

EQUALITY, DIVERSITY & INCLUSION (EDI) - QUALITY IMPROVEMENT PLAN (QIP)

This plan turns the College’s EDI intent into SMART, time-bound actions with measurable outcomes, aligned to the Equality Act 2010/PSED, Ofsted EIF 2025–26 (inclusion judgement), KCSIE 2025 (safeguarding/online safety), the Prevent Duty (2023) and the Online Safety Act 2023.

1. Leadership, Governance & Culture

Demonstrate visible leadership and governance for EDI; embed inclusion across strategy, curriculum and services; evidence impact for Ofsted.

Objective	SMART action	Owner	Start	Due/Review	Success measures (KPIs)	Monitoring & evidence	RAG
Visible leadership & accountability	Publish a termly EDI dashboard (participation, outcomes, attendance, behaviour, discriminatory incidents, safeguarding equality trends) Update SMT and Governance Agree actions within 10 working days	EDI Lead Principal	Apr 2026	Termly (Jul / Nov / Mar)	100% dashboards on time ≥90% actions closed within 90 days Learner/staff survey ≥85% agree “I feel respected and included”	Dashboards Minutes/action logs Learner & staff surveys	
Policy alignment & communication	Update EDI areas and policy links on web / VLE (Safeguarding, Prevent, Online Safety, Anti-Bullying) Communicate via staff briefings and staff updates twice per year	EDI Lead Marketing Manager Quality Lead	May 2026	Biannual	Pages updated within 10 days of policy changes ≥80% awareness in pulse survey Increase in appropriate self-reports by 15% YoY	Screenshots Comms plan Survey results Incident/self-report trend	

2. PSED Data, Equality Objectives & EIAs

Meet Equality Act 2010 / PSED: set objectives, analyse disproportionality, and complete Equality Impact Assessments (EIAs) with action tracking.

Objective	SMART action	Owner	Start	Due / Review	Success measures (KPIs)	Monitoring & evidence	RAG
Publish Equality Objectives	Set 3–5 measurable Equality Objectives with baseline and targets Publish by July Report progress in the termly dashboard	Principal EDI Lead	Apr 2026	Publish by Jul 2026; review termly	Objectives published ≥80% milestones on track Reduction in priority gaps by ≥5pp within 12 months	Published objectives Dashboard Milestone tracker	
Quarterly disproportionality analysis	Analyse outcomes, attendance, behaviour, complaints and safeguarding by characteristic Agree actions for gaps >10pp; track to closure.	EDI Lead Quality Lead DSL	Jun 2026	Quarterly	Actions created within 15 working days for gaps >10pp; ≥60% of gaps reduced within two terms	Quarterly EDI report Action log QIP updates	
Equality Impact Assessments (EIAs)	Implement EIA checklist for new/changed policies and significant curriculum changes Publish summaries twice per year	EDI Lead Policy Owners	May 2026	Biannual publication	100% major changes have EIAs Summaries published on schedule Actions closed within deadlines	EIA register Published summaries Action tracker	

Controlled by:	Created/Updated:	Version:
Principal	Mar 26	V1.1

3. Inclusive Curriculum, Teaching & Assessment

Ensure curriculum and assessment reflect diverse perspectives, reduce bias, and promote belonging, evidence adaptive teaching and fair assessment.

Objective	SMART action	Owner	Start	Due / Review	Success measures (KPIs)	Monitoring & evidence	RAG
Inclusive curriculum audit	Complete subject-level audits using an inclusion rubric (representation, language, assessment) and implement action plans.	Curriculum Leads Quality Lead	May 2026	Complete audits by Oct 2026; review termly	100% subjects audited ≥90% actions on track Learner belonging score ≥85%	Audit tools SoW Moderation records Learner survey	
Assessment fairness & adjustments	Standardise reasonable adjustments process and sampling QA adaptations Add case samples to quality reviews	Quality Lead LST Lead	Apr 2026	Termly QA	0 unjustified refusals ≥95% adjustments implemented on time Reduction in attainment gaps for SEND by ≥5pp within 12 months	QA reports Case samples Attainment by SEND cohort	

4. Learner Voice, Belonging & Anti-Harassment

Amplify learner voice; prevent and respond to bullying/harassment, including prejudice-based incidents; promote safe, respectful culture.

