



Hadlow College – Equality Action Plan 2007 – 2010

Hadlow College is committed to offering equality of opportunity for all who learn and work here. The following action plan is our means of ensuring that our equality objectives are met.

The plan spells out the steps that we will take to meet the requirements of the Race Equality Duty, the Gender Equality Duty and the Disability Equality Duty. The plan will be updated termly and progress will be formally reviewed through the Strategy and Performance group. The plan will also be revised and updated on an annual basis.

Our Goals:

- To re-enforce our commitment to equality and diversity and to facilitate development and/or change as appropriate
- That all staff have the appropriate level of awareness, skills and knowledge necessary to promote equality of opportunity and to deliver best practice
- To integrate equal opportunities into the structure, policies and ethos of the College, meeting the diverse needs of staff and students.
- To establish robust monitoring and evaluating processes which will inform the college and enable us to measure and identify progress in equality

Objective	Equality Strand			Action	Intended Outcome/Measure of Success	Resource Implications	Lead	Milestones & completion Dates
Corporate Governance and Management								
Governors and Senior Managers are fully aware of their obligations under current legislation	G	R	D	Produce Equality Schemes and combined Action plan with involvement and feedback from students and staff	Schemes produced and published on intranet	Staff time	E&D Manager	Disability - Dec 06 Gender - Apr 07 Race – May 07
	G	R	D	Hold briefing session for Board of Governors on requirements of the Equality Schemes	Governors have increased awareness of the legislative requirements of the three duties and their role in implementation	Staff time	E&D Manager	February 07
	G	R	D	Hold briefing session for SMT/CAMs/SAMs on requirements of the Equality duties	Senior Managers have increased awareness of the legislative requirements of the three duties and their role in implementation	Staff time	E&D Manager	September 07
Incorporate equality into corporate management and reporting	G	R	D	Agree formal arrangements for reporting progress to the board on meeting the GED	Written arrangements and reporting agreed and endorsed by SMT/Board	Staff time	Principal E&D Manager	June 07

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structures	G	R	D	Incorporate clear statement of commitment to meeting equality objectives in the Strategic and operational plans.	Explicit statement on gender, race and disability included in strategic and operational plans	Staff time	SMT	July 07
	G	R	D	Develop a comprehensive communication strategy covering current staff and students, prospective students/staff and other stakeholders.	Consultation with students/staff to agree most effective means of communication Strategy written and implemented	Staff time	E&D Manager	July 07 September 07
	G	R	D	Update staff survey to include equality probes and analyse by equality criteria	Raised staff awareness Staff contributing to on-going equality developments	Staff time	HR Manager E&D Manager	November 07
	G	R	D	Equality and Diversity Manager attend CAMs/SAMs at least twice per term to update on progress/new initiatives	Raised awareness amongst CAMs/SAMs of any emerging issues. E&D committee informed of emerging issues	Staff time	E&D Manager	Termly

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	G	R	D	Publish Schemes and Action Plan on Internet and Intranet. Produce summary leaflet	Scheme publicly available	£200	E&D Manager Marketing Manager	All three schemes on internet June 07 Leaflet Sept 07
			D	Establish a Disability Network to include student representatives, staff representatives, Estates and Quality representatives to improve liaison and to influence improvements to all services	Draft terms of reference set Group established and actively contributing to impact assessment process	Staff time Staff time	E&D Manager E&D Manager	September 07 October 07
	G	R	D	Assess the impact of gender, race and disability equality on the College's complaints and disciplinary procedures for students and staff and where necessary propose changes	Impact Assessment of the complaints and disciplinary procedure carried out Recommendations for improvement submitted to Quality Manager and implemented	Staff time	E&D Manager Quality Manager	September 07 November 07

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Publicity and Marketing								
Publicity and marketing materials are fully reflective of the communities we serve	G	R	D	Review internal and external publications (content and imagery) and where necessary propose changes	Review in line with new prospectus Images used are reflective of the full student cohort. Explicit messages included with regard to equality	Staff time	E&D Manager Marketing Manager	September 07
	G	R	D	Hold focus group to assess student perception of promotional materials	Students views recorded and acted upon in the development of the prospectus and other publications	Staff time	Marketing manager E&D manager	October 07
			D	Produce accessibility guidance for the production of publicity information and disseminate to relevant departments	Guidance written and distributed to marketing department and other key departments Publicity information meets the recommended guidelines	Staff time	E&D Manager	October 07
	G	R	D	Review staff and student handbooks to ensure that appropriate equality statements are included	Handbook updated to include explicit statement on the three duties	Staff time	E&D Manager	May 07
			D	Review and update marketing plan to ensure targeted actions are included to attract disabled learners	Marketing plan shows costed actions to target disabled learners	£2000	Marketing Manager E&D Manager	Oct 07

