

External Examiners' Handbook Academic Year 2023/24



Academic Quality and Development
externalexaminer@londonmet.ac.uk

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1. Welcome

Welcome to your role as an External Examiner at London Metropolitan University.

Academic Quality and Development, and the University as a whole, takes the role of the External Examiner extremely seriously. Your input throughout the year helps every aspect of the University in countless ways. Your support helps the University in a wide variety of ways:

- *You help us enhance all aspects of our courses and modules*
- *You contribute significantly to improve the student experience*
- *You provide our academic staff with valuable feedback*
- *You act continuously during your tenure as a ‘critical friend’ of the University*
- *Your feedback helps us improve the way we work with you, our External Examiners*

Our students and academic staff benefit immeasurably from having a strong, diverse quota of External Examiners. My role, and that of my team in Academic Quality and Development, is to provide you with all the support, guidance and advice you require to carry out your contractual duties fully, clear on what the University should expect from you and in turn, what you can expect from the University.

This revised, expanded External Examiners Handbook aims to set out clearly and concisely all aspects of your role. It should be something you refer to throughout the academic year. It contains a wide variety of information, from explaining how we appoint you in the first place, to how you submit your Annual Report and claim your fee and expenses. It also sets out what you can expect from your academic colleagues at the University.

Academic Quality and Development is always keen to hear from External Examiners. You will find key contact information within this handbook, so if you have any feedback or suggestions based on your experience, or how we can make further improvements, please do not hesitate to contact me or one of my colleagues.

External Examining is a central pillar of quality assurance and enhancement and we thank you for your service. I hope you enjoy your time working with the London Metropolitan University community and I hope you find this handbook useful.

Graeme Naylor
Head of Academic Quality Assurance
Academic Quality and Development
August 2023.

2. Key Contacts for External Examiners

The External Examiners Co-Ordinator, based in Academic Quality and Development, should be your first point of contact on matters to do with appointments and extensions of tenure for external examiners, contracts, University External Examiner inductions, submission of reports, fees and expenses claims.

Colleagues from Schools may also be contacted directly on issues such as marking and local induction.

For University awards external examiners, the normal point of contact regarding minutes and actions arising from boards is the Awards Board Secretary - Ben Turner.

For collaborative partnerships, the arrangements for communications with external examiners and for operational issues such as samples for moderation are detailed in documentation specific to the partnership.

Professor Lynn Dobbs

Vice-Chancellor

The Vice-Chancellor is ultimately responsible for the University's standards and may be contacted in cases where examiners are concerned that there is a serious situation which has not been resolved at another level.

Graeme Naylor

Head of Academic Quality Assurance, Academic Quality and Development
g.naylor@londonmet.ac.uk

Post Vacant

External Examiners Co-Ordinator, Academic Quality and Development
externalexaminer@londonmet.ac.uk

General enquiries : externalexaminer@londonmet.ac.uk

Ben Turner

Senior Data and Assessment Officer
b.turner@londonmet.ac.uk

Subject standards External Examiners will also be in contact with board secretaries concerning the confirmation of marking standards, and the Senior Data and Assessment Officer is the central point of contact for all general queries and concerns.

3. The Role of External Examiners at London Metropolitan University

External Examiners play a key role in the University's quality assurance processes. Your primary responsibilities are to:

- Confirm that the University's academic standards are comparable with the standards obtaining in UK higher education
- Provide advice on areas for improvement
- Confirm that the processes for calculating awards have been carried out rigorously and that awards are conferred in accordance with regulations (Awards Boards External Examiners).
- Review examination papers and marking criteria, coursework assignments and project titles, and also the assessment schemes for modules and courses. Review of samples of students' work and reporting on the marking standards, which feeds into Subject Standards Boards, which you may be asked to attend
- Complete an Annual Report which asks Subject Standards Examiners to say whether the University's academic standards are comparable with those in other UK HE institutions, and whether the standards of student performance are comparable with the standards of students on comparable courses in other institutions

In association with their main duties, external examiners may be asked to:

- Consult on changes to course assessment schemes and regulations through the course modifications process.
- Participate on panels carrying out subject level, course and School review. External examiner reports also form part of the evidence base for such reviews.
- Consult on a module, course or School development.