Objective	SMART action	Owner	Start	Due / Review	Success measures (KPIs)	Monitoring & evidence	RAG
Termly EDI pulse & focus groups	Run termly surveys plus focus groups with under-represented cohorts Co-design actions Publish "You said/We did"	Quality Lead EDI Chair	May 2026	Termly	≥60% response rate where feasible ≥85% agree "I know how to get help and feel listened to" ≥90% actions completed	Survey dashboards Focus group notes Published actions	
Prejudice-based incident management	Implement unified reporting, triage and support protocol for racist, homophobic, transphobic,	DSL EDI Chair	Apr 2026	Monthly	Median time-to-resolution <15 working days	Incident log; case audit Larner feedback	

Controlled by:	Created/Updated:	Version:
Principal	Mar 26	V1.1

sexist, disability-related and faith-related incidents Track time-to-resolution	review Repeat incidents per 100 learners down by 20% YoY
--	--

5. Digital Inclusion & Online Safety (EDI)

Ensure accessible platforms and safe online environments; educate on misinformation/disinformation; align with filtering & monitoring.

Objective	SMART action	Owner	Start	Due / Review	Success measures (KPIs)	Monitoring & evidence	RAG
Accessibility & usability review	Audit website/VLE for accessibility Fix high-impact issues within 60 days Publish accessibility statement updates	IT Lead Marketing Manager	May 2026	Quarterly review	100% high-impact issues resolved within 60 days User task success rate ≥90%	Accessibility report Change log User tests	
Misinformation / disinformation education	Add critical-evaluation modules to tutorials (source, evidence, intent) Assess via short quizzes and scenarios	Curriculum Leads EDI Chair	Sep 2026	Termly	≥85% pass rate on quizzes 15% reduction in online-related incidents YoY	Curriculum plans Quiz results Incident analysis	

Controlled by:	Created/Updated:	Version:
Principal	Mar 26	V1.1

6. Prevent & Reducing Permissive Environments (EDI)

Promote respectful debate; risk-assess events/speakers; staff trained to challenge extremist and hateful narratives proportionately.

Objective	SMART action	Owner	Start	Due / Review	Success measures (KPIs)	Monitoring & evidence	RAG
Events & speakers' compliance	Update external speaker risk assessment Review approval workflow Sample 10 events / term Publish summary compliance each term	Prevent Lead CPD & Events Manager	May 2026	Termly	100% sampled events compliant No unmanaged high-risk events Staff confidence ≥85%	RA forms; sample audit; summary to governance.	
Prevent awareness in curriculum & induction	Add Prevent/critical thinking elements to induction and tutorials (respectful challenge, freedom of expression within the law)	Prevent Lead Curriculum Leads	Sep 2026	Annual refresh	≥90% staff/learners can identify reporting routes Appropriate referrals made and reviewed termly	Induction records Surveys Prevent referral review	

7. SEND, Reasonable Adjustments & Accessibility

Identify need early; deliver reasonable adjustments promptly; reduce barriers to participation, progression and achievement.

Objective	SMART action	Owner	Start	Due / Review	Success measures (KPIs)	Monitoring & evidence	RAG
Early identification & APDR cycle	Strengthen the Assess-Plan-Do-Review cycle; track time from disclosure to support plan Sample 10 cases/term	LST Lead Curriculum Leads	Apr 2026	Termly	Median time from disclosure to plan <15 working day SEND attainment gap reduced by ≥5pp within 12 months	Case tracker Sampled files Attainment dashboard	

Controlled by:	Created/Updated:	Version:
Principal	Mar 26	V1.1

Assistive tech & study skills access	Roll out assistive tech toolkit and study-skills sessions targeted by need Monitor usage and outcomes	LST Lead IT Lead	Jun 2026	Termly	≥75% eligible learners use toolkit Positive impact on progression/retention for users vs baseline	Usage analytics Retention/progression by cohort
---	--	---------------------	-------------	--------	--	--

8. Employment & Workforce Diversity

Ensure fair recruitment, development and progression; improve representation and inclusion across the workforce.

