1.0 The Chair welcomed the committee to the meeting and said that it was her great pleasure to take over as Chair of the committee following Mr Edward Astle who, she noted, would be a hard act to follow. Committee members introduced themselves.

1.2 Apologies were received from Professor Denis Wright, Mr Michael McGarvey and Mr Richard Martin.

2.0 Minutes of the Last Meeting (21st May 2013)

2.1 The minutes of the last meeting were accepted as an accurate record of the meeting.

2.2 Professor Wright had been asked for an update on actions 1.3 and 2.5. 

\textbf{Action: Professor Wright}

2.3 Regarding minute 2.7, Ms Smith reported that she had requested a further update from the Careers Advisory Service for the May 2014 agenda.

2.4 All further actions had been carried out by HR.

3.0 Presentation by Communication and Public Affairs

3.1 Ms Davis presented to the committee, on behalf of Communications and Public Affairs, how the department approached and incorporated equality and diversity matters into their activities. She stressed that implementing equality and diversity was integral to the College’s striving for excellence and that equality and diversity messaging was a priority.
3.2 She said that there were various mechanisms that were used to communicate equality and diversity matters. One of which was the Staff Briefing, which was now in its fourth year. Ms Davis reported that, at the last Staff Survey, 68% of respondents said that they found the Briefing useful. Ms Davis also said that the Briefing was a useful way to open up discussion to the wider College community from the top of the College.

3.3 As well as Staff Briefing, she said that Reporter had also been used to communicate stories such as the Calibre Programme and the Amos Bursary.

3.4 The department also has a role in running and publicising events such as the Athena Lecture, which are publicised in advance with an in-depth interview with the speaker.

3.5 Ms Davis said that the department was also working with HR on the development of the 2014 staff survey, and would be doing much to publicise the survey in advance of its circulation.

3.6 As well as celebrating such events as the Athena SWAN achievements, the department also played a role in responding to College issues, such as dealing with complaints regarding a controversial article published in Felix.

3.7 Looking ahead, Ms Davis said that Oxford University had recently announced a new strategic plan, of which diversity is a key theme. She said that the College may want to consider a similar approach when it develops its new strategy in 2014.

3.8 Ms Parker asked if the Staff Briefing could be redesigned so that it was more visually engaging, Ms Davis said that its plain text appearance had been chosen especially so that it could be read on mobile devices, although this might be something to be reconsidered in future.

3.9 Mr Neilson said that the Disability Action Committee had held discussions on how best to engage with the College audience and he said that Communications had advised that an angle of human interest be found when wanting to publicise a matter.

3.10 The Chair asked how the committee could make sure that Communications is informed of the activity taking place in College. Ms Kamara said that she met informally, but regularly, with Comms colleagues to highlight what was taking place in College. The Chair suggested that the network leads should consider meeting with Communications more systematically.

**Action: Advisory Groups**

3.11 Mr Millwood asked if a regular space in Reporter could be set aside for equality and diversity news. Ms Davis said that it was better not to pigeon hole stories to a regular column; a more flexible approach meant that larger stories could be given appropriate publicity when needed.

3.12 Mr Cosgrave asked if Communications controlled the notice boards in College, as these could be a useful publicity tool for equality networks. Ms Davis said that these were not controlled by Communications but they were able to push information to the digital screens around the College. Ms Lindsay suggested that Mr Nick Roalfe (Estates) might be able to help with the notice boards.

3.13 Dr Richards asked if Communications tracked their readership in any way. Ms Davis said that it was now possible to track the number and location of readers of the Imperial News Website.
3.14 Dr Richards suggested that a set of ‘golden rules’ for publicity be drawn up explaining, for example, how many days’ notice Communications should be given for an event. Mr Davis said that Communications would help out whenever possible, but that two to three days’ notice should be given at least. She said that she would look into the possibility of preparing such guidance.

Action: Communications

3.15 Professor Ochieng asked what the College knew about the approach of other universities to equality issues. Ms Davis said that Communications has not compared themselves with other institutions in the past.

3.16 The Chair thanked Ms Davis for speaking to the committee; she said that the committee would be more ordered in its approach to publicising equality and diversity related activity in future and that the equalities networks would advise on stories of human interest so that appropriate publicity could be given.

