Key Priority	Objective	Actions	Rationale	Person responsible	Timeframe	Success criteria
Career and leadership development						
1.1	Improve appraisal rates so that the appraisal is completed by more staff across all departments (**M**)	Promote completion rates through emails, the use of the intranet and RVC screens	All staff appraisal rates were: 2016/17 - 69% 2017/18 - 73% 2019/20 - 67% 2020/21 - 68%	Staff Development Manager	Targets for appraisal completion rates Sept 2023 - 70% Sept 2024 – 75% Sept 2025 – 80% Sept 2026- 85% Sept 2027- 90%	Targets for appraisal rates achieved
1.2	Reduce the gender disparity in the representation of females at Grade 9 (**H**)	Academic Line managers to discuss career development during the annual appraisal	AS2021 survey indicated lack of clarity around the requirements for promotion and where information could be found with less women than men knowing where to access the information (57% F vs 64%M) Current disparity at Grade 9 (~40% F:60%M) For non-BAME staff, promotion records indicated it took longer for females to be promoted from Lecturer to Senior Lecturer (4.40 vs 3.57 years; n=27 & 7), Senior lecturer to Reader (4.86 vs 4.55 years; n=14 & 11), Senior lecturer to Professor (6.00 vs 3.50 years; n=1 & 2), Reader to Professor (2.67 vs 3.00 years; n=3 &5)	Academic line managers	Annual appraisals are ongoing; embedded July 2023	There are equivalent men and women applying for promotion on an annual basis by October 2025. A 50%F:50%M gender split of academics at Grade 9 by January 2027 The time it takes for women to progress to senior grades (Grades 8 and 9) is the same as for men. This will require a longer-term view as the SAPP process occurs once a year. The deadline for this outcome is January 2027.
1.3		HoDs to deliver annual promotion workshops		HoDs	Workshops to be delivered by HoDs annually in October 2023-2027	
1.4		HoDs to highlight intranet academic promotion pages and generally raise awareness of the academic promotion process within their departments at departmental meetings.		HoDs	Departmental meetings run termly; inclusion of promotion highlighting embedded by July 2023.	

1.5	Monitor and support a balanced and diverse gender profile in academic leadership positions, reflective of the gender split of staff within the academic departments (currently 50M:50F) (**M**)	Define and gather baseline data on the gender profile of academic leadership positions. Report to EDC committee.	AS2021 survey indicated that less women than men (38% F vs 43%M) thought that leadership roles were obtained in an open and transparent process	Head of EDI	Baseline data collected by March 2023 Monitor gender split of leadership roles in academic departments on an annual basis Targets: Jan 2024 – 65% Jan 2025 – 70% Jan 2026- 75% Jan 2027 -80% 80% of staff agree that there is a fair and transparent process for obtaining leadership roles and there is no gender disparity Progress towards targets to be assessed via annual impact survey.	The gender profiles of leadership roles in teaching, research and citizenship are balanced (50%F:50%M) between different roles by January 2027. Annual impact survey shows that at least 80% of all staff (with no gender disparity) think that leadership roles are obtainable, and this is achieved through an open and transparent process by Jan 2027.
1.6		Encourage the filling of internal leadership positions through open calls and consider co-leadership positions where appropriate		HoDs		
1.7	Create opportunities for academic career progression through timely review of committee	Where possible ensure that committee roles operate on a fixed-term basis supported by timely monitoring and flagging of expiration of terms	AS2021 survey indicated that less women than men (54% F vs 63%M) thought that RVC committees value diverse opinions and are inclusive	Head of Governance	Annual monitoring of academic committee membership to maintain 50M:50F representation.	Documented rotation of committee roles and maintenance of 50%M:50%F.

