

# University of Salford Inclusion and Diversity Strategy

## Everyday Conversations embedding inclusivity at University of Salford

Strategy Map 2016/17 - 2020/21

<b>University Vision</b>	By pioneering exceptional industry partnerships we will lead the way in real world experience, preparing students for life.	
<b>Strategy Vision</b>	To create an inspirational, inclusive learning and working environment celebrating the diversity of our University community in our everyday conversations.	
<b>Values</b>	We act with <b>HONESTY, INTEGRITY &amp; RESPECT</b> . We are <b>PROUD</b> of who we and we <b>ENJOY</b> what we do. We are committed to <b>QUALITY</b> and where we fall short work hard to make things right. We embrace <b>DIFFERENCE</b> and dare to be different. We are <b>FRIENDLY</b> and <b>WELCOMING</b> , creating an environment in which people feel safe to work, study and grow together. We are individually <b>ACCOUNTABLE</b> for what we do and collectively <b>RESPONSIBLE</b> for our University's success.	
<b>Stakeholders</b>	1	Students
<b>Key stakeholders impacted by the Strategy</b>	2	Colleagues
	3	Business / Industrial partners.
	4	Educational partners
	5	University Council
	6	Student Union
	7	Funders, commissioners, regulators

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	Strategic Priority	Key Activity / Projects	Timeframe					dependent upon Prof Service/Cttee/ Strategy	
			2016/17	2017/18	2018/19	2019/20	2020/21		
<b>Key Functional Strategic Priorities</b>  <b>Key areas of change in capability that respond to key stakeholder demands</b>	1	1. Ensure that our approach to student recruitment and the student experience is inclusive and enables all our students to fulfil their potential and make the best career choices.						DSAS	
		2. Continue to collect and analyse comprehensive student data and ensure our recruitment and admissions strategies are informed by diversity data to encourage applications from a diverse range of potential students and where appropriate, undertake initiatives to expand engagement from under-represented groups.						IDE/C/Strategy	
		3. Continually develop accessible and inclusive practices in our approach to all dimensions of the academic journey to include teaching, learning, assessment and research strategies.						Curriculum Plus Academic Sub Strategy	
		4. Continue to deliver widening participation and out-reach activity to encourage applications from under-represented and diverse groups.						M&SR	
		5. Develop a clear platform that connects all mentoring and employability opportunities available to students who are less likely to gain graduate level entry jobs and ensure this is disseminated for greatest impact.						DSAS	
		6. Review the design and content of our courses and where appropriate, we will build inclusive materials into our curriculum.						Curriculum Plus Academic Sub Strategy	
	2	Embed an inclusive approach to colleague recruitment and the colleague experience, promoting an enabling culture that allows all our colleagues to fulfil their potential.	1. Continue to collect and analyse comprehensive employee data and use relevant demographic comparators to identify any barriers in our internal procedures, such as recruitment and colleague development and then put measures in place to address them. Our reporting will include progress on narrowing pay gaps and the recruitment of underrepresented groups to senior levels.						HR
			2. Comprehensive review of our recruitment practices to ensure that there are no barriers to any specific groups or individuals at any stage of our internal practices and take action to address any identified.						HR
			3. Review our pay and reward framework and take action to address gaps in respect of gender, race and disability						HR
			4. Conduct an analysis of academic and professional promotion taking into account whether different types of discrimination and disadvantage occur as a consequence of the combination of protected characteristics.						HR
			5. Assess and refresh our inclusion and diversity training offer to ensure that all staff are aware of their responsibilities under the Equality Act 2010 and understand the benefits of a commitment to the inclusion agenda.						HR
			6. Benchmark our performance as an employer against comparative institutions within the sector as well as industry to continually improve our approach.						HR
	3	Create an inclusive environment that facilitates and promotes belonging and respect for colleagues, students and the wider community.	1. Ensure our marketing and communications express the value we place on achieving quality through inclusion and diversity; supporting the University brand and development of the ICZ agenda.						M&SR
			2. Through the Leadership framework create a real understanding of how inclusion and diversity adds value to the wider University culture and agenda.						HR
			3. Identify, monitor and embed Inclusion into the Campus Framework.						Estates/Strategy
			4. Promote community engagement and outreach as an important contribution to campus diversity, retention and graduation to enrich the ICZ offer and impact on student satisfaction including NSS scores.						M&SR; ICZ Development Leads.

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<b>Key Functional Strategic Enablers</b>  <b>The changes in key tangible and intangible assets which will be needed to enable achievement of the Strategy</b>	1	Understand the impact of internal and external changes on the diversity of student admissions and retention.	Review admissions criteria, curriculum, fees structure, bursaries and scholarships to identify and address any barriers to particular groups or individuals.						DSAS; M&SR
	2	Create an inclusive cross working partnership between colleagues and students.	Review the existing curriculum to co-create an inclusive learning experience, drawing on the knowledge, international perspective and cultural capital of our diverse colleagues and students.						Curriculum Plus Academic Sub Strategy
	3	Create and Maintain an inclusive academic framework.	Integrate inclusion and diversity in the curriculum so students are able to acquire the knowledge and skills to work in a diverse and global environment further enriching the ICZ strategy. (1.3)						Curriculum Plus Academic Sub Strategy
	4	Senior leaders will demonstrate visible leadership on inclusive practices and ensure that responsible colleagues are aware of the university's commitment to inclusion and diversity.	Establish a clear ownership of the inclusion and diversity agenda by incorporating specific actions into operational plans.						HR
	5	Use inclusive communications marketing and PR	Create a more visible web presence which celebrates our strengths and provides parents, students and colleagues with information about the University's activities to support equality of opportunity.						M&SR
	6	Practise responsible procurement	Review procurement policies and procedures to ensure legislative compliance and reflect the University's commitment to Inclusion and diversity and the sustainability strategy.						Finance
	7	Ensure that we continue to comply with our legislative obligations	Continue to review the equality impact of our policies and processes on students and staff from protected characteristics. Monitor the completion of equality assessments and action plans based upon an understanding of the wider context and best practice.						HR
	8	Enhance the quality of learning and well being of all students and colleagues	Creating an environment where our students and colleagues feel they belong; thrive and gain skills to work in a global and diverse environment by having exposure to culturally diverse engagement and leadership experiences.						Curriculum Plus Academic Sub Strategy; HR
	9	Educate and support colleagues across the University to co-create.	Develop a strategic and integrated approach to embed inclusion and diversity practices across the University.						HR