



Athena Swan Charter - Institutional Action Plan – 2023 to 2028

The Athena Swan Charter was established in 2005 to encourage women in science, technology, engineering, maths, and medicine (STEMM) subjects. Since then, it has expanded to recognise work undertaken in arts, humanities, social sciences, business and law (AHSSBL). The charter also recognises work undertaken across gender equality more broadly and not just barriers to progression that affects women.

The University's Athena Swan Action plan was developed to address the gaps between male and female staff and students in terms of representation, career progression and achievement as part of its commitment to the Athena Swan initiative.

	Action	Rationale	Key outputs	Timeframe	Person Responsible	Success Measure
1	(a) Fully embed AS across UU	We want to ensure delivery and maintained focus on gender equality activity over the coming 5-year period.	(i) All AHSS Schools engaged in AS	By December 2025	ExD AHSS	•All 6 AHSS Schools to have applied for AS awards by end of 2025
			(ii) PTO Directorates to have engaged in AS, with support from Pilot participants	September 2023-March 2028	PTO Directors and PVCs	•100% PTO Directorates have appointed an AS Champion and are supported to apply for awards
			(iii) Support Schools and Depts to apply for higher AS awards, where appropriate.	Ongoing until March 2028	AS Champions, FLs and AS Officer	•At least 2 additional schools achieve a Silver AS award
	(b) Manage ASC operations, AP implementation and support for AS		(i)The ISAT will revert to the ASC	April 2023	ASC Chair	•ASC in place and meets as minimum 4 times/year
			(ii) ASC meet as a minimum four times/year, responsible for the implementation and monitoring of the AP	4 times/year from May 2023 ongoing to 2028	ASC Chair	•ASC meets as planned and can demonstrate it acts in line with ToR (including management of budgets)
			(iii) Membership will be refreshed with an open call whilst retaining FLs, UUSU/students and increased male representation	May 2023 every 2 years	ASC Chair	•Membership refreshed and is representative of UU, with an increase in males to 50%
			(iv) Chair will review Membership every two years		ASC Chair	•Review completed every 2 years

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			(v) Utilise the University's full range of communication channels to ensure full visibility of AS progress, response to the SS feedback and other consultations.	April-October 2023, and after each SS 2024;2026, 2028	ASC Chair, AS Officer, FLs	<ul style="list-style-type: none"> • Communication channels fully utilised • Improved knowledge in UU on all AS activity, in next SS achieve at least 50% A/SA at year 2 increased to 75% by Year 4 -see 'key outputs' (viii)
			(vi) The AP tracker (a live document) will be a Standing Agenda item	May 2023 onwards	AS Officer	<ul style="list-style-type: none"> •AP tracker fully operational and monitored at each meeting
			(vii) Support for Schools and Depts will continue via the AS Team and central fund budget	April 2023-2028	AS Officer, FLs, DD EE/SLT	<ul style="list-style-type: none"> • School AS activity supported • Successssful bid for funding achieved
			(viii) Repeat the Staff Survey every 2 years, to include a question on awareness of AS	May 2024; 2026;2028	ASC	<ul style="list-style-type: none"> •SS completed every two years, increased engagement by 10% at each issue •SS includes question on awareness of AS
	(c) Enhance our focus on integrating gender equality through all		(i) EDI SG will review as standard: -gender/equal pay -gendered impacts pre and post Covid-19 -AS activity	June 2023 once/ semester ongoing to 2028	EDI SG Chair	<ul style="list-style-type: none"> •All reports discussed and disseminated as appropriate, ensuring full visibility of AS progress

