# Draft UCD Equality, Diversity and Inclusion (EDI) Strategy and Action Plan 2017 - 2020

**Equality Diversity and Inclusion Vision**

Our EDI vision for the University is to a leader and role model in equality and diversity in the higher education sector nationally and internationally, and for EDI to be n at the heart of all we do. This will inspire us to excel by learning and working together to maximise the benefits of our diversity, and to be in position to measure our success.

Our **Equality, Diversity and Inclusion Strategy** will ensure that through specific actions, we deliver on our equality, diversity and inclusion objectives and meet our legislative requirements across the 10 University grounds.

UCD aspires that this Strategy becomes a 'living' document, laying new foundations to drive the equality, diversity and inclusion agenda forward. As a community we will deliver a strategy that contributes to a vision that values and benefits us all, that enables new ways of learning and working together and allows everyone a chance to fulfil their full potential.

We recognise that there will be challenges to overcome and that is why every member of the University community has a responsibility to commit to, support, and abide by the outcome of the strategic action in order to ensure that it succeeds and contributes towards the achievement of the strategic objective.

**EDI Strategic Objectives**

1. To support the University in its mission and vision to continue to be an equitable, diverse and inclusive community

2. Enhance the student and employee experience at UCD to attract and support those from all backgrounds to excel at study and work, and to become the leading University of choice for all across the 10 University grounds.

3. Promote a culture of dignity, respect and wellbeing for all, and eliminate all forms of discrimination.

4. To enhance the existing framework of capturing robust and reliable equality and diversity data for students and employees across the University's 10 grounds in order to monitor progress across these grounds.

5.  To raise awareness amongst the University community by promoting greater understanding and engagement with EDI issues across the University.

6.  To collaborate with external bodies on EDI related matters with a view to becoming the leading third level Institution in Ireland to advance equality, diversity and inclusion.

In addition to the above strategic objectives, the Universities will continue to manage the development of bespoke equality projects in line with the desired requirements.

**EDI Strategic Actions**

**Abbreviations and Definitions**

**Abbreviations:**

| | | |
|---|---|---|
| **EDI:**  Equality, Diversity and Inclusion[1] | **ELG:** Extended Leadership Group | **WPG:** Widening Participation Group |
| **UMT:** University Management Team | **HR:**  Human Resources | **PSD:** Public Sector Duty |
| **SEG:**  Student Experience Group | **ALL:**  Access and Lifelong Learning | |
| **GA:**  Governing Authority | **SU:**  Students Union | |

**Definitions:**

**1) Ten University Equality Grounds**:

- o **Gender (including gender identity):** a person's gender identity including male, female, transgender or non-binary

- o **Civil status:** a person's civil status be it single, married, separated, divorced, widowed, civil partnered and formerly civil partnered

- o **Family status:** being a parent of a person under 18 years or the resident primary carer or parent of a person with a disability

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[1] Terms of Reference are included in the Appendix

- o **Socio-economic-status:** a combined economic and sociological measure economic and social position in relation to others, based on the income, education, and occupation of an individual and their family.

- o **Sexual orientation:** a person's sexual orientation including gay, lesbian, bisexual and heterosexual

- o **Religion:** a person's religious belief, background, outlook or none

- o **Age:** a person's age, this does not apply to a person aged under 16

- o **Disability:** includes people with physical, intellectual, learning, cognitive or emotional disabilities and a range of medical conditions

- o **Race:** includes race, skin colour, nationality or ethnic origin

- o **Membership of the Traveller community:** recognised as an ethnic group

**2) Public Sector Duty:** This The Irish Human Rights and Equality Commission Act 2015 places a duty on public sector bodies to have due regard to the need to eliminate discrimination, promote equality of opportunity in the treatment of its employees and the persons to whom it provides services, and protect the human rights of its members, employees and the persons to whom it provides services.

**3) Strategic Action Plan - Heading Definitions**

**Action/Commitment:** Action that has been committed to in the strategic action plan.

**Responsibility:** Key areas identified as being responsible for driving the strategic action including overseeing its development, carrying out inclusive consultation and engagement with stakeholders, and the development of metrics to measure its impact. Note: Where multiple people/areas/groups are responsible, the lead people/area/groups are in bold.