1.8	membership and interest scoping (**M**)	Include an annual call for interests in committee membership to all staff to identify opportunities for turn-over. Annual calls will be via the Intranet message of the day		Head of Governance	Targets: Jan 2024 – 65% Jan 2025 – 70% Jan 2026- 75% Jan 2027- 80% 80% of staff agree that RVC committees are value diverse opinions and are inclusive. To be assessed via annual impact survey	Annual impact survey shows that at least 80% of all staff (with no gender disparity) think that leadership roles are obtainable and achieved through an open and transparent process by Jan 2027.
1.9	Monitor if there is a gender disparity in research outputs and research funding applications made (**H**)	Collect quantitative data on gender and race of staff research outputs and funding applications made annually. Report to EDC committee on an annual basis	REF equality analysis highlighted that the numbers of papers being returned by females are less than males. We need to better understand the reason behind this, particularly view of academic promotion criteria.	Head of EDI	Target dates for data collection and analysis annually June 2023 -2027.	Female academics are returning an equivalent number of papers to the next REF as men Female academics are applying for an equivalent number of grant opportunities as men.
1.10		Mitigate risks to career progression as a result of maternity leave of part-time working e.g. extended or more flexible deadlines for internal opportunities for working mothers, prioritising non-ECR maternity returners for internal PhD studentship opportunities		VP EDI		

1.11	Improve the development of staff within professional services departments and PTO staff in professional support roles (**M**)	Retain the Association of University Administrators (AUA) Mark of Excellence- including enhancing engagement with AUA activity		Staff development manager	May 2023	Re-award
1.12		Profile careers of professional services and PTO staff at various levels	AS2021 – Diverse role models are represented at the RVC – only 39% of women and 48% of men agreed that diverse role models were represented at the RVC	Staff Development Manager	Targets: Jan 2024 – 45% Jan 2025 – 50% Jan 2026 – 60% Jan 2027 - 65%	Annual impact assessment survey indicates that at least 65% of staff think that diverse role models are represented at the RVC with no gender disparity
1.13		Review suitability of and uptake of the internal and external job shadowing opportunities and re-promote these opportunities		Staff Development Manager	Review undertaken and promotion of opportunities by July 2023 with annual review embedded by Jul 2024.	Documented recording of the uptake and of feedback from those who took advantage of the opportunities to determine how useful they were.
1.14		Encourage women in professional services departments and PTO staff in professional support roles to apply for leadership training via targeted emails		HoD of PSD and HoDs of academic departments (in relation to non-academic staff in the departments)	Targeted emails sent annually from Jan 2024	Documented attendance of women from PSD and women in PTO roles from other departments at leadership training initiatives Success for career development demonstrated by case studies

1.15		Develop a CPD scheme for achieving HEA Fellowship including PTO staff		Director of LWB	Scheme in place by Jan 2024	Provision of a route for professional services staff to achieve HEA Fellowship to support career development and progression. Success of route demonstrated by case studies.
Equality and Diversity in the undergraduate and post-graduate student population						
2.1	To increase the number of male students applying for and accepting offers to study at undergraduate and postgraduate level.	Include male role models in promotional material for under and post-graduate students Include male role models in all recruitment interactions including staff, students, and alumni. Feature successful male student case studies in all student recruitment campaigns.	The gender disparity in the student population has remained a challenge over the last ten years. The largest disparity is within the taught programmes (both undergraduate and post-graduate – see Table 1; ~ 70%F:30% M), therefore applications to these programmes with be targeted. We need to increase the number of applications from men to increase the likelihood of interview and further selection	Director of External Relations	Update of all relevant material including imagery, case studies and testimonials by July 2024 and embedded by July 2025. Inclusion of male role models in all recruitment interactions embedded by July 2024. Inclusion of male student case studies in recruitment campaigns by July 2024 and embedded by July 2025.	A reduction in the gender disparity in the student population by 2%- October 2025 4%-October 2026 6% - October 2027 .

2.2		Increase the number of interactions with potential male students through school visits to the RVC and RVC visits to schools, UCAS exhibitions and UK Uni Search events.		Director of External Relations	Increase the number of primary school visits per annum to the RVC to 10 by 2026 Increase the percentage of boys who are members of Junior and Teen Vet Clubs from 19% and 16% (2022) to 22% and 18% in 2025 Increase the number of students visited at schools and met at careers fairs from 2,737 in 2021/22 to 3,250 in 2026.	
2.3		Ensure that all staff who take part in student selection interviews receive unconscious bias training. Ensure that staff, students, and alumni involved in interviews include appropriate and enhanced male representation.		Staff development manager Director of external relations	100% of staff taking part in student selection interviews receive unconscious bias training by Dec 2023 100% of interviews include male representation by January 2024, embedded by January 2025.	