4. Important aspects of the External Examiners Process at London Met explained

This section of the External Examiners Handbook provides detailed answers to frequently asked questions on the External Examiners process at the University. It covers the main areas of recruitment and appointment, contracts, contract extensions, reallocations and terminations. It also provides details on what External Examiners can expect to receive once they have been confirmed it post. This information should be useful for both External Examiners and those who nominate them.

Who owns the External Examiner Nomination and Appointment Process?

All staff at London Met share the responsibility of ensuring the University has a robust, transparent External Examiners process.

Academic Quality and Development own the main oversight of the process, being responsible for the majority of the administration. AQD are responsible for the External Examiners process including nomination, approval, extensions, reallocations and terminations. AQD also organises inductions and training sessions, produces this External Examiners Handbook and manages the submission of Annual Reports and the subsequent payment of fees and expenses.

Academic Schools at London Met share the responsibility of ensuring colleagues make regular contact with their External Examiners to help establish and deepen a strong working relationship. Academic colleagues are also responsible for nominating appropriate External Examiners in good time and ensuring all their modules are covered by an active, engaged External Examiner.

What is the process for nominating an External Examiner at the University?

The nomination of an External Examiner is primarily an academic judgement. Course/Module Leaders must source an appropriately experienced academic member of staff from another higher education institution with suitable subject-level knowledge. Academic colleagues may source External Examiners through their own contacts or by advertising online, using a platform such as <https://www.jiscmail.ac.uk/>.

It is important that informal conversations take place with the proposed External Examiner before the nomination process progresses. The London Met academic proposing the External Examiner must complete an [EEA1 External Examiners Nomination Form](#), and ask the External being proposed to complete certain sections of the form too, as well as providing an up to date Curriculum Vitae.

We strongly advise that any one External Examiner should receive between 9 – 15 modules to examine as a maximum.

The Nomination Form, once completed in full, must be signed off by the appropriate Dean of School before being submitted to Academic Quality and Development, via externalexaminer@londonmet.ac.uk. A member of AQD will then check the nomination form and either request further information or confirm approval.

We aim to complete the nomination process as promptly as possible, but it is crucially important that academic colleagues in the Schools begin the search for a new External Examiner in plenty of time so all the modules concerned are covered by an External Examiner. We strongly advise that this process should begin at least six months before the end of the incumbent External Examiner's contract.

Why must the University conduct Right to Work checks? And what is the format for these checks?

The UK Government requires all Universities to conduct Right to Work checks on all new External Examiners before they commence their formal duties. This process is always conducted by a member of staff in the University's Academic Quality and Development team and involves the External Examiner providing evidence, in the form of their passport, that they are legally entitled to work in the United Kingdom. We must satisfy the Government's requirements and the University's Human Resource Department's requirements before we can issue a formal contract of employment.

We understand that this adds additional bureaucracy to the appointment process, but we aim to complete Right to Work checks as promptly and efficiently as we can, fitting in with External Examiners' schedules.

It is important that this evidence is provided as soon as possible once your appointment is approved, as without this information External Examiners cannot receive any work to assess or indeed be paid by the University for work completed.

Further information on the Right to Work process can be found [on the UK Government's Right to Work Website](#).

How long does an External Examiner tenure at the University last?

The University normally appoints all External Examiners for a tenure of four years. The dates of service are provided on all External Examiner contracts. Contracts can be extended, but only for specific reasons and any extensions must be approved by Academic Quality and Development. Contract extensions can only be for one further year.

When can a contract extension be granted?

A Course or Module Leader may request a contract extension for an existing External Examiner, but only for a maximum of one further year. A case must be made for this extension and the External Examiner concerned must be consulted and be in agreement before the formal request is made.

The appropriate member of academic staff in the London Met School must complete an [EER1 Extension and Reallocation Form](#) in full and have the form signed off by the Head/Dean of School before submitting to AQD for approval. This must be done at six months before the original contract tenure is due to expire.

Course/Module Leaders must have exhausted all options and completed a thorough search for a suitable replacement External Examiner before requesting a contract extension. A contract extension must only be used to provide cover and continuity while a new External Examiner is found.

What is the reallocation process and when is it appropriate?

Should an existing External Examiner be unable to carry out their contractual duties, they must inform both the Course/Module Leader and Academic Quality and Development (via externalexaminer@londonmet.ac.uk) as soon as possible. It is then the responsibility of the Course/Module Leader in the academic School to ensure all outstanding modules affected are covered by an existing External Examiner. The decision to reallocate modules must be made by an academic member of staff as it is an academic judgement.

