**Acronyms and key terms:**

Below are the key terms and acronyms that will prove useful throughout the action plan.

AS = **Athena SWAN**

E&D = **Equality and Diversity**

EDC = **Equality and Diversity Committee**. A formal sub-committee of CEC with the remit of oversight and guidance for all E&D related

policy and process. The Chair is a member of CEC and membership includes the Principal and representatives of all RVC staff and student constituents.

SAT = **Self- Assessment Team**. This will disband after the application and all AS activities will be monitored and reported on by EDC. Several EDC members are on the SAT, including the Chair, Secretary and Clerk.

CEC = **College Executive Committee.** The CEC E&D Champion is the Chair of the EDC.

SDM = **Staff Development Manager**

Intranet = **Widely used source of information** and exchange for all RVC staff and students consisting of announcements, news, published policies and procedures, contact details for staff, departmental pages, institutional calendars, the Principal’s blog, an E&D page and Athena SWAN page.

HOD = **Head/s of Academic Departments**

MDP = **Management Development Programme.** A series of subject intensive courses available to all staff, but primarily focused on those with management responsibilities. This is mandatory for all new managers.

SWW = **Staff Wellbeing Workgroup.** Established in 2016 to address issues related to staff wellbeing, the group has already generated a number of recommendations to improve all aspects of staff working life. Members include the Head of Governance, Chief Operating Officer, Academic Registrar, Director of Learning and Wellbeing and an independent external consultant.

WMG = **Workload Management Group.** A newly established group tackling workload allocation planning and management, tasked with reviewing current activity, consultation and identifying recommendations for the future. Membership includes academics and HR staff.