2.4	Raise awareness of EDI initiatives for the student population including Athena Swan (**M**).	Provide briefings on Athena Swan, transgender awareness policy and dignity at work and study policy to SU.	Poor engagement in AS survey (25%), poor awareness of AS in survey (22% M, 18% F, 31% non-binary or PNS; 18% overall). However, 64% agreed that RVC supports gender equality (62%M, 66% F, 33% non-binary or PNS). Only 24% aware of Transgender policy (24%M, 24%F, 31% non-binary or PNS)	Head of EDI	September 2023; embedded September 2024	Student completion of impact survey >40% and >50% aware of the transgender awareness policy
Recruitment and Retention						
3.1	To identify if there are gender equality related issues influencing staff resignations (**L**)	Collect EDI data from mandatory anonymised exit interviews to identify reasons for resigning using an anonymous online form.	Data collected in the previous award period (2017-2022) was minimal and could not be analysed	HR Employee Relations Manager	Data collected annually July 2022 to July 2025	Data collected and reviewed annually; results used to inform EDI action plans and policies
3.2	Monitor and review the development of and support for research staff on fixed-term contracts (**M**)	Review the appraisal of FTC to ensure the development section aligns with the training outlined in the VITAE HE Excellence Award	We have a high % of female research staff on FTC (63%) and transition to academic positions is a challenge	Staff development manager	Reviewed performed by July 2023	Development section amended appropriately
3.3		Conduct a focus group with research staff on FTC to understand how best to minimise the impact of career breaks and use the results to inform improvement of currently available support.		Head of EDI	Focus group July 2023 Improvement of available support by Dec 2023	Annual review of exit interviews from staff on FTC indicate minimal impact of career break
3.4		Communicate available support including mentoring scheme, career coaching and researcher association networking		Staff development manager	Communication of available support biannually from Jan 2024 – Jul 2027	Annual impact survey indicates that 70% of research staff on fixed term contracts

		events through targeted emails			Success assessed via annual impact survey	are aware of the support that is available to them.
3.5		Maintain our HREiR accreditation through required reflection on progress on the actions/outcomes set out in the action plan every 3 years with associated external review		Chair of the Research concordat working group	Nov 2025	HREiR accreditation successfully maintained
3.6	Support best EDI practice for recruitment (**M**)	Continue to deliver EDI training to all staff with annual review of completion rates.	Only 60% of women vs 75% of men said they were confident in addressing unconscious bias in an interview	Head of EDI and Staff Development Manager	Jan 2023 – Jul 2027 with annual review	Annual completion rates of EDI training >80% by eligible staff. Annual impact survey indicates an increase in staff confident in addressing unconscious bias with no gender disparity. Targets Jan 2024 – 70% Jan 2025 – 80% Jan 2026- 85% Jan 2027- 90%
Workplace Culture						
4.1	Further develop our policy framework to support an inclusive working environment (**L**)	Create a menopause policy or adjust existing policies that encompasses both the menopause and the perimenopause period	AS survey: 17%F, 3%M and 17%PNS have been affected by issues arising from the menopause. Currently, RVC has no menopause policy.	Head of EDI and Deputy HR Director	Policy produced Jul-2024 Case studies produced Jul 2026	Policy produced. Impact survey reports that >70% of staff aware of

		and raise awareness of the policy				policy by October 2025. Demonstration that the policy has been impactful through anonymised case studies
4.2		Create a policy on IVF to support staff dealing with infertility or fertility concerns and raise awareness of the policy	Currently, RVC has no policy.	Head of EDI and Deputy HR Director	Policy produced Jul 2024 Case studies produced Jul 2026	Policy produced. Impact survey reports that >70% of staff aware of policy by October 2025. Demonstration that the policy has been impactful through anonymised case studies
4.3	Continue to develop a working environment where the workload is shared appropriately (**H**)	Develop the Workload Allocation Model (WAM) to include teaching, clinical, research, training assessment and other relevant categories for all academic staff	Only 10% of F, 4% M and 3% of PNS work their contracted hours and nothing more. 48% F, 65% M and 64% PNS regularly work more than their contracted hours. 28% F, 25% M and 39% PNS work extra hours because they need to in order to get their work done. Implementation of WAM delayed by COVID-19 pandemic	Deputy Principal	Jul 2023	WAM implemented by Jul 2023 for all academic staff Impact survey reports that >70% of staff aware of the WAM and >50% of staff report that their work-life balance has improved over the last 5 years.