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	appropriate governance structures		-Fair Employment Treatment Order (FETO) Return, -S75 Annual Progress Report -Wo/men's Network Update -All EDI APs (ii) People Committee EDI Deep Dives (iii) Engagement with the Wo/Men's Network (iv) Advise REF Equality Working Group	February 2024 annually Start of each semester from April 2023 Once/ semester from September 2023-2028	EDI Lead & Team CPO & University Secretary ASC-Network Leads Committee REC Officer	•EDI Deep Dive presented once per academic year to People Committee •Receive the Programme of Work for the year ahead from Wo/men's Network and integrate into ASC agenda quarterly •Provide ongoing reports to ASC and new actions implemented in line with the REF guidelines. 100% of all actions implemented before next REF submission
2	Build on the work to date of the Policy Clinic to ensure effectiveness in developing, evaluating, and revising institutional policies	The Policy Framework (2019) provides guidance and standardisation for all involved in policy development, approval, implementation and review. In October 2021, we augmented this by	(i) Review the effectiveness of the Policy Clinic (ii) Findings from Review incorporated, where relevant, to enhance effectiveness – e.g. frequency of meetings	Annual review starting October 2023 Annually following each Review	Governance & Policy Manager	•Annual review of Policy Clinic conducted, commencing with attendees since its establishment in 2021 •80% of Policy Clinic attendees report finding it effective •Findings incorporated where relevant to enhance effectiveness

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		<p>implementing monthly 'Policy Clinics', for Policy Owners, with representatives from OUS, EDI and Partnerships & Services. Clinics provide advice on the Framework, governance, equality screening and mainstreaming, engagement, and TU consultation.</p> <p>We propose to strengthen and monitor this process more closely.</p>	<p>(iii) Ensure that all policies-both new and revised- have been processed through the Clinic.</p> <p>(iv) Regular dialogue with policy owners to appraise progress on policy development, formal and informal engagement, and</p> <p>(v) Conduct pulse surveys to review awareness of existing policies for all staff and students and implement actions in response to findings where necessary</p>	<p>Every 6 months from October 2023</p> <p>Every 6 months from October 2023</p> <p>Annually from January 2024</p>	<p>Policy Clinic Panel</p> <p>Governance & Policy Manager</p> <p>Governance & Policy Manager</p>	<p>•Establish baseline with an increase year on year by 10% -target 100% by end of AP</p> <p>• Policy documents updated as appropriate as a result of dialogue</p> <p>•Awareness review process established</p> <p>•Establish baseline with an increase year on year by 10% over the course of the AP</p>
3	Ensure that steps are taken across the University to consider an adjusted workload for colleagues returning from maternity/carers' leave	We note that this is both common and good practice across the sector, which we were unable to implement as part of our Bronze AP for academic staff. We will expand this to	(i) All Staff returning from maternity/carers leave will have an adjusted workload for a period during the first year of return	November 2024 then annually	<p>CPO/ DVC &ExDs/HoS</p> <p>AS Officer</p>	<p>•Monitor up-take of such adjustments with a target of 100% success in first two years</p> <p>•100% of PTO staff have an agreed 10-2 working pattern for the first month of return</p>

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		include an adjusted workload for all our staff.	(ii) Adapt current RSC evaluation form to collate feedback (iii) Seek funding support from SLT to facilitate adjusted workloads across UU	November 2024 then annually June 2023 then ongoing	CPO & DVC/ ExDs with HoS	<ul style="list-style-type: none"> Form adapted and feedback reports 60% satisfaction with the new adjustments to workload Central funding provided to contribute to 50% of School costs
4	Revision of all Family Leave Policies (including maternity, paternity, adoption etc.)	<p>We carry forward from our Bronze AP the development of maternity guidance. Our focus groups and targeted surveys highlighted that policies are outdated, and that LM implementation is inconsistent.</p> <p>'People' is a key priority/focus within our new University Strategy. We will review and where necessary revise all these types of policies /processes, and recognising that support is needed for all staff to allow them to adjust to</p>	(i) Review and update all Family Leave policies, and consider feedback from focus groups and surveys (including next SS) to inform revisions (ii) Consider and implement supports for all staff pre, during and post maternity leave (and other associated leave types) (iii) Use the full range of UU comms to make staff aware of revisions/updates (iv) Include a question in next SS to receive feedback from staff on	September 2023- September 2025 September 2025 ongoing in line with developments of (i) above June 2024- January 2026 May 2024, 2026, 2028	DD EE/ASC DD EE HSW Leads & ASC HSW Section Lead/ASC	<ul style="list-style-type: none"> Policies revised and introduced following full staff consultation Pre, during and post leave University-wide supports agreed and implemented Awareness created. Measure this by target 65 % staff aware, raising to 80% by the end of the AP Question included in SS