**Sponsor:** Promotes and supports the strategic action and outcomes and leads by example by acting as a role model.

**Strategy/Policy/Legislation/Other References:** References to relevant strategies, policies, legislation or other that supports each action or may be a driver for that action.

**Measures of Progress/Targets:** Means of measuring the achievement of the strategic action and the impact

**Timeframe:** The timeframe within which each strategic action will be achieved by.

**EDI Strategic Objective 1:** To support the University in its mission and vision to continue to be an equitable, diverse and inclusive community.

| Action/Commitment | Responsibility | Sponsor | Strategy/Policy/ Legislation/Other References | Measures of Progress/Targets | Timeframe |
|---|---|---|---|---|---|
| To report annually on the progress of EDI initiatives over the past year, and how these contributed to the achievement of the actions in the EDI Strategy. The report will also set out the programme of work for the following year. | EDI Group | UMT | UCD Strategy/EDI Strategy | Publication of Annual EDI Report | Annually - December |
| Review and develop an EDI Policy and other policies and processes to demonstrate the University's commitment to EDI, the creation of an inclusive culture and elimination of discrimination. | EDI Group | UMT | UCD Strategy/HR Strategy/EDI Strategy/Public Sector Duty | Launch of EDI Policy | Commence 2017 |
| Continue to refine, expand and mainstream the process of conducting equality impact assessments (EIAs) | **EDI Group** University Secretariat /Policy and process Developers and Decision Makers | UMT | EDI policy/HR Strategy/Public Sector Duty/GEAP | Refined EIA and expansion to other areas beyond policies | Commence 2018 |
| Mainstream equality and diversity into the University's formal decision making processes and to address under-representation in decision making bodies. | EDI Group | GA | EDI Policy/HR Strategy | Diversity of membership of decision making bodies | Ongoing |
| Mainstream equality and diversity in leadership development | **HR – EDI Unit**/EDI Group | UMT | EDI Policy/HR Strategy/GEAP | Equality and diversity to be integrated into leadership development programmes | Commence 2018 |
| To implement the Gender Equality Action Plan and to identity gaps not covered by the plan. | Gender Equality Action Group | EDI Group | GEAP | Implementation of the GEAP | As per GEAP |
| To benchmark EDI in UCD against best national and international practice and seek recognition for EDI | EDI Group | UMT | EDI Policy | To seek awards across areas of EDI | 2018 - 2020 |

| initiatives through awards and other measures. | | | | | |
|---|---|---|---|---|---|
| Integrate Human Rights into the University strategy by considering the Human Rights aspect of our policies, practices and decision making, and identifying gaps and how to address them. | EDI Group | UMT | Public Sector Duty | Next University strategy to incorporate Human Right element | 2018 - 2020 |

**EDI Strategic Objective 2:** Enhance the student and employee experience at UCD to attract and support those from all backgrounds to excel at study and work, and to become the leading University of choice for all across the 10 University grounds.

| Action/Commitment | Responsibility | Sponsor(s) | Strategy/Policy References | Measures of Progress/Targets | Timeframe |
|---|---|---|---|---|---|
| Review the recruitment and admissions processes and literature for students and employees to ensure there is a transparent process in place to attract students and employees from all backgrounds. | **Registry/ HR/** International Office/ALL/ Widening Participation/ EDI Group | Dean of Students UMT for employees | EDI Policy/UCD Strategy | Review of recruitment and admissions processes carried out and an EIA undertaken | Commence 2018 |
| To integrate EDI and Human Rights in student and employee orientation, and leadership induction | **Dean of Students/HR – EDI Unit** | EDI Group | EDI Policy/Public Sector Duty | EDI element in student and employee orientation, and in induction for senior roles | Commence 2018 |
| Continue to work proactively through widening participation and outreach programmes to promote the University as an institution of choice for students from historically under-represented groups. | **ALL/WPG/**International Office/EDI Group | SEG | UCD Strategy | Increased participation by minority groups in UCD courses | Ongoing |
| EDI proof our Learning, Teaching, curriculum planning and assessment. | VPs for Teaching and Learning, Programme Offices/ Schools/SEG | EDI Group | EDI Policy/UCD Strategy | EIAs to be carried out on our Learning, Teaching, and Assessment | Commence 2019 |