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		R		Develop specific marketing campaign in areas of highest ethnic minority populations - North Kent, mid Kent and Mottingham.	Increased awareness amongst em community. Target reached for em recruitment	£2,000	Marketing Manager E&D Manager	Plans in place Sept 07
	G	R	D	Build portfolio of student case studies to promote diversity awareness and good practice	Publicity information available showing positive contribution of minority groups and non-traditional learners	£750	Marketing Manager	Ongoing
		R	D	Develop promotional leaflet in minority languages and other formats	Increased awareness amongst BME community Increased awareness amongst people with disabilities	£750	Marketing Manager	October 07
			D	Update and Print Disability/Student support leaflet	Inclusive publicity information available and distributed to referral agencies and used at marketing events	£600	E&D Manager Marketing Manager	September 07
Impact Assessment								
Implement a three year plan of Impact Assessments covering all	G	R	D	Prioritise the most relevant areas and functions relevant to the three duties	All functions assessed for relevance to the three duties and 3 year timetable produced and used to inform impact assessment process	Staff time	E&D Manager	May 07

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services and college processes	G	R	D	Produce a detailed annual timetable of Impact Assessments and publicise to staff and students	Annual timetable circulated to relevant departments. Key staff and student groups identified.	Staff time	E&D Manager	September 07
	G	R	D	Provide training for relevant staff in use of the Impact Assessment Framework	Staff development session developed for key personnel and rolled out across the college	Staff time	E&D Manager	September 07
	G	R	D	Agree reporting mechanisms for the results of impact assessments	Reporting and publication mechanisms identified and incorporated within communication strategy	Staff time	E&D Manager	July 07
Employment and Staff Development								
Recruitment Procedures fully reflect the requirements of the duties	G	R	D	Review recruitment and selection guidelines to ensure compliance with the three duties	Guidelines updated, circulated to staff and implemented	Staff time	HR Manager	December 07
	G	R	D	Review all existing HR paperwork to ensure compliance with the duties (and other equality legislation)	All Hr documentation reviewed and amended where necessary to ensure compliance	Staff time	HR Manager	January 08

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	G	R	D	Enhance the capture and monitoring of management information to ensure compliance with the Duties	Data gaps identified Agree process for gathering missing data Data collation commences First reporting cycle	Staff time	E&D Manager HR Manager	Mar 07 July 07 July 07 Feb 08
	G	R	D	Provide training on best practice to all staff involved in recruitment and selection	Staff demonstrate best practice in recruitment	Staff time	HR Manager E&D manager	Sept 07 onwards
	G			Review systems to ensure a fair pay system is applied	Equal Pay audit carried out	Staff time	HR Manager	January 08
	G			Review current systems of flexible working opportunities to ensure processes are fair	Impact Assessment carried out Policy produced (if required)	Staff time	HR Manager	January 08
	G	R	D	Review recruitment mechanisms and publications used. Suggest improvements to maximise applicants from all groups and both men and women	Impact Assessment carried out on recruitment. Findings identified and reported to E&D committee	Staff time	HR Manager E&D Manager	November 07
	G	R	D	Review and update Equality and Diversity Impact Measures for staff recruitment	Data analysed, target revised and actions incorporated within HR Strategy	Staff Time	E&D Manager HR Manager	September 07

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	G	R	D	Target ethnic minority publications and women focused groups to promote vacancies on the board	Increased awareness and interest in Hadlow amongst appropriately skilled professional women and members of minority ethnic groups	£100	E&D Manager Clerk	As vacancies arise
			D	Continue to implement requirements under the Disability To Ticks standard	Increase in the number of people with disabilities interviewed and appointed	Staff time	HR Manager	On-going
Staff are fully aware of their obligations regarding the equality duties	G	R	D	Develop briefing programme relevant to all teams	Differentiated training programme developed Rolling programme of training timetabled and implemented. Staff have increased awareness of the duties and their role in implementation	Staff time	E&D Manager	Sept 07 onwards
	G	R	D	Update Induction to include specific reference and guidance on each of the duties	New staff are aware of their obligations regarding the duties	Staff time	E&D Manager	December 06
	G	R	D	Review staff appraisal documentation to ensure consistency with the duties to promote equality	Paperwork and guidance consistent with equality principles	Staff time	HR Manager	October 07

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Student Recruitment, Progression and Achievement								
Ensure student admission, progression and achievement processes are inclusive	G	R	D	Review and update Equality and Diversity Impact Measures for student recruitment	Targets set and achieved for student participation, retention and success and disclosure	Staff time	E&D Manager	July 07
	G	R	D	Carry out in-depth review of admission and recruitment policies and procedures in light of requirements of the three duties	Impact Assessment carried out on student recruitment. Improved recruitment procedures targeting disadvantaged or under-represented groups	Staff time	E&D Manager Learning Advice Manager Registrar CAMs	Commence Mar 07
	G	R	D	Carry out student Focus Group to assess impact of recruitment and enrolment procedures	Recruitment and enrolment meet needs of all students – evidenced through QDP survey, focus group feedback	Staff time	E&D Manager	November 07
	G			Develop Positive Action Initiatives to encourage males/females into non-traditional vocational sectors	Projects Identified and implemented	£3000	CAMs E&D Manager School Promotion Co-ordinator	November 07