| **RVC Action Plan**  Red = < 6months, Amber = 6-12 months, Green = >12 months | | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| *No* | ***Rationale*** | *Actions – and how* | Target  timing | Responsible | Success criteria/outcomes | **Progress Update**  **(Purple = 2017, Black= 2018, Blue = 2019, Green = 2020)** |
| 1. **1. Embed Athena SWAN Charter Principles into RVC culture** | | | | | | |
| 1.1 | **Endorse and support equality and diversity through public avenues** | Include statement on commitment to AS charter principles on RVC intranet and internet and recruitment material | June ʻ 17 | E&D Manager | Commitment to AS charter principles is visible internally and externally | Statement of commitment is now on the E&D web page and the HR website.  The statement of commitment is now on the recruitment material and is accessible externally. |
| 1.2 | Increased attendance and presentations  from staff across the RVC at the CEC | Dec ʻ17  March ʻ18 then quarterly | Principal,  Secretary to CEC | Data shows increase in attendance.  AS2020 survey indicates staff perceives CEC as open and transparent | Agreed in the Terms of Reference for CEC that staff at the RVC will have an open invitation to attend at each CEC meeting. Agreement was made at the Nov 2018 CEC meeting that an open invitation to attend CEC will be sent out to the RVC community to raise awareness. There is now regular staff attendance at CEC meetings in response to the invitations. |
| 1.3 | Host bi-annual ‘Town Hall’ meetings for CEC to discuss progress relating to Athena SWAN actions | June ʻ17  and Nov ʻ17, then twice yearly as appropriate | Principal,  Secretary to CEC | AS2020 survey indicates staff perceives forums as valuable, inclusive and informative | First Town Hall meeting held in June, second meeting is scheduled for May 2018. Town Hall meetings continue to run but the format is being reviewed using feedback from  the staff engagement survey. Principal reported progress made against Athena SWAN actions in his annual presentation to all staff in December 2018.  It was decided during December 2020, to provide an EDI update which will include progress made on Athena SWAN Action Plan. |
| 1.4 | **Identifying role models and creating an inclusive community** | Inclusion of AS in key RVC  communications (e.g. community newsletter) to include:   * Current E&D and AS issues and activities * Minutes and highlights of EDC meetings * Celebrating role models across the spectrum of staff * Key highlights of annual equal opportunities monitoring data | Aug ʻ18 and  quarterly thereafter | Chair of EDC  E&D  Manager | Appropriately resourced, and timely communications that cover these key areas | AS updates are being provided on the Message of the Day and the E&D web pages. Departmental E&D Action Plans are being developed by departmental E&D Champions and HoD’s. Minutes of the EDC meetings are published on the E&D pages.  There is now an E&D representative from External Relations who will advise on communication relating to raising awareness of the work carried out under the Athena SWAN Action Plan.  Key highlights of annual monitoring data are now included in the Equal Opportunities Monitoring Report which is published on the E&D webpage.  EDC Champions have been tasked with exploring appropriate methods of communicating EDI updates within their departments and to also exchange best practice amongst departments. |
| 1.5 | Celebrate success such as promotions,  grants, papers, clinical advancements and teaching awards | Aug ’17 and then ongoing | HoDs, VPs | AS2020 survey indicates Improved perception of role models for all and that this activity is supportive and inclusive | This is being embedded in the Departmental Equality and Diversity Action Plans.  Mechanisms within departments are under review, good practice is already within research and innovation, including reports to Academic Board and Council in addition to news items on the RVC website. |
| 1.6 | Host inaugural lectures and other  activities promoting role models | Aug ’17 and then ongoing |  | There have been examples of some departments celebrating and promoting role models via website and inaugural lectures. These activities have included the announcement of female promotions. |
| 1.7 | **Encourage diverse committee representation and balance workload impact** | Review barriers to participation and  make changes to committee constitutions to ensure gender balance and better representation where that is an appropriate solution | Sep ‘18 | College Secretary ,  COO &  Principal | Actions complete and impact monitored with the aim of no less than 40% of any gender on any committee | A survey of RVC Committee Terms of references & constitutions is underway. Analysis and recommendations for actions will follow. Survey is now complete and we are now looking at implementing changes to constitutions and to College roles that will support and enable a better gender balance. Academic Board (AB) has amended its Terms of Reference to allow Chairs of its sub-committees membership rather than requiring membership of AB as a prerequisite for being a Chair this opens up the role of Chair and membership of AB to a wider body of staff at grade 8. Further actions ongoing to see where change is appropriate. |
| 1.8 | Report representation on committees, including information on gender, grade, FTE, disability and ethnicity data to CEC annually | Sep ‘17,  then annually | Committee  Chairs and Secretaries | Data to be used by the College Secretary, to ensure that committees are representative of the RVC community | Gender data was gathered for Athena Swan in 2017 - an appropriate mechanism is being developed for the 2018 report. This is a project which is now scheduled for September 2019. Proportions of female staff on senior committees: Council = 46%, CEC = 50%, PAG = 33%. We have not yet carried out a full survey. |