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| Develop a clear policy and process for obtaining scholarships for marginalised students to study at the University including those with refugee/asylum seeker status, travellers and part-time students. | **ALL/** EDI Group/ Admissions/ College Principals | SEG | EDI Policy | Clear processes developed in the provision of scholarships and refugees etc. Increased student numbers from these groups | 2017/2018 |
| Consider innovative ways to consult with students, including incorporating into existing surveys and focus groups. | EDI Group | SEG | EDI Policy | Increased participation from students | Commence 2018 |
| Build on existing work to support the induction, ongoing support and integration of international students and employees. | **International Office**/**HR** | EDI Group | EDI Policy | Increased supports available for international students and employees | Commence 2018 |
| Undertake initiatives that encourage employees from across the 10 University grounds to apply for promotion to increase the diversity of our employee population at senior levels. | **HR – EDI Unit/** College Level | UMT | EDI policy/UCD Strategy | Increased diversity of employees at senior levels | 2018 and ongoing |
| Continue to improve Universal Accessibility and Design on campus and to prioritise remedial works on older buildings within a timeframe of five years, and ensure it is a consideration in all new developments and future renovations. | **ALL/ WPG/Estate Services** | EDI Group | Universal Design strategy/policy?? | Remedial work carried out on older buildings regarding Universal Design. All new developments/future renovations to have included Universal Design. | Ongoing |
| Respond to emerging projects for example provision of breastfeeding facilities for students and employees. | **EDI Group/**other stakeholders depending on project | UMT | EDI Policy | Evidence of responding to EDI related issues that arise. | Ongoing |

| Provide managers with simple at-a-glance guidance related to managing diverse teams | HR – EDI Unit | EDI Group | HR strategy/EDI Policy | Development of online resources and toolkits | Commence 2019 |
|---|---|---|---|---|---|
| Ensure appropriate and adequate EDI training is provided on a mandatory basis for identified groups. | HR – EDI Unit | EDI Group | HR Strategy/EDI Policy | Online training developed e.g. Unconscious Bias/D&R | 2018 - 2020 |

**EDI Strategic Objective 3:** Promote a culture of dignity, respect and wellbeing for all, and eliminate all forms of discrimination.

| Action | Responsibility | Sponsor | Strategy/Policy References | Measures of Progress/Targets | Timeframe |
|---|---|---|---|---|---|
| Review the University Dignity and Respect policy and raise awareness | **HR**/EDI Group | UMT | Employment Equality Acts/UCD Strategy | New D&R Policy developed and launched. | 2017 |
| Eliminate all forms of discrimination including the development of initiatives to challenge behaviour that undermines dignity, respect and wellbeing. | **HR**/EDI Group | UMT | Employment Equality Acts | Awareness raising and training. Reduction in D&R related issues. | Ongoing |
| Ensure appropriate supports and mechanisms are in place to help employees and students who may experience harassment or bullying based on the University's ten grounds. | **HR**/EDI Group | UMT | Employment Equality Acts | Range of trained supports in place. | From 2018 |
| Promote mental health awareness and support initiatives across the University Community | **Healthy UCD/HR- EDI Unit/Culture and Engagement** | EDI Group | Healthy UCD strategy/EDI Policy | Mental Health awareness campaign developed | Commence 2018 |
| Enhance initiatives around physical wellbeing | **Healthy UCD/ HR** | EDI Group | Healthy UCD Strategy/EDI Policy | Range of initiatives in place that support physical wellbeing. | 2017 and ongoing |
| Drive initiatives to support those with caring responsibilities | HR – EDI Unit | EDI Group | EDI Policy | Carers strategy developed | 2018/19 |
| Develop initiatives to support an ageing Community. | HR – EDI Unit | EDI Group | EDI Policy | Initiatives developed to | 2019 |

| | | | | support an ageing community. | |
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**EDI Strategic Objective 4:** To enhance the existing framework of capturing robust and reliable equality and diversity data for students and employees across the University's 10 grounds in order to monitor progress across these grounds.

