Equality, Diversity and Inclusion (EDI) ACTION PLAN 2023-24	
NAME OF SCHOOL/INSTITUTE/ PS DIRECTORATE: Student Experience Directorate	
TARGETS: 1. **Address bullying and harassment, as identified through the staff survey.** 2. **To continue to support gender equality and diversity, particularly the perception that leadership do not value it.** 3. **To address diversity in the senior roles of the directorate.**	**EXISTING BASELINE DATA** **Please draw from Staff Profile on PowerBI**
	Gender (at 15.9.2023) Middle (grade 5-6) 69% female 31% male Senior (grade 7+) 43% female 57% male **Ethnicity (at 15.9.2023)** Middle (grade 5-6) 23% BAME 77% non-BAME Senior (grade 7+) 7% BAME 93% non-BAME
	I have not experienced **bullying and/or harassment** at work in the last 12 months: 91% responded yes 9% responded no.

NARRATIVE

The Student Experience directorate are committed to Equality, Diversity and Inclusion, not only in supporting our staff but also in the services we deliver to students. This Action Plan demonstrates that commitment and gives us a set of actions to undertake to make us a more inclusive directorate, but is admittedly focussed on staff in this version, with a commitment to develop student and service focussed actions in future.

This plan will be shared with the Professional Services EDI Committee and we will take guidance on developments and issues from that group. A nominee of the Student Experience EDI Committee will attend the Professional Services EDI Committee and ensure that we have an effective flow of communication between the two. However the delivery of this plan is not the responsibility of the Student Experience EDI Committee, their role is to support its delivery and hold the Senior Leadership Team of the directorate accountable for its delivery.

The delivery of these actions will also be overseen by the Student Experience Directorate Plan Priority Group 2 which ensures the objectives under "Student Experience staff will be supported and engaged, with EDI embedded in all we do" are delivered.

This is the first EDI Action Plan for the directorate and it is recognised that this in itself is a problem. The lack of an Action Plan previously may be partly why there is a perception among some staff that we do not take EDI seriously, as demonstrated in some of the Staff Survey results. We aim to address this through this Action Plan and future iterations of it, although we also

recognise that we will not achieve everything we want to straight away and this is the beginning of a new focus on EDI for the directorate.

We have established a directorate wide EDI Committee, with representatives from across the 5 departments within Student Experience, to help us in this endeavour. The EDI Committee will be a key function of the directorate, helping us to identify emerging issues or opportunities to improve things from an EDI perspective, and to hold us to account on the delivery of this Action Plan. The EDI Committee have helped in the shaping and focus of the Action Plan and will receive regular updates on the progress of its implementation. We will engage with the Committee to support communication with staff to identify issues and ideas, and to provide administrative support for projects they wish to lead or monitor.

Our 3 key target areas come from staff feedback, primarily via the Staff Survey. 9% of our staff reported they had experienced **bullying and/or harassment** at work within the last 12 months and despite being 4% lower than the university average this is still too high. If these incidents occurred within the directorate we must identify them and prevent them from happening in future. Regardless of where the bullying or harassment came from, the fact that 23% of staff do not feel confident in reporting an incident of bullying and/or harassment, and 26% were neutral, is a grave concern as we need to know about incidents to deal with them and support staff. It is not necessarily the case that bullying and/or harassment is related to EDI, but the two cannot be completely separated so it is important that we recognise that in this Action Plan.

An area where we scored significantly lower than the wider University in the survey was on the question **Department leadership actively supports gender equality, and values diversity.** The response was actually more negatively responded to by colleagues who identify as male than female but the overall scoring is of great concern to the directorate Leadership Team and one we hope to address through this Action Plan, as well as the comparatively low score in **Queen Mary Values Diversity.**

We recognise the importance of improving the diversity of our management team and aim to support our own staff to develop into more senior roles, as well as improve our recruitment practices. We have noted that the most unfavourable responses to the question **Queen Mary has visible senior role models reflecting diverse backgrounds, with whom I can identify** were from our Asian and black colleagues.

We have set ourselves some targets to improve in some of the Staff Survey questions and recognise that there is a long way to go for some of them to become acceptable, but starting with a 5% increase in one year is a challenging but not unrealistic target.