| 1.9 | Ensure that all ‘representative’  committee roles operate on a fixed term basis, supported by timely monitoring and flagging of expiration of terms and a transparent published process for nominations | Sept ‘18 | College Secretary | Documented rotation of  committee roles.  AS2020 survey once again indicates committees value diverse opinions and are inclusive. | This is dependent on the completion of 1.7 whereupon advice will be given to Chairs and Secretaries on this issue. Please refer to 1.7. |
| 1.10 | Monitor accurate attendance at  committees to subsequently identify next steps needed to address committee workload impact on individuals | Sep ’17  onwards | WMG | Data used to ensure a fair and appropriate balance of committee attendance and workload, dependent on role. | Monitoring data is currently being collected. The next steps are dependent on the completion of 1.7 and 1.8.  The impact of committee workload on individuals will be partly addressed through the recording of activities on the Workload Allocation Model.  WAM in progress but not implemented yet.  The “soft” launch is being planned for early 2021 with a full launch in the Summer of the system. The soft - launch is a mandatory roll out of the system to all academic staff without the complete data sets due to the atypical work patterns brought on by the Covid-19 pandemic. Soft launch is an opportunity to familiarise and refine the system to its full capability, with a view to using it to a more formalcapacity from the next academic year. |
| 1.11 |  | Embed E&D as an agenda item into all  committee business, including Academic Board and other key committees. | December ‘17 | College Secretary | E&D is considered in all discussions and decisions | This has technically been embedded through the Committees project (see 1.7) as a consideration for all items. |
| **2. Strengthen E&D training by adding tools to tackle and address unconscious bias** | | | | | | |
| 2.1 | **Ensure E&D training is completed by all new and existing staff, particularly staff managers** | Appraisal and Probation processes to include a requirement to check E&D training is completed. | Jan ‘18 and  then annually | Deputy  Director of HR &  Head of HR Operations | Processes amended and adhered to.  Progress reported annually to CEC. | Amended appraisal form now includes a question on E&D training completion. Probation process is being achieved via HR E&D Action Plan.  Probation processes now includes a question on E&D training completion.  Progress reported to CEC as part of action 2.2. |
| 2.2 | Ensure access to and promote positive  benefits of undertaking this training through targeted communication to all staff. Report levels of completion to CEC during the three month period in which staff are told to complete the training, for their follow up with staff directly. | Feb ‘18 | SDM  EDC Chair & E&D Manager | Training completion rates >85% by Dec ’18, 100% by Dec ‘19 Reports included in CEC meeting agendas.  A decrease in formal/informal complaints, measured via annual monitoring and staff engagement survey. | Infrastructure is in place to capture training completion rate.  In April 2018, following the last compliance drive, there was 86% compliance. Compliance reports were sent to CEC in the months leading up to the end of the drive to track progress. |
| 2.3 | Include unconscious bias training in all  MDP programme courses that relate to decision making. | July ‘18 | SDM  E&D Manager | Unconscious bias training is incorporated into all decision making training within MDP. | Partially completed. Recruitment and selection and appraisal courses now includes Unconscious Bias. Unconscious Bias now forms part of recruitment, absence management and appraisal training and is a major focus of recruitment refresher training which all recruiters are required to attend. |
| 2.4 | Review E&D training to increase focus  on Unconscious Bias (including gender bias). | Nov ‘17 | SDM  E&D Manager | Unconscious bias training  embedded within the repertoire of E&D training.  2020 AS staff survey indicates >80% of feel comfortable in addressing bias. | Online E&D training currently includes unconscious bias. Unconscious Bias now forms part of the management recruitment and appraisal training. Further review of E&D training will take place upon licence renewal in Oct 2018.  Online E&D training has been reviewed which now has a greater focus on Unconscious Bias including gender bias. |
| 2.5 | Conduct additional briefing session on  Unconscious Bias (including gender bias) with CEC. | Mar ‘18 | E&D  Manager Secretary to CEC | Increased awareness of barriers towards the promotion of E&D and what their roles and responsibilities are in advancing E&D practices across the RVC. | Briefing session on Unconscious Bias has been organised for March 2018.  Briefing session on Unconscious Bias was delivered to CEC in March 2018. |
| 2.6 | **Engage and**  **consult with staff regarding E&D issues and ensure this is considered at the highest level.** | Investigate perception of E&D training, policy and practice through local E&D champions. Areas for concern will be fed into HR services for action planning.   * Action plan developed to address key areas of concern * Action plan progress reported to CEC and published on E&D intranet page. | June ‘17 | E&D  Manager  EDC Chair Departmental E&D champions | Action plan to address key areas of concern, with leadership from EDC Chair and all those responsible. | Actioned via Departmental E&D Action Plans and fed into HR E&D Action Plan.  Feedback from E&D related training sessions has been taken into consideration when rolling out new or further programmes. Areas of concern are fed into the HR Action plan via the E&D Champions.  E&D Champions will be consulted during early 2021 on perception of EDI training and practice to support revision of EDI training and awareness interventions provided to staff. |
