

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 C. 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.
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- CEC = College Executive Committee. The CEE&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.

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No	Rationale	Actions – and how	Target timing	Responsible	Success criteria/outcomes	Progress Update (Purple = 2017, Black= 2018)
1.4	Identifying role models and creating an inclusive community	Inclusion of AS in key RVC communications (e.g. community newsletter) to include: <ul style="list-style-type: none"> x Current E&D and AS issues and activities x Minutes and highlights of EDC meetings x Celebrating role models across the spectrum of staff x Key highlights of annual equal opportunities monitoring data 	Aug 18 and quarterly thereafter	Chair of EDC E&D Manager	Appropriately resourced, and timely communications that cover these key areas (E, D, B & G) PO	presentation to all staff in December 2018. @ tZ , S)ld R-

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						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.
1.8		Report representation on				

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						September 2019.
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	College Secretary & 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.
1.11		Embed E&D as an agenda item into all				

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		to decision making.			decision making training within MDP.	appropseap9.5 (p)a1.2 (n) http://www.mdp.org.uk/

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	between policy and practice.	Assessment (EIA)to measure any adverse impact including barriers to gender equality on all relevant new or existing policy,procedure and practice.		manager and Departmental &D Champions	All relevant policies, procedures and functions equality impact assessed.	<p>launched in Jan 2018 which will include a series of short training sessions on how to conduct EA.</p> <p>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 servicereview/development. Further sessions are planned</p>

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4.3		report. 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.	Report. 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.

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		their careers			staff perceive the appraisal as supportive of career progression	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 success

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	process	be targeted to role types (teaching, research, clinical). Publish via a list on the intranet			promotions advisors are a helpful resource	

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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. A 2020 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	A 2020 survey shows women perceive that there are good role models at the RVC	
6.5		Create a culture of mentorship and support	Clearly define 'mentorship' and 'coaching' with regard to the RVCs provision and identify further mentoring, coaching and shadowing opportunities for staff within and beyond RVC	Jan '19	SDM	

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8.4	To ensure that numbers of females eligible for return in the REF assessments increase.	points are causing the 'leak' 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 CC	Impr	