. Nonetheless, the university must continue its communication and engagement with staff and students with protected characteristics to ensure this does not occur as the priorities are implemented. A commitment to our equality and diversity agenda through our inclusive policies and practices and through the effective delivery of the Single Equality Scheme is essential for minimising and mitigating against any potential adverse impacts if these should arise.	
Trans people			
Black and minority ethnic groups			
Disabled people			
Younger or older people			
People of different religion and beliefs			
Lesbian, gay, bisexual people			
Marriage and civil partnership			
Pregnancy and maternity			

Please see the following information for a break down of the UWE community by protected characteristics

STUDENT POPULATION – 2011/12			
Characteristic		Number of students	Proportion of total student population
Gender	Female	14,781	54%

	Male	12,389	46%
Age (at point of entry)	Under 21	15,110	56%
	21 and over	12,060	44%
Ethnicity	White	22,257	82%
	BME	4,546	17%
	Unknown	367	1%
Disability	In receipt of DSA (data on 10/11 academic year)	1,165	6%

STAFF POPULATION - 2011			
Characteristic		Number of staff	Proportion of total staff population
Gender	Female	2036	58%
	Male	1485	42%
Ethnicity	White	3148	89%
	BME	228	6.5%
	Unknown	145	4.1%
Disability	Disabled	170	4.8%
	Not disabled	3299	94%
	Disabled status unknown	52	1.5%

Further information can be found in the [staff and student compendiums](#).

7. Please give evidence of how you have engaged equality groups in the equality analysis process. Is further engagement required?

Through the strategy development process the insights, ideas and feedback from staff have been gathered from across the University, from the UWESU and from external stakeholders.

This process has been ongoing for a period spanning over 12 months, and has involved engagement with and input from:

- The Vice-Chancellor's Executive
- The Board of Governors
- Academic Board
- All senior managers
- UWE Bristol's Professoriate
- UWE Bristol's Futures Group (involving 60+ members of staff from across UWE Bristol nominated by their Faculty Executive Dean or Director of Professional Service)
- 300+ UWE Bristol managers at the UWE Leadership conference
- Q&A sessions held by the Vice-Chancellor that were open to all staff, held at each of the four UWE Bristol Campuses
- UWESU Trustees
- External stakeholders through meetings and market research
- Staff and student surveys
- Faculty and Professional Service Executives
- Feedback via the UWE Inspires blog – open to all staff and students to read and comment

The strategy has also been shared with the trade unions and the equality staff networks for their

feedback, insights and suggestions.

8. What action can be taken to mitigate any potential negative impacts or address different needs? Please comment and then complete an action plan (see appendix 1).

This will be very important at the level of the action plans, which will set out what action we will take over the coming years to achieve the ambitions and priorities set out in the strategy.

An equality analysis will be undertaken on these action plans as appropriate (this will not be undertaken when an equality analysis is already in place covering the activity).

The University's Single Equality Scheme and action plan capture the equality measures and targets that support the UWE Bristol Strategy 2020.

9. Please indicate the level of equality relevance:

High ☒

Medium ☐

Low ☐

10. Equality analysis completed by:

Name	Dr Jodie Anstee
Post title	Head of Policy and Strategy
Faculty / service	Vice-Chancellor's Office
Date	March 2013

Please return this form to the Equality and Diversity Unit for feedback and publication.

Equality analysis - action plan

Appendix 1

Name of activity:

Plan completed by:

Service / faculty:

Issues	Actions required	Responsible Person	Resources required	Target date	Success Indicators	What progress has been made?
Information/data required	None – student & staff compendiums available					
Consultation	Online consultation of EA. Further discussions on the work streams will take place as the work develops	VCE			Evidence of communication and discussions	
Monitoring and review arrangements						
Publication	UWE website	E&D Unit	None	April 2013 - At the end of the consultative process	Uploaded document	
Other actions						

Please return form to the Equality and Diversity Unit