| Feb ‘18 | Action plan approved by CEC and published. Actions being monitored by EDC | This is actioned via Departmental Action Plans. |
| **3. Develop and enhance the RVC’s E&D policy and support framework** | | | | | | |
| 3.1 | **Update policy to reflect the diversity of the RVC and include guidance on transgender staff and students and other under- represented groups** | Broadening the E&D Policy to include  policy and practice on transgender staff and students, to be recommended to CEC by EDC. Policy impact to be monitored in future surveys and review of systems data. | Dec ‘17 | EDC Chair  and EDC Deputy Director HR | Policy approved, implemented and  published on staff intranet. Advertised as available to all staff.  AS 2020 survey indicates >80% of staff are aware of policy and feel able to support trans staff and students and tackle discrimination | E&D Policy has been reviewed and now includes the promotion of inclusive practice for transgender staff and students. |
| 3.2 | Provide briefing sessions on Transgender Awareness to a range of stakeholders, such as senior staff, departmental E&D Champions and HR department. | Nov ‘17 | E&D  Manager | Briefing sessions held | Session has been delivered by a member of the Equality Challenge Unit to E&D Champions, HR colleagues and a range of stakeholders. Next step is to offer course to the wider College community. |
| 3.3 | Hold staff consultations, including  members from the staff transgender community, to support the development of Transgender Awareness Policy. | May 2021 | E&D  manager Deputy Director HR | Staff working group meetings completed and policy and impact agreed. | Initial discussions have taken place with a transgender staff member and external members from the transgender community with the view to informing transgender policy development.  Initial discussions with the newly formed Informal LGBT+ Staff Network have taken place during 2018. These discussions have included raising awareness of the needs and support for Transgender staff. |
| 3.4 | Publish Policy to support trans staff  and students on the intranet | May ‘21 | Website  Manager | Guide published |  |
| 3.5 | **Ensuring alignment between policy and practice.** | Develop and conduct an Equality Analysis, Equality Impact  Assessment (EIA) to measure any adverse impact including barriers to gender equality on all relevant new or existing policy, procedure and practice. | Sep ’17, ongoing | Principal,  CEC, E&D  manager and Depart-mental E&D Champions | Equality Analysis guidance and developed. All relevant policies, procedures and functions equality impact assessed. | Equality Analysis (EA) has been developed, it will be launched in Jan 2018 which will include a series of short training sessions on how to conduct EA.  Equality Analysis guidance was approved in Jan 2018, this was followed by a series of Equality Analysis training sessions delivered to staff who are responsible for policy or service review/development. Further sessions are planned for 2019. |
| 3.6 | Gather data and analyse steps needed to bring policy and practice together, and implement change with CEC approval. | Sep ‘19 |  | CEC review and approve actions |
| **4. Develop a culture that supports and encourages flexible working** | | | | | | |
| 4.1 | **Improve**  **awareness and support of flexible working policy and process** | Run bi-annual staff workshops to  increase visibility of flexible working options, resources and RVC policy. To be held at various times to allow attendance of staff on different work patterns and attended by members of CEC, local E&D champion and RVC role models who successfully use flexible working arrangements. | April ‘18 | E&D  Manager  Employee Relations Manager | Workshops held successfully on a  bi-annual basis.  AS 2020 survey indicates >70% of staff are aware of policy and flexible working options at the RVC | Regular workshops are currently delivered to managers on ‘Understanding and Managing Flexible Working’. These sessions will be extended to all staff in 2018.  Six workshops were held during 2018 on ‘Managing and understanding Flexible Working’. These sessions are now aimed at all staff. |
| 4.2 | Monitor workshop attendance and  report to CEC through the annual Equal Opportunities Monitoring report. | Oct ’18 and  then annually | E&D  Manager EDC Chair | CEC receives report and ensures staff attend. | Workshop attendance is now reported through the Equal Opportunities Monitoring Report. |
| 4.3 | Investigate how to support clinical staff with flexible working and create a list of actions for future implementation. | June ‘18 | VP Clinical  Services HoD CSS | Update policy and process if changes are required. | This investigation is being progressed via departmental E&D Action Plan.  A Flexible Working Group has been established within CSS for lower grades. An independent project will commence in January 2019 to explore and assess the practicalities of flexible working within senior grades across the College. |
| 4.4 | Develop a ‘Flexible Working’ section on the intranet as a focused hub of information for all staff with links to Flexible Working toolkit and Guide for Managers, as well as specific examples of RVC best practice. | October ‘21 | Deputy Director of HR  Employee Manager. | Intranet page set up.  AS2020 survey shows the staff access this new resource and find it useful. |  |