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		<p>going on, and returning from leave, we will explore innovative ways to support all our staff before, during, and on their return.</p> <p>Focus group feedback also reported that breastfeeding provisions are inadequate.</p>	<p>their awareness/ understanding of new policies</p> <p>(v) Develop supporting suite of Guidance Documents & SPS</p> <p>(vi) Deliver LM briefing sessions on new policies and their implementation</p> <p>(vii) Review the appropriate provision for both breastfeeding and expressing milk - and where these are insufficient to refurbish and enhance provision</p>	<p>September 2024-2026</p> <p>January 2024-December 2026</p> <p>November 2024-December 2025</p>	<p>HSW Section Lead</p> <p>HSW Section Lead</p> <p>Head of HSW</p>	<p>•Suite of guidance documents developed and available on the SPS</p> <p>• LM briefing sessions delivered with 60% attendance</p> <p>• Review completed</p> <p>•100% of existing provisions deemed insufficient refurbished/updated</p>
5	Flexible working and timing of meetings	<p>Data on formal requests for flexible working were inaccurate. We have since launched the Hybrid and Flexible Working Framework (HFWF) which supplements the formal Work Life</p>	<p>(i) Carry out evaluation of the HFWF</p> <p>(ii) Record applications for formal flexible working</p> <p>(iii) Incorporation of messaging of 10-4</p>	<p>December 2023</p> <p>December 2024 then ongoing</p>	<p>CPO</p> <p>All LMs</p>	<p>•HFWF reviewed and updated following evaluation</p> <p>•100% of all formal flexible working applications recorded</p>

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		<p>Balance policy with a localised, more informal approach.</p> <p>We note that in response to Q 12.3 <i>'The timing of departmental meetings and events takes into consideration those with caring responsibilities'</i> that overall, 52% A/SA and of this, 51.6M v 52% F A/SA. We want to improve this response rate and acknowledge that there are many different types of caring responsibilities and that whilst good practice, a 10-4 meeting culture may not suit all carers.</p>	<p>meetings (to facilitate travel to other campuses/homelife/ caring responsibilities) into LM training and induction</p> <p>(iv) Incorporation of messaging around facilitating 1-2-1/other meetings outside of 10-4 (to suit other types of caring responsibilities/ homelife) into LM training and induction</p>	December 2023 then annually	SLT and all LMs	<ul style="list-style-type: none"> • 60% of LMs attended training induction programmes • Increased response reported in SS from 52% to 68% A/SA that timings of departmental meetings and events takes into consideration those with caring responsibilities
6	Ensure that staff eligible for Promotions are supported and encouraged	The 2019 APS has been successful and we note a more balanced success rate (SL: F 59% v M	(i) Continue to deliver 'Preparing for Promotion' Workshops to support and encourage applicants	January 2024 ongoing	DD Partnerships & Services and ASC	<ul style="list-style-type: none"> • Workshop delivered before each cycle plus additionally on request • Minimum 40 staff attend each workshop

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		<p>53%; Prof: F 58% vs M 60%).</p> <p>However, staff perceptions do not reflect this with 15% of staff D/SD that the process is fair.</p> <p>In response to: <i>'The rate people progress in my department is not affected by their gender'</i> only 53% A/SA (59% M v 52% F), and of those 76% were academic staff and of those 76% were females, with 57% from AHSS.</p>	<p>(ii) Conduct a review of the Scheme after the third cycle is complete</p> <p>(iii) In consultation with ExD AHSS deliver specific promotions sessions in response to SS and recent data findings</p> <p>(iv) Build on the LHS feedback good practice example</p>	<p>April-December 2023</p> <p>January 2025 Onwards</p> <p>From January 2024 and after each promotion cycle</p>	<p>DD Partnerships and Services</p> <p>ExD AHSS/ASC</p> <p>HoS/ExDs</p>	<ul style="list-style-type: none"> •Improve SS A/SA responses that promotions are not affected by gender from 53% to 65% •Review of the Scheme completed • Specific promotions workshops delivered to AHSS • Improved SS response from Female AHSS academic staff A/SA that promotions are not affected by gender from 57% to 70% • Post-promotion application meetings held with ExDs and HoS with all staff who applied • 100% of unsuccessful colleagues to have a clear development plan agreed at meeting
7	Deliver the strategic objective to be a values-led institution which focuses on creating	To meaningfully implement our strategic objectives, we plan to create a new P & C Operational Plan	(i) Creation of a new P&C Operating Plan which sets out specific focus and ambition in respect	June 2023	CPO	<ul style="list-style-type: none"> •P&C operating plan created and reported to SLT/VC at least annually •Feedback received and data/ feedback informs new/amended