An [EER1 Extension and Reallocation Form](#) must be completed in full by the Course/Module Leader, signed off by the Head/Dean of School and submitted to AQD for approval. Any existing External Examiner being asked to take on additional modules must be consulted and be in agreement before the paperwork is completed and submitted to AQD.

When can an External Examiner's contract be terminated and for what reasons?

All appointments may be terminated early, either at the request of either party or by mutual agreement. Fees will not be payable where contractual responsibilities have not been carried out.

What documentation will newly appointed External Examiners receive from Academic Quality and Development?

Once an External Examiner's appointment is confirmed, Academic Quality and Development will contact the Examiner by email to request a Right to Work check is carried out.

Once that check has been completed, Academic Quality and Development will provide the External Examiner with the following:

- A copy of their Contract of Service for their records
- A copy of the University's External Examiners Handbook (this document)
- Payment and Fees Form
- A link to Academic Quality and Development's webpages, which includes the University's Quality Manual
- A link to the External Examiners section of the AQD webpages
- Details on any forthcoming Induction Training session.

Please note: It is important all External Examiners sign and date their contract and return it to externalexaminer@londonmet.ac.uk at their earliest convenience.

What documentation will newly appointed External Examiners receive from the University Academic School?

Schools should provide the following materials to their newly appointed External Examiner, before they begin work:

- Appropriate course and module specifications
- Appropriate Module Handbook(s)
- A copy of the Undergraduate and/or Postgraduate Student Handbook
- General information on the Academic School, as deemed appropriate
- Specific details of any handover arrangements with the outgoing External Examiner

5. Induction, Training and Ongoing Support for External Examiners

Academic Quality and Development is responsible for organising an annual induction training session for both new and continuing External Examiners. This session, usually lasting around half a day, may take place either in person at the University or online. Induction Training usually takes place during the Autumn Term. All External Examiners will be contacted well in advance with arrangements and timings for Induction Training. AQD will also regularly be contacting External Examiners to ask them what content is more important for them in Induction Training so we can ensure all External Examiners get the most out of the sessions.

Further information which may be useful in your role

All London Metropolitan University External Examiners are encouraged to engage with the University's Quality Manual on a regular basis. Each section of this web-based document contains a Policy, a Process and template forms for each stage of that process. The section on External Examining will give you a broad overview on how our processes work at London Met.

The Quality Manual is reviewed and updated annually. This Handbook is also part of that process and receives an annual update, with the intention of providing a useful resource for both new and continuing External Examiners.

You can find the External Examining Section of the Quality Manual here: [Quality Manual Section on External Examining](#)

In addition, the academic School you are employed to work with will provides information specific to the School and to the courses and modules with which you are associated.

6. The University's Assessment Boards

The full Academic Regulations can be viewed here: [Academic Regulations](#)

The sections below (from Section 6 of the Regulations) explain aspects particularly relevant to the conduct of the assessment process.

The consideration of your overall performance during an academic year is managed through an Assessment Board, which is held at least once a year for each programme of study. There are two types of boards – Subject Standards Boards, which look at module performance, and higher-level Progression and Award Boards which consider your entire results profile and make decisions about progression to the following year or about your final degree award. The Progression and Award Board would normally be chaired by the Head of School. The Boards will consider and ratify results from on campus students, as well as those taught through our collaborative partners and wholly online.

Every module at Level 5 and above has an external examiner attached to it. Some modules at other levels may also have an external examiner if required by a Professional, Regulatory or Statutory Body to do so. This role is undertaken by either an academic member of staff from another University (or equivalent), or sometimes by someone with a background in specific industry or area of employment connected to the subject taught. There is a nomination process to ensure that the examiner is appropriately qualified and sufficiently objective enough to undertake the work. The role of the examiner is to approve all assessment tasks, look at a sample of marked work, and consider data around module and course performance, ensuring that justice is done to the individual student and that the standards of the University's awards are confirmed. The sample will normally be a minimum of 20 items of assessed work for each module (or, if fewer, the total number of items of assessed work submitted). This will be spread across the range of assessment tasks and all classification bands and failing grades. For postgraduate dissertations, the normal sample size will be 10 items of assessed work. The sample will normally exclude coursework submitted before teaching week 8 as this is returned to students within the semester/academic year for feedback purposes. Examiners provide an annual report on their findings. Further details around external examiners can be found in the Quality Manual.