| 4.5 | ‘Managing Flexible Working’ training to become a mandatory part of MDP, and include understanding the benefits to business. All new managers of staff trained. Attendance reported to CEC on an annual basis through the Equal Opportunities Monitoring report. | Sep ‘18 | SDM | Attendance by new managers  100%.  CEC monitors attendance.  AS2020 survey shows staff feel the RVC is supportive of flexible working arrangements. | The foundation stage of the MDP now includes a module on flexible working which targets all new managers.  Attendance will be reported via the Equal Opportunities Monitoring Report 2018, and thereafter annually. |
| 4.6 | Remind managers to consult with HR  prior to an official refusal of a flexible working request. The staff member will also be consulted. | Ongoing | Head of HR Operations | AS2020 survey indicates >80% of those who go through this process see it as fair and transparent. | Progressed via Departmental E&D Action Plans.  This action is ongoing. |
| 4.7 | Review ICP/APPP to include a focus on compatibility with models of flexible working | Dec ‘17 | Head of HR  Operations | Update the ICP/APPP process if review identifies changes is required. | Barriers have been removed to support part-time workers progressing their careers. ICP’s are reviewed to ensure objectives are nowaligned to hours of work. |
| **5. Commitment to improving career progression** | | | | | | |
| 5.1 | **Ensure the appraisal process maintains a focus on career progression and development** | Ensure that effective professional and  career development and training discussions form part of the appraisal process by providing guidance on career goals, workload management and perceived barriers to success. | Sep ‘18 | HODs  Deputy Director of HR  SDM | Guidance shared with all staff  AS2020 survey indicates >80% of staff find their appraisal includes discussion of key subjects and appraisers are perceived as capable. | Guidance referring to career development discussions is now available within the frequently answered questions of the appraisal section on the intranet. |
| 5.2 | Appraisal training to be a mandatory  part of the MDP and for all new appraisers. It will be made available to existing appraisers to update their training. Training to include specific information on how to encourage women to develop their careers | Sep ‘18 | SDM | Training updated and delivered.  Completion rates reported. AS2020 survey indicates >80% of  staff perceive the appraisal as supportive of career progression | First course set for Dec 4th on “Managing Development” a core part of the MDP.  “Management Development” is now offered to all appraisers. During 2018 four events were delivered. Training includes suggested questions regarding conversation about career development which will also benefit female staff. |
| 5.3 | Inform CEC of completion rates for  appraisals to identify areas where this process is not occurring and take explicit action to achieve the target of all staff being appraised annually | Sep ‘17,  then monthly during the last three months of appraisal cycle | Director of  HR | >95% appraisal rate by 2020. | 68.9% appraisal completion rates as at Aug 2017.  73% Completion rate during 2017/18 academic year. |
| 5.4 | Focus on succession planning and the  creation of deputy leader roles, developing and promoting leadership skills. | Ongoing | Principal  CEC HODs | Increased numbers of deputy positions by next AS application. | A project group has been established to look at the succession planning approach.  CEC are actively engaged in the project group which is exploring succession planning within the College. |
| 5.5 | **Ensure training supports career progression and is valued** | Evaluate training for value  added to career progression and/ or  developmental objectives identified at  appraisal by adding a question to  training evaluation form. | Sep ’17,  then  annually | SDM  SWW | Training feedback updated and evaluated training is reviewed and necessary changes are made to ensure training is fit for purpose. | A question which evaluates this process has been added to the feedback form. |
| 5.6 | Review the MDP to determine if courses available form a coherent framework for development. | Sep ‘18 | SDM  Deputy Director of HR | Changes to MDP courses if review identifies the framework could be enhanced. | MDP has been reviewed and changes have been made. The course will be continually reviewed. |
| 5.7 | Review the types of professional  development opportunities that are valued by each cohort of staff, including non-clinical and clinical academics, researchers and professional staff in order to map to institutional support and expenditure. CEC to approve a strategy based on audit outcomes | Sep ‘19 | Workgroup  led by SDM and Deputy  Director HR | CEC approve strategy for  professional development | Following the staff engagement survey; workshops to consult with each staff group including academic, researchers and professional support staff were conducted. |
| 5.8 | Embed training time into the workload allocation model | Jan ‘19 | WMG | Workload models recognise time for training. |  |
| 5.9 | Target annual academic promotions workshops (as per five APPP track) | Mar ‘18 | Head of HR  Operations | Workshops held | Briefing sessions were held during November 2018, to Senior Lecturers on the new professorial promotion process. A further briefing on the promotion process has been delivered to the Academic Board in December 2018.  Workshops will be planned for staff during 2019, for other levels of academic staff, which will focus on how to engage with the ICP process. |