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	an engaged workforce	<p>which will be disseminated at every level of the organisation.</p> <p>The focus on being values led and engaging the workforce will be informed and influenced by feedback requested from all staff leading to tangible and meaningful actions.</p> <p>We note the sense of belonging and inclusion reported in SS (76% A/SA) and we will continue to build on this.</p> <p>However, we acknowledge that whilst only 11% of responses D/SD, a higher proportion of those were from AHSS staff.</p>	<p>being values led and focused on EE.</p> <p>(ii) This will be reported to SLT and VC, and shared with colleagues</p> <p>(iii) Ambitions and appropriate metrics/targets agreed by SLT and VC</p> <p>(iv) Introduce new partnership with external organisation to measure levels of engagement and wider metrics in relation to people and culture</p> <p>(v) Building on success to date, continue to work with SLT, and the Faculty and Director leadership teams to</p>	<p>Twice yearly from September 2023</p> <p>Ongoing</p> <p>March 2023 ongoing</p> <p>October 2023-2027</p>	<p>DD EE</p> <p>CPO /DVC</p> <p>DD EE</p> <p>CPO/DVC</p>	<p>actions which will be incorporated into the plan</p> <ul style="list-style-type: none"> • Minimum 80% of all planned in-year activities within the Operating Plan delivered on time; with fewer than 5% being more than 6 months late • Levels of engagement measured to establish a baseline, with a view of increasing year on year • Target improvement agreed once baseline set • Annual report to the People Committee • New partnership established • Increase the sense of belonging and inclusion from A/SA SS response rate from 76% to 80%

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			<p>embed values into policy, process and practices</p> <p>(vi) Share SS results with Faculties and include overall UU responses as a comparator</p> <p>(vii) Discuss SS findings with AHSS ExD to assist Faculty planning and strategy</p>	<p>November 2022 (following this SS) and every 2 years after each SS</p> <p>January 2023 & ongoing as required/ after each SS</p>	<p>ASC Chair/AS Officer</p> <p>ASC /AS Officer/ExD AHSS</p>	<p>• SS results shared with Faculties</p> <p>• Reduction in D/SD in SS from AHSS by 30%</p>
8	Enhance UU's current policy to deliver Transgender equality	We have conducted a preliminary review of the policy and consulted external bodies. Feedback and research across the sector suggests that a Toolkit for staff and students would be beneficial.	<p>(i) Consult with transgender and non-binary staff and students on proposed changes to policy approach</p> <p>(ii) Update Policy</p> <p>(iii) Develop a Framework to include suite of guidance documents and a toolkit</p> <p>(iv) Facilitate delivery of Transgender Awareness Training</p>	<p>April 2023-November 2023</p> <p>November 2023-May 2024</p> <p>Ongoing, each Semester</p>	EDI Section Lead	<p>•Consultation completed and feedback received</p> <p>•Policy update completed</p> <p>• Framework (to include Guidance documents and Toolkit) produced</p> <p>•Feedback sought from colleagues to appraise level of understanding of policy, Framework and training. 70% reporting satisfied with Framework after year 2, raising to 80%</p>

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			sessions by external bodies			<ul style="list-style-type: none"> • Training sessions delivered each semester annually, with 75% of attendees reporting satisfied with training after year 2, raising to 80%
9	Continue to monitor student applications with a specific focus on student gender underrepresentation in NI	Whilst we are in line with the sector, we will continue to support our Schools with discipline specific issues.	<p>(i) EDI team to continue collaborative working with WAP and Schools outreach teams, reviewed by Annual Evaluation report</p> <p>(ii) Continued Support for School AS initiatives to address under representation</p> <p>(iii) Build on the new University strategy- <i>People Place and Partnership</i>- ethos to attract underrepresented groups to study at UU, analysing NI School enrolment data by gender</p> <p>(iv) Member of Student Recruitment Team to sit on Faculty Boards</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Annually- October 2023-January 2028</p> <p>September 2023 ongoing</p>	<p>EDI Team/Schools Partnerships Manager/AS Officer</p> <p>School/Dept AS Teams</p> <p>Head of Market Engagement</p> <p>Head of Market Engagement</p>	<ul style="list-style-type: none"> • Ongoing EDI collaboration to ensure EDI visibility at outreach events • Annual Evaluation report produced and reviewed • Visibility of underrepresented genders in all marketing/publicity material and at outreach events • Data reviewed annually • NI Schools' gender data sees improved levels of underrepresented genders increasing by 2.5% over the course of the AP • Member of Student Recruitment Team on Faculty Boards