Deans of School are responsible for ensuring that marking is undertaken in a timely manner, external examiners are in place to cover all modules, and that the assessment process as a whole operates smoothly.

The academic judgements of Subject Standards Boards will be final, subject to the right of a

student to appeal against the decision of an Assessment Board on certain grounds. Where marks are the subject of an upheld academic appeal against a decision of a Progression and Award Board, any resulting action will be progressed through a Subject Standards Board, although a Progression and Award Board may need to confer an alternative award.

The Progression and Award Assessment Board is responsible for conferring (approving) awards for all taught provision of the University. Awards will be conferred on the basis of the marks confirmed by Subject Standards Boards, and will have no power to change marks. However, where a student profile allows for a change to a progression or award decision, then the Progression and Award Board can make this decision. The Board will confer an award at the first point when a student becomes eligible.

The Progression and Award Assessment Board may exercise its academic judgement to confer awards in cases where a student has outstanding reassessment opportunities but there is no evidence to suggest that they can improve upon this award.

No other body will confer awards of the University, with the exception of research degrees and honorary degrees.

Should the Progression and Award Board not be able to reach a consensus, the Chair may make a decision via a majority vote. However, on matters of principle and at the request of the external examiners, the Chair may decide to refer the matter to the Chair of Academic Board.

Any matters discussed or considered in relation to an individual student by an Assessment Board is strictly confidential until such time as results have been formally ratified and published.

In order for marks and outcomes to be formally published, the Chair of the Subject Standards Board will need to confirm that second marking has occurred and that External Examiners have reviewed an appropriate sample of the student work and confirmed that standards are appropriate. Should there be any outstanding decisions or confirmation required from either a Subject Standards Board or a Progression and Awards Board meeting, the Board will agree explicit arrangements for delegating any outstanding decisions to the Chair and Vice Chair. Any decisions signed off by the Chair between meetings will be reported to the Board's next full meeting.

No student may be a member of a Subject Standards Board or Progression and Award Board meeting, or attend an examiners' meeting. If a person who is otherwise qualified to be an examiner for a course (for example as a member of academic staff or as an approved external examiner) is coincidentally enrolled as a student on another course either at this

institution or elsewhere, this shall not in itself disqualify that person from carrying out normal examining commitments.

If an internal or external examiner has a close family or other relationship with a student being examined by a Progression and Award Assessment Board or Subject Standards Board of which the internal or external examiner is a member, they should discuss the matter with the relevant Head of School and will normally take no part in the discussion of that particular student.

Where an external examiner finds serious inconsistencies with our marking and believes that this might have an impact on standards, they can request that all affected work is remarked. This would entail the remarking of all work in the module or by the same marker, not simply the sample the examiner has seen.

Grounds for student appeal in relation to a decision of an Assessment Board are available through the General Student Policies.

7. Outline calendar of activity for external examiners

The following timings apply to London Met's own on-site taught provision. Different timings may apply to collaborative partnerships to reflect different term and assessment dates.

Start of October: Normal start date for tenure of new Subject Standards Examiners (SSE).

From Early October to early December: SSEs are advised of the learning outcomes and assessment structure approved for each module, specifying assessment type, timing and weighting for each component. For coursework components throughout the module, proposed titles are provided for SSE comment, so that comments may be taken into account before the titles are published/confirmed to students. (If ready, proposed exam papers may also usefully be provided at this point in advance of the November deadline.)

Early October: Mark confirmation by SSB Chairs to confirm postgraduate dissertation and summer modules results for publication.

Early – Mid October: Subject Standards Examiners consider samples of students' work for postgraduate dissertation and summer modules and confirm marking standards.

Mid October: School Progression and Awards Boards (Awards Examiners only). Deadline for submission of Annual Reports for the previous academic year for examiners with responsibility for postgraduate dissertations or other summer

modules.

Late October: London Met's Course Enhancement Process is an ongoing cycle of key checkpoints which continue throughout the academic year. Data dashboards are provided by the Planning and Insights team, which help inform the CEP process. Data from the School Progression and Awards boards allow the dashboards on Power BI to be updated for completion of the CEP. This data also enables the results of summer reassessment, PG dissertations and other modules to be included in monitoring processes. No meetings are required, but – subject to it being possible to produce in time – SSEs are invited to comment at course level on full year outcomes and at module level.