| 5.10 | **To support and improve the career development of staff** | To train and develop mentors, coaches and role models to support staff with career development plans. | Sep ‘19 | HoDs  Staff Development Manager | List published and available  AS2020 survey indicates promotions advisors are a helpful resource | Progressed via Departmental Action Plan.  Also progressed via action 6.5. |
| **6. Supporting and developing female leaders** | | | | | | |
| 6.1 | **Understand why staff feel unsupported with their leadership responsibilities** | Conduct staff focus groups to identify  key issues regarding ‘leadership’ and ‘support’ | July ‘18 | SPWG | Focus groups held. | A leadership questionnaire was circulated to all grade 8 and 9’s which focused on key issues regarding leadership opportunities, which is being incorporated into the succession planning project. The Aurora Leadership Programme, also includes focus groups around leadership development. |
| 6.2 | Establish a working group and deliver an action plan to be implemented | July ‘18 | SPWG | Action plan presented to CEC  March ‘18 and put into action. | The CEC have been heavily involved in various succession planning workshops, the outcomes of this will inform a plan for succession planning in the College. |
| 6.3 | **Formal approach for development of future female leaders** | Identify 10 female individuals with  leadership potential to participate in  management/leadership activity each  year. Budgetary allowance to be made  to facilitate this. Nominations by HODs or CEC after obtaining individuals permission or by application to a panel.  HODs to ensure their workload allows for these activities. A panel to decide on successful candidates | Mar ‘18 | Principal and  CEC  HoDs | Individuals report benefit of undertaking these activities  through training evaluation forms.  AS2020 survey shows improved perceptions of diversity at Grades  8&9. | Initial discussions have been  held with HoDs, with the view to offering tailored leadership development approaches for individuals. This action will be progressed via Departmental E&D Action Plans.  Eight Women are being supported to take part in the Aurora Women’s Leadership Programme- selected by a panel. We are currently recruiting to another programme ‘Developing the Confidence to Lead’ where we expect several other women to be supported from various levels of experience/grades. |
| 6.4 | Feature those selected in the RVC  newsletter as role-models and their activities and success celebrated | April ’19 and  quarterly thereafter | Director of  Marketing, E&D Manager | AS2020 survey shows women perceive that there are good role models at the RVC. | Role models are promoted via E&D webpages and also celebrated as part of marking International Women’s Day. |
| 6.5 | **Create a culture of mentorship and support** | Clearly define ‘mentorship’ and  ‘coaching’ with regard to the RVC’s provision and identify further mentoring, coaching and shadowing opportunities for staff within and beyond RVC | Jan ‘19 | SDM | AS2020 survey shows that (particularly female) staff perceive mentorship as valuable and supported at the RVC. | We now have twelve people who are qualified internal coaches who are available to coach RVC staff and a further group of coaches in training. We have joined a cross HEI shadowing scheme. Following a review of mentoring, we have a formal mentoring scheme for contract researchers and for Aurora. This includes training and sharing of practice for mentors- open to those on the scheme and those mentoring informally or through other systems. |
| 6.6 | Introduce mentorship into management responsibility by upskilling line managers on how to mentor staff:   * Include mentorship module in MDP and open this up to non- managers to enhance skills within the RVC as a whole.   Include mentoring time in workload allocation model. | Mar ‘19 | Head of HR Operations  HR Deputy Director SDM | MDP module developed and active  Mentoring time an accountable activity in the workload allocation model | Mentoring is now included in the module ‘Managing Development’ within the MDP. |
| 6.7 | Review and evaluate current mentoring arrangements including investigating the  feasibility of automatic mentor allocation for new staff (at least 2 meetings within probation period) | Mar ‘19 | CEC  EDC Chair  E&D champions | CEC approves future mentoring arrangements and implementation  begins | Mentoring training has been reviewed and further developed and is now being delivered. |
| 6.8 | Introduce a buddy system for staff  planning extended periods of leave to provide informal support and guidance during leave and upon their return to work in a mentoring capacity.  FNB to check with Nicole. | Sep ‘19 | Line  managers (as part of appraisal), SDM and E&D Manager. | Buddy system in place |  |
| 6.9 | **Development of**  **an efficient, transparent workload allocation model to ensure equality.** | Identify activities that should be  included in this model in addition to standard activities, including mentoring and professional development to ensure fair allocation of workload | October 2021 | WMG | Workload allocation model in place.  AS2020 survey indicates >80% of academic staff find the model fair and equitable | A project group consisting of a variety of stakeholders has been established to develop a workload allocation model. |
| 6.10 | **Improve**  **transparency** | Create of a standardised Academic,  Research and Clinical RVC CV which is publically available | Sep ‘18 | Principal,  HODs | CV published  AS2020 survey indicates that staff understand promotion criteria | The standardised Academic, Research and Clinical RVC is now available on the RVC intranet page. |