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			(v) Liaise with UU's 'Taking Boys Seriously' Project Lead to provide reports/updates to Athena Swan Committee (ASC)	September 2023 ongoing	AS Officer/ASC	<ul style="list-style-type: none"> • Project updates provided to ASC
10	Implement and enhance Menopause Policy and supports	49% of our Female staff are between the ages of 40-55, and to support them further, we will build on the launch of the newly created Menopause Policy.	(i) Promote policy via various communication platforms (ii) Awareness Sessions delivered across the University (iii) Manager Briefing sessions (iv) Awareness Sessions via the LMS (v) Staff SPS established, with tool	January 2023-2027 Annually from March 2023 January 2023 – January 2024 April 2023	Head of HSW	<ul style="list-style-type: none"> • Policy promoted on all platforms • Staff awareness sessions agreed and delivered – one per semester annually with 70% of EP attending • LM briefing sessions delivered– one per semester annually with 75% of LMs attending • Included in LM training and new HoS induction programmes- 100% completed in first 2 years • Feedback from attendees at awareness and briefing sessions is 80% positive • Target set for LMS training completion and achieved with 70% of EP attending

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			kits, access to webinars etc	March – October 2023		<ul style="list-style-type: none"> •SPS completed, feedback reporting 78% of staff find it valuable
11	Provide a safe environment conducive to the academic, social, and personal development of all members of the University community	<p>We want to work together to make our University environment safer for everyone.</p> <p>We note staff responses to <i>'satisfied how bullying and harassment is addressed'</i> only 32.3% A/SA (up from 23.5% in 2017), and 65.2% know how to report it - however we need to improve this over this RP</p>	<p>(i) Collaborate across the University to revise applicable policies (including Bulling & Harassment Policy) for both students and staff</p> <p>(ii) Six-monthly monitoring of use of Report and Support Tool by students; reviewed annually by EDI SG</p> <p>(iii) Update University Ordinances in relation to management of student misconduct</p> <p>(iv) Consider how staff and student sexual misconduct is resourced - look at existing skill set and roles and as necessary make resource adjustments</p>	<p>Complete by November 2024</p> <p>Six-monthly from April 2023; Annually from January 2024</p> <p>By June 2024</p> <p>By March 2023</p>	<p>CPO /PVC Academic Quality and Student Experience</p> <p>PVC Academic Quality and Student Experience</p> <p>PVC Academic Quality and Student Experience/ University Secretary</p> <p>PVC Academic Quality and Student Experience/ Director of Campus Life</p>	<ul style="list-style-type: none"> •Policies revised and updated •Report & Support reports generated every 6 months •Reports reviewed annually by EDI SG and action agreed where appropriate • Ordinances updated • Dedicated staff member(s) appointed

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			(v) Roll-out the 'Know your worth' campaign and associated training (vi) Monitor ' <i>Consent matters; Boundaries, Respect and Positive Intervention</i> ' and ' <i>Responding to Disclosures of Sexual Violence</i> ' Training uptake (vii) Develop Resources Website	Ongoing (following October 2022 launch) December 2023 and every six months October 2022 and reviewed annually	CPO HSW Section Lead HSW Section Lead	•Campaign launched and communicated to staff, students and visitors •Training uptake monitored and report generated • Overall improvement in response to bullying and harrasment questions from 32% to 50% and 65% to 75% by end of AP •Website live and reviewed annually
12	Collaborate with the BAME+ Network to improve the experience of BAME staff (recruitment, progression, retention) and students	Whilst the proportion of BAME staff and students is above the NI census data, we note from our data and focus groups that more could be done particularly to recruit, retain and progress BAME staff and to support our students.	(i) Call for BAME staff to sit on interview panels, boards, and related reviewing panels (ii) Provide guidance at application stage to help applicants determine eligibility and complete the form correctly with a view to progressing past the Shortlisting stage.	From September 2023 ongoing October 2023-April 2024 and as required	Resourcing Manager ASC/BAME+ Network Working Group Lead	•Volume of BAME staff on panels increased by 15% •Application support developed •Increase in complete/eligible applications by 20% over the AP