Mid - Late November: External moderation by Subject Standards Examiners of internally agreed draft exam papers for autumn semester (January) exams and their associated reassessment period exams.

End November: Normal end date for tenure of Subject Standards Examiners, after four years unless tenure extended.

Early - Mid February: Subject Standards Examiners consider samples of students' autumn semester work (for PG and UG 15 credit modules) and confirm marking standards.

Late February: Mark confirmation by Subject Standards Board to confirm autumn semester module results (for PG and UG 15 credit modules) for publication. (SSB External Examiners participate)

Mid-March: School Progression and Awards Boards. (Awards Examiners only)

Late March: External moderation by SSEs of internally agreed draft exam papers for spring semester (for PG and UG 15 and 30 credit modules) and, where there is no Autumn Semester exam, reassessment period.

Early – Mid June: Subject Standards Examiners consider samples of students' spring semester and year-long work (for PG and UG 15 and 30 credit modules) and confirm marking standards.

Late June: Mark confirmation by SSB Chairs to confirm spring semester and year-long module results (for PG and UG 15 and 30 credit modules) for publication. (SSB External Examiners participate)

Early July: School Progression and Awards Boards. (Awards Examiners only)

End of August: Deadline for submission of Annual Reports for examiners with responsibility only for taught modules completed at the end of the Spring semester, i.e. excluding summer modules and postgraduate dissertations.

Early September: School Progression and Awards Boards – only to confer awards arising from reassessment period. (Awards Examiners only.)

Early – Mid October: SSEs consider samples of students' postgraduate dissertation work and confirm marking standards.

Mid October: School Progression and Awards Boards (Awards Examiners only). Deadline for submission of Annual Reports for examiners with responsibility for

summer modules and postgraduate dissertations.

End of October: Response to External Examiners' annual reports using EE report response template (AQD028) and send copies of the responses to AQD.

8. Completing Your Reports

External Examiners are required to produce an annual report using online report questionnaires. Subject Standards External Examiner Annual Reports should be completed online.

The Annual Report must be submitted after the June SSB or after the September SSB mark confirmation meetings, where responsibilities include summer modules and postgraduate dissertations. Our Annual Report template covers both in-house and collaborative partnership provision. External Examiner Annual Reports are shared with Academic Schools so responses can be prepared.

It is extremely important that all External Examiners complete their Annual Reports in a timely fashion. The content and feedback provided in these reports really does drive forward changes and enhancements to our provision at London Met. Submission of your Annual Report also triggers your fee payment for the year.

Once Annual Reports are received, Academic Quality and Development shares them with School colleagues who are responsible for drafting a formal response to your reports. These responses, completed using the EE Report Response Template (AQD028), must be approved by the appropriate Dean of School once completed and then shared with the External Examiner.

A summary from all your Annual Reports is provided through AQD's External Examiners Annual Report, which goes to the University's Learning, Teaching and Quality Committee each Autumn. This report includes a set of actions based on External Examiner feedback with the aim of improving the External Examiners process. The summary report is also submitted to the University's Academic Board. Comments and feedback from External Examiners Annual Reports are also incorporated into the University's Annual Monitoring system – the Course Enhancement Process.

9. External examiner fees

The University operates a clear, transparent fee structure for all its External Examiners and we aim to pay Externals promptly, on an annual basis, once their contractual obligations have been met. The University will process annual fee payments to External Examiners on receipt of their Annual Report, usually during the Summer months.

The fee structure for all aspects of External Examining at the University is set out as follows:

The Standard fee for External Examiners (Subject Standards Boards) is £425, paid annually. This applies to both in-house and collaborative partnerships External Examiners.

External Examiners who also agree to act as Awards Boards Externals will receive an additional payment of £200 for attending those School Boards in an advisory capacity.

External Examiners who are responsible for modules taught both in-house and at a collaborative partnership will receive what is known as a concurrent fee of £600.

Should an existing External Examiner be asked to take on responsibility for additional modules, either through changes to a course or as a reallocation exercise as a result of changes to another External's remit, it is important the University reimburses them appropriately for this extra responsibility. Academic Quality and Development will agree to the following additional fees:

For reallocations (additional modules) of 1-5 modules: an additional payment of £100 (on top of the External's standard fee).