4.4	Continue to raise awareness of flexible working practices (**M**)	Review and update the Flexible Working Policy. Increase the visibility and understanding of various flexible working and parental leave policies and processes through running biannual staff 'Understanding and managing flexible working' workshops.	64% F, 63% M and 45% PNS agreed that their manager would be open to discussing flexible working arrangements; 75%F, 80%M and 55% PNS reported that important RVC meetings are held within core contractual hours (9-5pm); 37%F, 40%M and 9%PNS reported that RVC meetings are held within core working hours (10-2pm). Very few people applied for shared parental leave (1.6%F, 4%M and 0%PNS) and during and after returning to work 75% women felt supported but only 62% men. 62%F, 79%M and 76% PNS aware of flexible working policy.	Employee Relations Manager	Review and update policy by Jul 2023 Run biannual workshops Jul 2023-Jul 2027	Annual monitoring of staff making use of the flexible working policy reveals increase in number of staff particularly in clinical departments. Also measured impact through case studies. >70% of line managers have attended workshop over a 3-year period. Impact survey >80% of staff report that they are aware of the policies and that their department supports flexible working by October 2025.
4.5		Introduction of a parental buddy scheme for staff taking parental leave		Head of HR operations	Scheme introduced Jul 2024 Case studies Jan 2027	Documented uptake of the parental buddy scheme and monitoring effectiveness through case studies.

4.6	Continue to develop a working environment where bullying and harassment are not tolerated (**M**)	Promote the Dignity at Work and Study Policy through 'Dignity at work' workshops. Continue with annual training for Dignity at Work and Study Ambassadors. Provide regular reminders to all staff and students on how to report behaviour experienced or witnessed through 'RVC report and support'.	AS survey 2020: 66%F, 76%M and 72%PNS aware of Dignity at Work Policy, but 37%F 43%M and 48%PNS aware of Dignity at Work Ambassadors. AS 2020 Survey 42%F, 53%M and 24%PNS satisfied with how their department details with bullying and harassment.	Head of EDI	Workshops offered to all staff, training undertaken by Ambassadors and reminders provided annually from Jul 23; Jul 2025 embedded	Impact survey: >70% of staff report they understand reporting processes and are satisfied with how their department deals with bullying and harassment October 2025.
4.7	Improve communication of work relating to Athena Swan and all other E and D initiatives (**H**)	Improve Equality and Diversity pages on the intranet to ensure they are up-to-date and informative. EDI newsletter to be produced by each department termly. Continue to include EDI updates at all departmental and whole RVC meetings.	AS survey: 67% of staff were aware of Athena Swan, but more men (77%) than women (63%); 34% F, 54%M and 7.4% of PNS agreed that the RVC's commitment to the Athena Swan charter had had a positive impact on addressing gender equality at RVC. Only 57%F, 64%M and 26%PNS reported that they knew where to find more information on development opportunities and promotion at the college.	Head of EDI.	Intranet pages improved by Jul 2023 with biannual updates thereafter. EDI newsletter produced by Dec 2023; embedded by Dec 2024. EDI updates at all meetings from Jan 2023; embedded by Jan 2024.	Equality and Diversity pages on intranet updated. Departmental newsletters produced termly Impact survey >80% of staff aware of Athena Swan and >75% report that RVC commitment to the charter has had a positive impact on gender issues.
The SAT process						
5.1		Appointment of deputy co-chairs and succession of SAT		Current SAT co-chairs	Apr 2023	Deputy co-chairs in place

	Successful continuation of the SAT	planning embedded in SAT process			Oct 2023	Succession planning embedded
5.2		Undertake a revised annual staff survey including an impact assessment section to inform progress. Review and RAG rate action plan accordingly annually		SAT co-chairs	Annually from July 2023; embedded July 2024. Annually from July 2023; embedded July 2024.	Impact survey conducted annually, and data used to RAG-rate action plan and inform adaption of plan as appropriate