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		<p>Currently, the majority of BAME applicants to staff vacancies do not complete the application form correctly.</p> <p>We want to build on our BAME student numbers and improve the diversity of our BAME students.</p>	<p>(iii) Continue to deliver tailored Preparing for Promotions Workshops via the BAME+ Network, and others as appropriate</p> <p>(iv) Provide support for new to NI BAME staff and students, and their families</p> <p>(v) Consider the current BAME student experience and look for opportunities to improve the diversity of our students by enhancing the experience of our current cohort so they become UU ambassadors and utilise our BAME Alumni</p>	<p>Annually each November</p> <p>September 2023 (students); As new staff arrive, then each semester from April 2023</p> <p>October 2024-2028</p>	<p>DD Partnerships & Services</p> <p>PVC Academic Quality and Student Experience/ UUSU VP Belonging & Inclusion/ BAME+ Network</p> <p>PVC Academic Quality & Student Experience/ Alumni Relations Manager</p>	<ul style="list-style-type: none"> •Promotion Workshops delivered as requested with 80% of attendees reporting satisfaction •Initial support provided at induction week for students with 80% student satisfaction reported • Student Support Centre developed, with inclusion and belonging as key themes • 100% of new staff have had a meeting with BAME+ Network • Increase in student diversity by 5%

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13	Increase uptake of UB and EDI training	<p>Whilst we have had engagement on UB training and received positive feedback, only 9.2% of staff attended over the RP against our Bronze AP target of 20% staff attending.</p> <p>Our revised mandatory EDI Training (currently 64.4% uptake rate) will contain UB component.</p> <p>The LMS will allow us to record the uptake of all training accurately (previously a manual system) and issue reminders to staff and LMs to complete.</p>	<p>(i) Incorporate UB into the mandatory EDI Training</p> <p>(ii) Implement a standalone UB awareness training session on LMS</p> <p>(iii) DAR will facilitate the further development of personal EDI objectives</p> <p>(iv) All interviews and promotions panel members must have completed the mandatory EDI training as a minimum</p>	<p>Ongoing</p> <p>March-October 2023</p> <p>Ongoing</p> <p>December 2023 & ongoing</p>	<p>EDI Section Lead</p> <p>PD Section Lead</p> <p>LMs and all staff</p> <p>Resourcing Manager and Team</p>	<ul style="list-style-type: none"> •UB training incorporated into mandatory EDI training •LMS to show increased uptake of new mandatory EDI training to 70% in first 2 years of launch and maintaining this across the AP •Standalone UB awareness sessions available on LMS and face-to face sessions available on request •EDI objectives captured in 100% of all DARs •100% of recruitment panel members have the required training
14	Build a more collective organisational structure for mentoring programmes in	We have several successful stand-alone mentoring schemes across UU, with participants	<p>(i) PD Partner assigned oversight</p> <p>(ii) Utilise SUMAC mentoring platform</p>	<p>May 2023</p> <p>October 2023</p>	DD EE	<ul style="list-style-type: none"> • PD Partner assigned • SUMAC operational