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	G		Carry out investigation into lower achievement of males	Identify intervention strategies and implement	Staff time	Quality Manager	November 07
		D	Review curriculum offer and identify opportunities for expanding provision to suit the needs of those with more complex and/or multiple needs	Plan in place to extend curriculum with accompanying marketing strategy if appropriate.	Staff time	Vice Principal CAMs	December 07
Improve Access for Disabled Students		D	Review physical access audit. Prioritise actions for disability access improvements	Timetabled and costed plan for access improvements produced and implemented	£	Estate Manager	September 07
		D	Review nature and use of specialist equipment and map against future anticipated needs	Catalogue of specialist equipment held and costed plan for additional resources identified	£	Learning Advice Manager	September 07
		D	Carry out impact assessment of needs/risk assessment procedures to ensure all relevant staff are fully contributing to the support arrangements for disabled students	Auditable college wide needs assessment process in place which is timely and identifies risk and support arrangements	Staff time	Learning Advice Manager Cams E&D Man	July 07

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			D	Develop information sharing protocols to improve disclosure and promote cross departmental and inter-agency working	Improved transition arrangements between Hadlow college and external organisations and between college departments	Staff time	Learning Advice Manager Cams Registrar	October 07
Teaching and Learning fully reflects equality	G	R	D	Review the teaching and learning guidelines to identify areas where equality issues can be better incorporated	Equality integrated into teaching delivery and observed through the lesson observation process	Staff time	E&D Manager Quality Manager	December 07
	G	R	D	Procure or produce best practice guidelines on incorporating equality into teaching delivery	Best practice adopted and demonstrated through lesson observation process	£250	E&D Manager	December 07
	G	R	D	Review Lesson Observation process to ensure compliance with the duties	Instances of good and poor practice captured and plans in place to improve performance	Staff time	Quality Manager	September 07
			D	Deliver compulsory training programme for teaching staff to improve teaching strategies for those students with hidden, complex or multiple difficulties/disabilities	Increased staff awareness and confidence in applying appropriate strategies Teaching strategies observed as part of lesson observation process	£2,500	E&D Manger	September 07 onwards

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Improve students awareness of equality issues	G	R	D	Provide guidance for staff and students undertaking external placements on their rights and responsibilities for promoting equality	Student/Work placements surveys show improved awareness of gender issues	£750	E&D Manager	December 07
	G	R	D	Celebrate student success through the development of case studies/posters student features and incorporate in relevant publicity materials	Publicity information fully reflective of all sections of the community	£1000	Marketing Manager	Sept 07 onwards
	G	R	D	Review student induction and ensure equality issues are implicit within it.	Increased awareness of individual obligations/rights evidenced through individual and group tutorial system and student focus groups	Staff time	E&D Manager Quality Manager	August 07
	G	R	D	Incorporate equality awareness in annual group tutorial programme	Increased awareness of disability issues evidenced through individual and group tutorial system and student focus groups	Staff time	Student Services Manager	Sept 07 onwards
	G	R	D	Produce Equality posters stating the college's commitment to equality	Greater awareness of Hadlow College's commitment to equality evidenced through staff, parent and student surveys and focus groups	£400	E&D Manager Marketing Manager	September 07

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	G	R	D	Carry out annual diversity event incorporating race disability and gender awareness	All students actively involved in developing event. Increased student awareness	£600	Student Services Manager E&D Manager	October 07
Data Collection, Analysis and Monitoring								
Develop a monitoring and data collection framework that meets the requirements of the equality duties	G	R	D	Establish the current availability of data for students and staff	Record of all current data and gaps produced	Staff time	E&D Manager HR Manager	September 07
	G	R	D	Develop procedure for how the college will monitor equality, particularly with reference to: <ul style="list-style-type: none"> ▪ staff recruitment, development and promotion ▪ student participation retention and achievement in FE and HE provision 	Detailed report produced on all data to be collated relating to staff and students.	Staff time	E&D manager Registrar HR Manager HE Co-ordinator	September 07

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	G	R	D	Produce timetable of data reporting	Timetable produced and implemented for monitoring of disability data	Staff time	E&D Manager	May 07
	G	R	D	Publicise outcome of monitoring in relevant publications, annual equality report and the internet	Staff, students and stakeholders aware of progress Incorporated in annual report and available on internet	Staff time	E&D Manager Marketing Manager	Ongoing

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