| Action | Responsibility | Sponsor | Strategy/Policy References | Measures of Progress/Targets | Timeframe |
| --- | --- | --- | --- | --- | --- |
| Enhance data collection methods for those applying for roles in the University, and to connect this data from application to appointment stage. | HR – EDI Unit | EDI Group | EDI Policy/Public Sector Duty | Improved completion of Diversity Monitoring Tool by applicants | 2018 |
| Extend data collection to all 10 University grounds in order to get a full picture of the EDI make-up of the existing employee population | HR – EDI Unit | EDI Group | EDI Policy/Public Sector Duty | Development of Core ESS diversity screen | 2018 |
| Extend data collection to all 10 University grounds at student registration in order to get a full picture of the EDI make-up of the existing student population | Registry | EDI Group | EDI Policy/Public Sector Duty | Development of screens to capture EDI data at student registration | 2018 |
| Respond to any challenges that equality and diversity monitoring data identifies and translate into meaningful actions | **EDI Group/** HR/Registry/ALL /WPG/ University Community | UMT | EDI Policy/Public Sector Duty | Priority actions identified from EDI data collected | 2018 - 2020 |
| Encourage applicants, students and employees to disclose EDI related information confidentially across all University grounds for statistical purposes. The purpose of the data collection will need to be clearly identified and people incentivised to disclose. | **EDI Group/** Registry/ALL /WPG | UMT | EDI Policy/Public Sector Duty | High completion rate of EDI data collection methods for applicants, employees and students | 2018 - 2020 |
| Monitor the impact and success of the EDI policy and develop a set of KPIs | EDI Group | UMT | EDI Policy | KPIs developed | 2018 - 2020 |

**EDI Strategic Objective 5:** To raise awareness amongst the University community by promoting greater understanding and engagement with EDI issues across the University.

| Action | Responsibility | Sponsor | Strategy/Policy References | Measures of Progress/Targets | Timeframe |
|---|---|---|---|---|---|
| To carry out an EDI Survey across the University Community to obtain perceptions and experiences on initiatives, inclusion, equal opportunities, supports etc | **HR – EDI Unit**/EDI Group/ALL/ WPG | UMT | EDI Policy | EDI Survey carried out | Spring 2018 |
| Develop an Equality and Human Rights suite of training programmes to raise awareness and promote engagement and support for new EDI policies, practices and initiatives | HR – EDI Unit | EDI Group | EDI Policy/Public Sector Duty | EDI Training programmes developed/reviewed. Mandatory completion required. | 2018/2019 |
| Organise events around key dates in the EDI and Human Rights calendar, to hold seminars on topics of interest, conferences etc. | **EDI Group** ALL/WPG/EDI related networks/Acade mic Units/SU | UMT | EDI Policy | Seminars and events held to mark a number of EDI related dates | 2018 and ongoing |
| Communicate EDI related policies and supports on a regular basis to the University Community and mainstream into various non-EDI training programmes, processes, events as appropriate e.g. Orientation, UCD Festival, Quality Review Process etc. | EDI Group | UMT | EDI Policy/HR Strategy | EDI mainstreamed into orientation, Quality Review, Procurement and others | 2018 - 2020 |
| Encourage the development of a credit-bearing 'Good Citizen Module' for first-year students, including unconscious bias and diversity awareness topics. | EDI Group | SEG | | Module developed | 2019 |
| To engage with equality, human rights, and culture and organisational change experts in UCD to support and inform the EDI work programme. | EDI Group | UMT | EDI Policy | Internal expert knowledge leveraged to enhance the work of the EDI group and others | 2017 |

| Action | Responsibility | Sponsor | Strategy/Policy References | Measures of Progress/Targets | Timeframe |
|---|---|---|---|---|---|
| To ensure all those that engage with the University are aware and sign-up to our EDI policy and principles | EDI Group | UMT | EDI Policy/Public Sector Duty/UCD Strategy | Method of ensuring that all external contractors are made aware of the EDI Policy | Commence 2018 |

**EDI Strategic Objective 6:** To collaborate with external bodies on EDI related matters with a view to becoming the leading third level Institution in Ireland to advance equality, diversity and inclusion.