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	relation to training, governance, and evaluation. Look for further opportunities to expand our offerings in this regard	reporting positive benefits at personal and/or professional levels. We want to centralise this, with a PD Partner co-ordinating, overseeing, monitoring, providing training, and mapping to other areas where appropriate.	(iii) Formally collate and report on effectiveness and impact of mentoring (iv) Expand as appropriate e.g., reverse mentoring, BAME+ Network mentoring (v) Structured Mentor Training programme developed and schedule agreed	October 2024 annually October 2025 October 2023-2028		<ul style="list-style-type: none"> • Impact of mentoring report collated and distributed. 60% staff reporting their experience was positive • Year on year increase in mentors trained in line with mentee numbers • Programme expanded to include reverse and BAME+ Network mentoring • Structured Mentor Training Programme in place with 100% of Mentors trained within first 2 years of launch
15	Implement and improve approach to cross-UU induction	We have made good progress in developing our induction processes and digital platforms however, we will further enhance the induction experience now that we are back on campus	(i) Monthly induction events held on all campuses (ii) All new colleagues are released for attendance and is recorded on the LMS (iii) Design and implement a feedback form- this will inform the effectiveness of the new approach and	Monthly until 2028 Monthly until 2028 By October 2023, then ongoing to 2028	CPO LMs PD/OD Section Leads	<ul style="list-style-type: none"> • Induction networking events delivered and 90% of new staff attend an induction event in their first 6 months • 100% of all new staff attend induction within 2 years of appointment and recorded on LMS • Assessment of new approach conducted • Suggested changes/improvements implemented evidenced by an

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			set targets for improvements			improvement in the success of this approach with 80% of attendees reporting a positive experience
16	Enhance culture of focus on career progression – improving DAR, development opportunities, and CPD	From the SS, we noted positive responses from staff feeling that their ' <i>LM supported their career development</i> ' (59.9%), however, 37.8% D/SD that they ' <i>receive useful feedback through DAR</i> ' (34.4% A/SA). -more females D/SD (40% F vs 35% M)	<p>(i) Continue to roll out people manager development programme (ENGAGE) which incorporates a specific module and focus on people management and the use of the DAR approach to development conversations</p> <p>(ii) Continue to roll out and improve where necessary tailored development programmes for critical roles such as 'HoS' Development Programmes</p> <p>(iii) Continue to monitor uptake and feedback on LMS,</p>	<p>Ongoing</p> <p>Ongoing until 2028</p> <p>March 2023 annually-pulse surveys at 6 months</p>	CPO and DD EE (supported by the P&C team for all)	<p>•Roll-out completed</p> <p>•By end of the AP 100% current LMs have completed training</p> <p>•Recording of DAR completion rates for PTO and academic staff using new DAR online functionality completed. 60% of all staff having completed this in the first 2 years of launch, then increasing by 10% year on year</p> <p>• Increased satisfaction in the percentage reporting that the DAR is useful, from 34.4% A/SA to 60% by 2026; and reduction in female D/SD by 5% to in line with male responses</p> <p>•HoS training attendance reported at 100% within 2 years of taking up position</p> <p>•Uptake monitored, and changes incorporated, with 60% of staff reporting a positive experience using the LMS</p>

	Action	Rationale	Key outputs	Timeframe	Person Responsible	Success Measure
			<p>and make amendments to the user experience as is required</p> <p>(iv) Deliver DAR refresher training for appraiser and appraisee</p> <p>(v) Develop and deliver an approach to professional services progression</p>	<p>where needed</p> <p>Ongoing until 2028</p> <p>March 2023-November 2024</p>	DD EE	<p>•Training delivered and positive feedback received with 50% of females reporting they understood the DAR process following training</p> <p>•Approach implemented on time with metrics as to what success looks like to be determined in 2023 / 24</p>
17	Identify opportunities for the development of policy and processes which go beyond what would be considered 'standard' or legally required supports for staff in respect of our focus on health and wellbeing	As a values-led University we recognise that we must create and adapt infrastructures to support our staff, over and above the 'standard' policies and support. This includes issues such as policies to provide support for Fertility Treatment, and those suffering from Domestic Abuse.	<p>(i) Include support for Fertility Treatment in the Sickness Absence Policy</p> <p>(ii) Finalise the Domestic Abuse Policy and consult accordingly. Given the sensitivity it may be difficult to get data, but we plan to set up focus groups where</p>	<p>May-December 2023</p> <p>May 2023-2024</p>	<p>DD EE</p> <p>Head of HSW</p>	<p>•Sickness Absence Policy updated to include Fertility Treatment support</p> <p>•Focus group set up to collate feedback from colleagues to determine satisfaction with policy and ease of use</p> <p>•Those who availed of the Fertility Treatment support report 100% satisfaction with their engagement</p> <p>•Focus Groups organised where possible with research sensitive colleagues</p> <p>•Those availing of the Domestic Abuse Policy report how supportive it has been</p>