For reallocations (additional modules) of 5+ modules: an additional payment of £200 (on top of the External's standard fee).

Additional fees must be agreed with Academic Quality and Development through the official reallocation process. As a reminder, the University advises that External Examiners should have a reasonable workload of between 9 – 15 modules. Exceptional arrangements can be agreed with Academic Quality and Development, should the External Examiner agree and then only if for a set timeframe.

External Examiners will be sent the correct copy of the University's Payments Form when they are asked to submit their Annual Report. This Payments Form can be used for claiming both the Annual Fee and the reimbursement of any expenses incurred through External Examining duties. Expenses will not be reimbursed without accompanying receipts.

10. External Examiner Expenses

External Examiners may submit expense claims when they have travelled to the University to attend meetings, Awards Boards or complete other duties associated with their role.

The University does not make travel or accommodation bookings for our External Examiners. We ask that External Examiners make their own arrangements when they know they are due to attend the University and then submit a University Payments Form, completed in full and with scanned copies of appropriate receipts attached.

All External Examiner fees and expenses are paid from the Academic Quality and Development department's budget, so claims should be submitted to externalexaminer@londonmet.ac.uk in the first instance.

On receipt of completed Payments Forms, Academic Quality and Development staff will liaise directly with the University's Payroll department to ensure all payments are confirmed and External Examiners are reimbursed within a reasonable timeframe. The University's Payroll department make all payments on a monthly payments run, usually in the last week of each month.

11. Equality and diversity in the University

London Metropolitan University is committed to equality of opportunity and treatment both as a provider of education and as an employer and to the production, implementation, review and monitoring of policies that promote equality for all those who study and work within the institution. London Metropolitan University values the diversity of its students and staff. It recognises that people from diverse backgrounds can bring new ideas and perceptions that help increase organisational efficiency and improve services.

The University recognises its commitments under the law. The University is committed to providing equality of opportunity by aiming to ensure that its practices and procedures follow legal requirements and good practice as recommended by: the Commission for Racial Equality (CRE); the Equal Opportunities Commission (EOC); the Disability Rights Commission (DRC); the Chartered Institute of Personnel and Development (CIPD); and Universities UK (UUK). It is the University's policy to treat all members of staff, students and applicants fairly and equitably regardless of gender, racial or cultural grounds, disability, age, marital status, religious beliefs, sexual orientation, trade union activity, or any other category where discrimination cannot be reasonably justified. The University will ensure that no requirement or condition will be imposed without justification that could disadvantage individuals on any of the above grounds.

The University's Commitments

The University will strive to create a positive, inclusive atmosphere, based on respect for people's differences, in which students and staff are actively encouraged

to reach their full potential. All staff and students have rights and responsibilities in relation to the promotion of equality.

The governing body and all those in management and leadership roles will, through their defined responsibilities, be proactive in promoting diversity and equal opportunities, and in tackling and overcoming unlawful discrimination. The governing body will maintain an overview of the implementation of the Equality and Diversity policy and the Race Equality Strategy, and the Finance and Human Resources Committee will consider annually the results of monitoring.

The [Education for Social Justice Framework](#) that is a values - led framework, drawing on best practice in the sector and combining principles of inclusive pedagogy. It is in part a response to the challenge to eliminate the University's awarding gaps, however the overriding motivation to introduce the framework is to ensure our curricula and practice align with principles of equity, with who students are and the challenges facing the local and global communities. The ESJF is the means through which the University will deliver the strategy through the curriculum.

[The Race Equity Strategy](#) has been developed in consultation with staff and students, reflecting the University's commitment to ensure that real change is delivered across the University. The full scale of activities is not captured in the plan because the approach is truly holistic; every individual in every department of the University is part of the solution to create the systems and environment where everyone is respected and valued.

Monitoring and Assessing Effectiveness

The University will collect, analyse and assess relevant data, in order to measure performance and effectiveness and consider how improvements could be made through the setting of targets or other action. The University is committed to effective action to eliminate all forms of unlawful discrimination.

Breaches of Policy

The University expects all staff and students to comply with this policy and will not tolerate any acts of unlawful discrimination or harassment. Any such acts will be investigated and, where appropriate, dealt with under relevant disciplinary procedures.