

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				

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	<p>Baseline data collected by March 2023</p> <p>Monitor gender split of leadership roles in academic departments on an annual basis</p> <p>Targets: Jan 2024 – 65% Jan 2025 – 70% Jan 2026- 75% Jan 2027 -80%</p> <p>80% of staff agree that there is a fair and transparent process for obtaining leadership roles and there is no gender disparity</p> <p>Progress towards targets to be assessed via annual impact survey.</p>	<p>The gender profiles of leadership roles in teaching, research and citizenship are balanced (50%F:50%M) between different roles by January 2027.</p> <p>Annual impact survey shows that at least 80% of all staff (with no gender disparity</p>
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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	<p>Targets: Jan 2024 – 65% Jan 2025 – 70% Jan 2026- 75% Jan 2027- 80%</p> <p>80% of staff agree that RVC committees are value diverse opinions and are inclusive. To be assessed via annual impact survey</p>	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
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				

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.
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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	The gender disparity in the student
		Include male role models in all recruitment interactions including staff, students, and alumni.	
		Feature successful male student case studies in all student recruitment campaigns.	

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
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		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

4.4 10

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

- 4.6** Continue to develop a working environment where bullying and harassment are not tolerated (**M**)
- Promote the Dignity at Work and Study Policy

	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