4.0 Positive Action Training Programme for BME Staff – to receive a report on participants’ views on iLead (appendix 1: Report of the iLead and Stellar HR Survey)

4.1 Ms Mistry said that the iLead programme was launched as a positive action programme in 2007 as BME staff were under-represented at the College. She said that there had since been four cohorts of the Imperial-funded iLead programme and one cohort of the Stellar HE programme, which was funded by HEFCE and participating universities. Ms Mistry said that a programme had not been run this year; instead the time had been used to reflect on the programme and its outcomes, both for individuals and for Imperial.

4.2 Ms Mistry presented the survey results that had captured the opinions and experience of participants from both programmes. The survey had received a 48% response rate.

4.3 It was reported that participants generally felt that cultural awareness within the organisation had been improved. However, others reported that they had not seen evidence of change in College practices or in representation.

4.4 Survey respondents had reported that they believe the programme had improved their skills, such as negotiation, but six months after taking part, they reported that the rate of increase in their confidence had tailed off. Ms Mistry suggested that this might be due to the lack of follow on activities after the programme.

4.5 With regard to career development, when applying for different jobs, half of those who applied were successful, seven respondents reported that they had achieved a higher position through other means, such as promotion or regrading. Some respondents reported that they had applied for positions at the same grade since the programme.

4.6 The majority of respondents would recommend the course to others and also would like to see follow on activities such as reunions and coaching.

4.7 Ms Mistry explained that a number of recommendations had been formed following the survey (as detailed in appendix 2, page 7-8); these recommendations included
multicultural leadership training for senior managers, a mentoring scheme for programme participants, a graduate training programme specifically for BAME staff and developing a suite of follow-on activities for future programmes.

4.8 Professor Ocheing asked if the programme suggested that there were problems in the capabilities of the College’s BAME staff in taking on higher level roles. Ms Peter, a previous participant of the programme, said that she found that the programme presented participants with an opportunity to go ‘back-to-basics’ and widen the net of their future career options – it was a galvanising platform. Ms Lindsay added that the College also had other positive action programmes such as Calibre, and that the purpose of such programmes was to give people a range of development options.

4.9 Professor Ochieng said that the fundamental issue was the representation at senior management, and that this needed to be addressed as visible role models were needed. Professor Gooderham asked if the issue was whether the pool was too limited or whether the pool was good, but that people were not progressing. Ms Kamara said that she thought it was a bit of both, but that action had to start somewhere and the iLead programme had been a way to address this.

4.10 The Chair suggested that she and Ms Lindsay raise the issue of representation of senior management at a future Provost’s Board, noting that the Provost was very keen to engage with equality and diversity issues in the College.

Action: Chair and Ms Lindsay

4.11 Ms Parker added that there was a lack of opportunity in some areas, and that it would be difficult to ask iLead participants for a commitment to apply for jobs (recommendation 3), when opportunities may not exist. Ms Kamara said that it was not only about applying for jobs but also seeking opportunity, for example, to get involved in committees and projects.

4.12 Ms Shemilt asked whether statistics relating to disclosure, recruitment and retention were monitored. Ms Everitt said that regular analysis was carried out and reported to the committee.

4.13 Mr Millwood asked if those who dropped out of the programme because of lack of management support were followed up on. Ms Mistry said that, if participants could not attend a session, they were provided with information on what they missed and the agreed actions. She said that the trainers also contacted the line manager to encourage them to support their staff through the programme. Manager briefings were also held prior to the start of the programme.

4.14 The Chair said that line manager support was crucial to the success of such programmes and the committee agreed that more should be done to communicate with managers about supporting their staff through their development.

4.15 Dr Richards suggested that the costs and benefits of running the programme be considered, and if the numbers did not stack up then perhaps a different approach be taken. Ms Everitt said that we obviously did not want to offer programmes that were not effective but, although the programme’s cohort was relatively small, the survey
showed it provided some good benefits. Professor Ochieng suggested the programme receive some fine tuning rather than overall change.

4.16 The Chair said that she was not aware if a map of the College’s training and development provisions existed and asked for one. Ms Everitt said that information was available on the OD website and that she would review it to ensure it was comprehensive.

Action: HR

5.0 Annual Report 2013: Update on Activities (appendix 2: Summary of Progress Against Priorities – 2013 Annual Report)

5.1 Ms Everitt explained that the update showed the continuing efforts against the annual report priorities as endorsed by Management Board and Council. The colours indicated the progress of the activity and dual colour denoted areas where activity is occurring but there is more to be done.

5.2 Mr Millwood asked if there were any particular barriers faced in the areas of more restricted development. Ms Everitt said that in some areas there was a lot of activity, but there was still work to be done to embed the activity into practice, hence the amber colour.