	Action	Rationale	Key outputs	Timeframe	Person Responsible	Success Measure
		<p>The SS found that 51.4% A/SA that their '<i>mental health and wellbeing was supported by their depts</i>'. Whilst 72% of staff reported that they '<i>knew where to seek support for mental health and/or wellbeing at work</i>', we note that that 30% (60% academic & 40% PTO; 32% M and 28%F) did not feel confident in asking for such support.</p> <p>Together with HSW we will investigate this further with a view to increase confidence in gaining support when required.</p>	<p>possible using research sensitive colleagues with the required experience</p> <p>(iii) Implement additional staff networks and support groups in response to staff need e.g. Carers Network, Empty Nest Support Group</p> <p>(iv) Investigate why 30% of staff do not feel confident in asking for mental health support</p>	<p>April 2023-September 2024</p> <p>November 2023-2024</p>	<p>DD EE</p> <p>Employee Wellbeing Section Lead</p>	<ul style="list-style-type: none"> • New Networks set up and supported through the governance arrangements outlined in Section 1 •Reasons identified and actions to address developed, evidenced by reduction to 15% of staff reporting not confident at next SS
18	P&C Pilot initiatives such as secondment opportunities and shadowing	We note in the SS PTO staff reported the lack of career progression and promotion	(i) Develop a pilot for PTO secondments, ensuring that female staff, particularly at lower grades, are	January 2025	CPO	<ul style="list-style-type: none"> • Pilot launched •Gender uptake monitored and reflects PTO community (F 88%: M 12%)

	Action	Rationale	Key outputs	Timeframe	Person Responsible	Success Measure
	schemes have been explored (not as an AS action) and they will be further developed and monitored under the AS AP	opportunities (in open text comments). Therefore we will enhance PTO career progression support, and increase knowledge of processes and how departments operate.	<p>encouraged and supported to take part.</p> <p>(ii) Develop pre-and post-secondment surveys to gather feedback.</p> <p>(iii) Support and encourage job-shadowing</p> <p>(iv) Develop and deliver an approach to PTO progression</p>	<p>March-September 2025</p> <p>Ongoing</p> <p>March 2023-Novemeber 2024</p>	DD EE	<ul style="list-style-type: none"> •Annual report to People Committee of the uptake of secondments/acting-up opportunities by gender •Positive feedback and satisfaction from participants, measured by pre and post surveys indicating 80% satisfaction with the experience •Maintain a shadowing scheme for female staff to observe the work of senior staff and University committees •Develop feedback questionnaire for those taking part in shadowing scheme with 80% indicating it was a positive experience •Approach implemented on time with metrics as to what success looks like to be determined in 2023/24
19	Maintain and expand the RCS	This has been successful for academic staff as outlined in Section 2 with 100% of awardees expressing positive feedback. We acknowledge that the RCS would also	(i) Ensure central funding to mainstream to BAU	Funding agreed April 2023. BAU from November 2023 -twice yearly until 2028	SLT	<ul style="list-style-type: none"> •Fund agreed and Scheme mainstreamed •Scheme expanded to include PTO staff

	Action	Rationale	Key outputs	Timeframe	Person Responsible	Success Measure
		benefit PTO staff in allowing opportunities for CPD on return from carers leave.	(ii) Expand the Scheme to include financial support for PTO applicants	From November 2023 -twice yearly until 2028	SLT/ Chair of RCS Panel	<ul style="list-style-type: none"> • Insight article produced to create awareness of expanded Scheme •Receive a minimum of 2 PTO staff applications per round
20	Review the University academic workload policy to determine its continued application and its impact on academic workloads given particular focus on employee capacity and work-life balance	We note from the SS that 22% neither A/DA or don't know, and 31% D/SD that ' <i>workloads are allocated fairly</i> '.	<p>(i) Review and consult on academic workload with a view to improve the current policy to reflect both organisational and individual needs in terms of its content</p> <p>(ii) The improved policy will include a consistent approach to bring equity and improved support for staff in managing their academic workloads</p>	<p>September 2023-October 2024</p> <p>October 2024- March 2028</p>	CPO/DVC	<ul style="list-style-type: none"> •A new Academic Workload Policy brought forward for organisational implementation in the 23/24 academic year • Increase in staff reporting they A/SA that workload is allocated fairly from 45% to 65%