Objective	SMART action	Owner	Start	Due / Review	Success measures (KPIs)	Monitoring & evidence	RAG
Recruitment & progression diversity	Implement diverse shortlisting and panel training Publish annual workforce report Set targets where under-representation exists	HR Manager EDI Chair	Apr 2026	Annual	Increase representation in under-represented grades by ≥3pp within 12 months Panel training ≥95% complete	Workforce report Training records HRIS data	
Inclusive leadership development	Run inclusive-leadership CPD for all managers Include data-led decision making and EIA practice Evaluate via 180° feedback	HR Manager Quality Lead	Sep 2026	Annual	≥90% managers complete CPD Improvement in 180° inclusivity scores by ≥10%	CPD logs 180° summary Action plans	

Controlled by:	Created/Updated:	Version:
Principal	Mar 26	V1.1

Appendix 1 – Named Contacts

- **Principal / DSL:** Barbara Cooper
- **EDI Chair:** Jessica Parkes
- **Quality Lead:** Karen Davidson
- **LST Lead:** Kirsty Jones
- **IT Lead:** Chris Young
- **Prevent Lead:** Barbara Cooper
- **Marketing Lead:** Alison German

Curriculum Leads:

Business School

- Mel Young
- Lesley Wiilson
- Gary McAdam

Veterinary Nursing

- Frank Taylor
- Nina De Franco
- Alison Simspon

Controlled by:	Created/Updated:	Version:
Principal	Mar 26	V1.1

Equality Impact Assessment Tool

1. Aims and Implementation

This Policy has been assessed for equality impact by Human Resources or designated senior leader).

The purpose of this assessment is to ensure the policy does not unlawfully discriminate against any individual or group and supports the organisation's commitment to equality, diversity and inclusion.

2. Evidence and Data

Barriers could result in		
Equality Group	Impact	Assessment
Age	Positive	Data-driven monitoring supports identification of any age-related disparities in participation, outcomes and progression across learners and staff.
Disability	Positive	Strong focus on SEND, reasonable adjustments, accessibility and assistive technology reduces barriers and promotes equitable outcomes.
Gender Reassignment	Positive	Inclusion measures, anti-harassment actions and monitoring promote a safe and respectful environment.
Marriage and Civil Partnerships	Neutral	No specific impact identified. Actions apply equally across workforce and learners.
Pregnancy and Maternity	Positive	Flexible approaches, inclusive support and workforce actions promote equitable participation and progression.
Race	Positive	Disproportionality analysis and targeted actions directly address racial disparities in outcomes and experience.
Religion or Belief	Positive	Promotes respectful dialogue, inclusion and monitoring of faith-based discrimination or disadvantage.
Sex and Sexual Orientation	Positive	Clear actions to address harassment, representation and inclusion support equitable outcomes and experiences.

Controlled by:	Created/Updated:	Version:
Principal	Mar 26	V1.1

3. Assessment of Impact

No adverse impact has been identified. The policy is considered to have a neutral and/or positive impact across protected characteristics.

The policy will be monitored to ensure no disproportionate impact occurs and reviewed if required.

Review Arrangements and Version Control:

This version of The College of Animal Welfare’s Equality, Diversity & Inclusion (EDI) - Quality Improvement Plan (QIP) replaces all previous versions. This document is subject to regular revision and maintained electronically by its owner. Electronic copies are version controlled. Printed copies are not subject to this control. The College of Animal Welfare will review this policy regularly as part of internal continuous improvement processes and will revise it as and when necessary, in response to changes in our practices, actions from the regulatory authorities or inspections, changes in legislation, or trends identified from previous situations.

Documented changes from previous version	
Section	New document
Equality Impact Assessment	New Section

Controlled by:	Created/Updated:	Version:
Principal	Mar 26	V1.1