Grade	Number of staff
2	9
3	52
4	51
5	91
6	15
7	8
8	7

Headcount captured August 2023

PROPOSED EDI TARGETS based on Staff Survey Results (other sources of data need to be identified to help set future targets)	
I have experienced bullying or harassment in the last 12 months	Improve Staff Survey score from 91% No to at least 94% No in 2024
I am confident that appropriate action would be taken in my department based on a report of bullying and/or harassment	Improve Staff Survey score from 41% Favourable to at least 46% favourable in 2024
Department leadership actively supports gender equality	Improve Staff Survey score from 51% Favourable to at least 56% favourable in 2024
Queen Mary Values Diversity	Improve Staff Survey score from 56% Favourable to at least 61% favourable in 2024

KEY OUTPUTS:

The Student Experience Directorate EDI Action Plan is outlined below

1. **Address bullying and harassment, as identified through the staff survey.**

- Review the process of how staff reports made through Report and Support are handled by HR and departments to ensure concerns are dealt with appropriately.

- Engagement with the Student Experience EDI Committee to identify appropriate training for management to undertake beyond mandatory programmes.

- Establish a directorate Exit Interview process to identify learning points from staff who leave, by offering them a structured conversation with whoever they choose to enable any learnings to be shared. If trends are identified by the process then these will be investigated.

2. **To continue to support gender equality and diversity, particularly the perception that leadership do not value it.**

- Student Experience Directorate roles to be advertised with additional focus on flexibility to ensure applicants understand the flexible working options available

- Promote Aurora development programme to our staff who identify as women and support applications to increase the number of places given to SE staff

- Promote the Parents and Carers Network to staff in this category and support their involvement in attendance at this forum.

- Promote other women's professional development programmes available e.g. Springboard, Carer's Development Fund.

3. **To address diversity in the senior roles of the directorate.**

- Review recruitment practices and ensure selection panels for Student Experience roles are balanced, and decision makers have undertaken EDI training/recruitment selection training ahead of participating on an interview panel

- Trialling a development programme for staff from ethnic minority backgrounds

- Work with the HR team to ensure our roles are advertised to attract the widest pool of candidates.

- Review our HR data to identify areas of priority in terms of equality, satisfaction and progression

4. **Actions to support EDI in general**

- Set up directorate EDI Committee and support their development as individuals and a group, support communication with staff to identify issues and ideas and provide administrative support for projects they wish to lead or monitor.

- Agree with EDI Committee a plan for engaging with staff on EDI issues, e.g. web form submissions, regular forums, drop-ins with senior staff

- Be involved in the upcoming university Reciprocal Mentoring programme

- Report progress on this Action Plan through the directorate EDI Committee

- Identify actions to be taken to ensure our services are inclusive, supporting the development of initiatives within the Student Experience directorate which support the needs of specific groups within our diverse student population

TIMEFRAMES: From: October 2023   **To:** July 2024

HOW WILL IMPACT BE MEASURED:

A dashboard will be created monitoring progress on the above actions to enable easier identification of progress, including various ways of measuring impact and timelines for reviewing impact and actions. Impacts to be monitored throughout the year through feedback to the Student Experience EDI Committee and its engagement with the Senior Leadership Team.

EQUALITY ANALYSIS:

Please use this space to consider the equality impacts (positive or negative) of this activity – with specific regard to protected characteristics (sex, race, disability, sexual orientation etc).

This is being undertaken, and this section will be updated when it is complete.

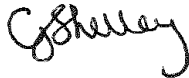| |
|---|
| **PROGRESS AND IMPACT TO DATE** |
| **Provide specific example(s) of actions undertake by the School/Directorate/Department that have had already positive effect on underrepresented groups. E.g. action and results related to Athena Swan (gender equality) work.** |
| **GOOD PRACTICE EXAMPLE:** |
| **Please provide example(s) of EDI related good practice underway within the School/Directorate/Department that could be shared with other areas of the University.**

- Communities of Practice
- Action Learning Sets
- Success to Share Initiatives
- Project Placements
- Analysis of recruitment and selection data within and after each appointment to ensure that recruitment activity is supporting the Directorate to achieve diversity and inclusion targets.
- Promotion of QM EDI initiatives through Student Experience Intranet, and email dissemination to all staff
- Dedicated EDI Priority group, involving staff from across the directorate, which is linked to the goals within the Student Experience Plan. |
| **LOCAL AUTHORISATION AND ENGAGEMENT** |
| **COMPLETED BY:** Chris Shelley |
| **HEAD OF SCHOOL/INSTITUTE/DIRECTORATE**

[signature: CShelley]

SIGNED: Chris Shelley, Student Experience Director (Date) |