| Action | Responsibility | Sponsor | Strategy/Policy References | Measures of Progress/Targets | Timeframe |
|---|---|---|---|---|---|
| To increase engagement with organisations that work to support under-represented groups. | EDI Group | UMT | EDI Policy | Links established with advocate organisations | 2018 |
| To network with our counterparts in other third level institutions and organisations, to engage with the Higher Education Authority, and the Irish Universities Association. | EDI Group | UMT | EDI Policy | To have established links with these key external bodies | 2017 - 2020 |
| To identify opportunities for collaboration with external bodies and organisations on EDI initiatives, and to engage with those companies that have demonstrated leadership in this area, for examples Google or Facebook | EDI Group | UMT | UCD Strategy/EDI Policy | To engage with organisation for collaborative purposes | 2018 |
| To seek funding for EDI and Human Rights related initiatives as appropriate | EDI Group | UMT | Public Sector Duty | To succeed in gaining funding for initiatives | 2017 |
| To engage with civil society and the State | EDI Group | UMT | | Engagement with the external community | 2018 |

**Appendix 1:    Equality, Diversity and Inclusion Group Terms of Reference and Membership**

**UNIVERSITY COLLEGE DUBLIN**

**UMT Sub-Group – Equality, Diversity and Inclusion (EDI) Group**

**Purpose and Function**

The Equality, Diversity and Inclusion Group shall be responsible for leading equality of access and equality of opportunity in UCD, for leading on equality, diversity and inclusion related initiatives and for making recommendations to the University Management Team on all matters relating to Equality, Diversity and Inclusion.

**Terms of Reference**

- To oversee and provide guidance and direction for the achievement of equality and diversity objectives identified in the University Strategic Plan, to identify and help remove barriers,  and make recommendations to UMT as appropriate;
- To oversee and promote the equality agenda in UCD, ensuring that equality is a key consideration in all planning and development undertaken at the University;
- To oversee the programme of work of the Athena Swan Steering Group;
- To oversee the programme of work of the Widening Participation Committee;
- To highlight and communicate developments in national and European equality policy to the University Management Team so that they may be incorporated, as appropriate, by the University;
- To make recommendations to the University Management Team for the enhancement of Equality, Diversity and Inclusion at the University and suggest action measures to prevent any gaps/oversights/deficits in the area of equality and diversity;
- To submit an annual report to UMT on the progress of the Group and an annual statement of risk relating to all areas within the Group's ambit. To facilitate the evaluation and validation of equality and diversity measures, policies and procedures put in place by the University;
- To define the role of Equality and Diversity Representatives in each of the Colleges;

- To review data in relation to the nine grounds on an annual basis. The nine grounds under the Equality Acts are Gender; Civil status; Family status; Sexual orientation; Religion; Age; Disability; Race and membership of the Traveller community;
- To ensure the promotion, communication, and mainstreaming of equality, diversity and inclusion throughout UCD and that appropriate and effective training is provided at governance, management, faculty, staff, and student levels;
- To advise the UMT on steps necessary to ensure that the University complies fully with all legislative requirements in relation to equality matters, with particular reference to the Universities Act 1997, the Employment Equality Acts 1998 - 2008, the Equal Status Acts 2000-2004, the Disability Act 2005 and any other relevant legislation;
- To consider and respond to issues referred to the Group by the UMT.

**Composition**

The following shall be members of EDI Group:

- Chair, Professor Colin Scott
- Equality and Diversity Representative from each of the Colleges HR representative
- Equality and Diversity Manager
- HR Representative
- IT Services representative
- LGBT Staff Network representative
- Access and Lifelong Learning representative
- Widening Participation Committee representative
- Athena SWAN Steering Group representative
- WITS representative
- Estates Services Representative
- Student Union Representative (X2)
- University Relations Representative
- Office of the Registrar Representative
- Library Representative
- International Office Representative

- Research Staff Association Representative
- Quality Office Representative
- Representative of Staff Member with Disabilities
- Director of Institutional Research

The Group may co-opt representatives from across the University as appropriate.  The Group should aim to have gender representation of at least 40% either Gender and broad representation of all faculty/staff groups in UCD. The Group may establish, whether from within its own membership or otherwise, such sub-committees and advisory groups as it may think fit, to advise and report on any of the above matters.

**Group Support**

The EDIG will be supported by UCD HR.

**Conduct of Business**

- The Group shall meet at least four times a year;
- The meetings shall be convened by the Chair with a minimum of seven days' notice of a meeting;