| **7. Support for Staff with Caring Responsibilities** | | | | | | |
| 7.1 | **To understand**  **better the underlying reason for staff resignations and failure to return** | Collect data to identify reasons for non-return after maternity/ adoption/ parental/caring leave and those that return and leave within six months. | May ‘18 | Employee Relations Manager | Data available for trend analysis. | A structure is in place to capture this data. The exit interview process now includes a question to identify reasons for non- return after maternity, adoption, parental and carers leave. This data will be analysed annually from Jan 2019. |
| 7.2 | **To ensure that**  **numbers of females eligible for return in the REF assessments increase.** | Collect data on the number of staff that make a specific request to increase their hours after a period of decreased hours of work | ongoing | Deputy  Director HR/HoD | Data collected available for analysis in reapplication for Bronze or application for Silver in 2021 | Progressed via Departmental Action Plans. |
| 7.3 | **To keep childcare**  **provision on the agenda for future capital works** | Formal review included in all capital  planning projects, including community engagement. | Triggered by  COO as appropriate | Capital  Projects Management Group | Review nursery provision in the future capital works |  |
| 7.4 | **To support those**  **with caring responsibilities** | Evidence interest in introduction of a carers’ network at the RVC through a staff consultation via EDC | Mar ‘18 | EDC  E&D Champions | Development of actions to improve support. | The first Carer Informal Staff Network took place during 2018. |
| **8. Additional Actions** | | | | | | |
| 8.1 | **Data collection** | Collect more meaningful data at the exit interview, including specific questions to identify any inequality issues involved in the decision to leave. | May ‘17 |  | Data collected and analysed for |  |
| Jan ‘18 | Operations, Employee Relations Manager | E&D impact, issues reported to EDC and E&D Manager | A project group has been established to revise the current exit interview form, which will capture management information data including equality data. |
| 8.2 | **To support**  **equality of pay objectives** | Implement modernisation of grade 9. All new grade 9 academic staff will start on the first spine point with progression through the scale, subject to performance. All existing grade 9 posts will be assimilated on to the appropriate spine point and red circled as appropriate | Jan ‘18 | Director of  HR/Head of HR Operations | Spine point structure implemented and publicised broadly.  AS2020 survey indicates staff perceive fair pay distribution across genders | Proposed modernisation of the grade 9 pay structure was approved by the Senior Staff Remuneration Committee in Nov 17. First stage of implementation will begin in Dec 17 when affected staff will be consulted on the proposal to introduce a career profile framework for academic staff beyond Senior Lecturer level. Following the consultation, the new procedure for promotion to Reader level and beyond, will be implemented.  The new Senior Academic Promotion Process is being launched in December 2018.  The process details how individuals will apply for promotion (above Senior Lecturer level) and the criteria they are required to meet for their application to be successfully approved by the Senior Academic Promotion Panel (SAPP). |
| 8.3 | **To determine**  **why women are not progressing to senior roles.** | Produce data to identify timing of milestones for individuals progressing to senior staff positions and their length of time in the institution, to assess which critical points are causing the ‘leak’ | December 2021 | EDC/Gender Working Group | Better information on career progression and mentoring within the institution resulting in an action plan to address the leaky pipeline |  |
| 8.4 | **To ensure that numbers of females eligible for return in the REF assessments increase.** | Continue to monitor and encourage gender parity in REF submissions, with ongoing commitment to ensuring all researchers are supported in producing returnable work | ongoing | VP Research and Innovation | Improved gender parity in submissions, more accurately reflecting the gender composition of the RVC. | The REF 2021 Code of Practice was developed to ensure that there is fairness and transparency in all aspects of the decision- making process for the REF returns. This included regular Equality Impact Assessments of all stages of the REF process. The Special Staff Circumstances process. A SSC panel assessed each staff request for reduction of output for example maternity/adoption and carers leave which was measured against a fair and transparent criteria.  All members of staff involved in the REF 2021 process were |
| 8.5 | **Publicise available resource** | Publicise Harassment Advisor Network as a resource to ensure staff are aware, particularly within the academic cohort. To be shared on the intranet, via Equality and Diversity Champions and the harassment advisor network. | May ‘19 and  thereafter annually | Deputy  Director of HR | Communications in place  AS2020 survey indicate a much improved awareness amongst academics | The Harassment Advisor Network has been renamed as Dignity at Work Advisor Network which will now include a wider staff representation from within the College. The plan is to relaunch, the network in February 2019.  Dignity at Work Advisors have been renamed to Dignity at Work and Study Ambassadors so that they are aligned with requirements of the revised Dignity at Work and Study Policy. |