5.3 Regarding disclosure of protected characteristics, Ms Parker said that there should be greater transparency in how the data is used and who has access to it, as concern about this discouraged people from disclosing. Ms Lindsay noted that this was reflected in the higher disclosure rate on the anonymous staff survey than on the College’s self-service system. Mr Cosgrave suggested that the College’s self-service declaration form be updated to include information on why the College requests this information, how it would be used and who would have access to it. In response, it was made clear that there were links to such information but things could always be improved. Ms Lindsay noted that there was an obvious benefit to students in disclosing (Disabled Students’ Allowance), whereas there was not this same tangible incentive to encourage staff to disclose.

5.4 Ms Everitt said that the next Annual Report would come in draft form to the May meeting; once agreed it would then go to Provost’s Board and Council.

5.5 Professor Ochieng said that the summary of progress was a good and useful document; he asked if there was a future work plan for action to take place. It was agreed that action plans for each priority area be drawn up which have a clear indication of timelines and lead responsibilities.

Action: Chair and Ms Everitt

6.0 Education and Student Strategy (appendix 3: Education and Student Strategy)

The Chair reported that the Education Office had devised and published its Education and Student Strategy, a three–five year strategy which sought, amongst other things, to diversify student involvement. The Chair welcomed comments from the committee on the strategy.
6.1 Ms Kamara noted that she knew Outreach was keen to involve the wider College in its work. She asked what were seen as the priorities over the next five years. The Chair said that objective 1.1 of the Strategy was to define a framework for the future cohort of students to reflect the College’s ambitions for the academic mix and diversity of the student population. She said that Mr Jonathan Tinnacher, Director of Student Recruitment and Outreach, would be charged with setting up a student recruitment strategy. Ms Kamara suggested that the College’s staff networks might like to engage with this strategy.

6.2 Ms Kamara noted that objective 2.3: to ‘work with employers and alumni to ensure that every student has the opportunity to undertake a work placement, internship, volunteer position or research experience’ was very positive. She asked if there was scope for College staff to input into this objective, noting that Imperial as One were keen to be a part of it, given their experience with Creative Futures. The Chair said that working groups would be pulled together against each action and volunteers were very welcome to get involved.

7. Training and Awareness for the E&D Committee – to discuss and identify any specific activities

7.1 The Chair asked, as the committee sets out on the year ahead, could all members consider what training might be of use to the committee and feed back to her.

Action: All

8. Advisory Groups

8.1 Imperial 600

Mr Millwood reported that Imperial 600 brought together LGBT staff and postgraduates, with IQ catering for undergraduates. He said that the network meets monthly for lunch and after work drinks and also hosted drop in events.

8.2 75 people recently attended the re-launch of the network, including College staff as well as staff from Stonewall and the Natural History Museum.

8.3 Mr Millwood said that he had recently stood down as chair and elections were to be held.

8.4 Able @ Imperial

Ms Shemilt said that the staff disability network, Able @ Imperial, had had a preliminary launch in June and would have an official launch on 28th November, combined with the Disability History Month annual lecture.

8.5 The network had recently hosted a coffee and cake session to celebrate World Mental Health Day and had raised £110 for charity.

8.6 Regular Mental Health First Aid training was held, allowing a team of trained staff to provide first line support to people in crisis. She said that not only did this training allow the College to provide support but it also helped to increase knowledge and awareness of mental health issues amongst the College community.
8.7 Ms Shemilt said that a priority for Able was to target managers’ assumptions about disability and were exploring ways to do this. She had also been working with Tristram Wyatt, Equality and Diversity Unit, on how to best keep momentum going in staff networks.

8.8 **Imperial as One**  
Dr Richards reported that Imperial as One had been relatively quiet in terms of activity and the network had taken this opportunity to evaluate what has been done well and what could be improved upon. He said that the network had worked closely with Race for Opportunity.

8.9 Dr Richards reported that a PhD placement had been secured for a project to evaluate the Amos Bursary.

8.10 Black History Month had benefited from considerable individual involvement from members of Imperial as One, although the network had not run its own event.

8.11 Dr Richards said that the network hoped to host an event to reignite the network, such as bringing back the annual diversity lecture. The network also wanted to fill vacant committee positions.

9 **AOB**

9.1 The PedRIO ‘Gender and Ethnicity Attainment Gap Research Project’ report was circulated to the committee.

**Date of Next Meeting**

6 March 2014  
15.00 – 17.00  
SALC 10  
South Kensington Campus