

The action plan has been divided into seven overarching actions which will be achieved through completion of the related sub-actions. Key Performance Indicators (KPIs) are given for achievement of the seven overarching actions. Unless indicated otherwise, KPIs will be achieved by the end of the award period.

Action	Rationale	Action details	Lead staff	Timescale	Key Performance Indicators
<b>1. Maintain the proportion of female undergraduate students. Increase the proportion of female postgraduate students.</b>	We need to maintain the current proportion of female undergraduate students as it is above the national average. However postgraduate proportions are below the national average. We need to increase the number of female postgraduate students to improve the pipeline of female scientists.	1.1 Change the allocation method for academic staff participating in recruitment and selection activities to achieve a gender balance reflecting that of academic staff in the School.	Student Administration Manager	2015/16 onwards	Proportion of undergraduate female applicants (63% in 2014/15) at or above the national picture for registered students (61% in 2013/14).
		1.2 Images and case studies of female staff and students in postgraduate hard copy and digital marketing to promote female role models.	Student Administration Manager	2015/16 onwards	Proportion of undergraduate female students (68% in 2014/15) at or above the national average (61% in 2013/14).
		1.3 Focus group with female MSc students to understand their reasons for choosing the programme to inform the marketing strategy.	Student Administration Manager	2015/16	
		1.4 Revise the MSc and PhD selection processes to adopt good practice implemented at undergraduate level.	Student Administration Manager	Revise in 2015/16, implement in 2016/17	Increase the proportion of MSc (40% in 2014/15) and PhD (46% in 2014/15) female students to at or above the national average (65% MSc and 54% PhD in 2013/14).
		1.5 Create an undergraduate research work experience programme to encourage female undergraduate students to undertake PhD study.	Student Administration Manager	Plan in 2015/16, implement in 2016/17	
		1.6 Promote postgraduate study to alumni.	Student Administration Manager	Plan in 2015/16, implement in 2016/17	No decline in the ratio of female students at any level through the selection process.
		1.7 Promote the School's maternity leave policy more effectively to applicants.	Student Administration Manager	2015/16 onwards	

Action	Rationale	Action details	Lead staff	Timescale	Key Performance Indicators
<b>2. Increase the proportion of female staff at R&amp;T4 (Research Fellow) and R&amp;T5 (Senior Research Fellow/Assistant Professor).</b>	<p>We need to increase the number of female applicants for R&amp;T4 posts to improve the gender balance of staff at this level.</p> <p>We need to ensure our selection process is as balanced and objective as possible.</p> <p>We need to explore why female staff turnover has historically been higher than male.</p> <p>PhD students do not currently feel well supported in planning their career development.</p>	2.1 Organise a survey/focus group from research staff appointed in the last year to better understand the factors which influenced their application decisions.	Chair of Researchers' Forum	2015/16 onwards	Increase the proportion of female applicants for roles at R&T4 and R&T5 by 5% each year.
		2.2 Ensure all recruitment panels include a female member of staff.	Director of Operations	2015/16 onwards	Increase the proportion of female staff at R&T4 by from 36% to 46% and R&T5 from 45% to 50%.
		2.3 Ensure all new staff complete unconscious bias training, and staff at R&T5 and above also complete selection and recruitment training, as part of their induction programme.	Line Managers	2015/16 onwards	100% of recruitment panels include female staff.
		2.4 Implement best practice of promoting our commitment to E&D when advertising job vacancies.	Director of Operations	2016/17 onwards	100% of staff complete the required training.
		2.5 Investigate whether there is a gender bias in fixed-term contract length and the reasons for fixed-term staff leaving to inform the development of further actions.	Director of Operations	2016/17	Improve the click rate for the job advert link to our E&D we pages from 6% of applicants to 50% of applicants.
		2.6 Review the current provision of career support for PhD students, including focus groups with students, to develop a programme of events.	Postgraduate Training Officer	Review in 2015/16 and implement in 2016/17	No gender imbalance in fixed-term contract staff turnover.  Positive responses to career development questions on PhD student survey improve by 50%, e.g. 60% to 80%.

Action	Rationale	Action details	Lead staff	Timescale	Key Performance Indicators
<b>3. Increase the proportion of female staff at R&amp;T6 (Associate Professor) and R&amp;T7 (Professor) through promotion.</b>	Address current gender imbalance of staff at R&T6 and 7 through supporting and encouraging female staff in preparing and applying for promotion.  All new staff have mentors but staff need mentoring at different stages of their career to support their professional development.	3.1 Arrange an annual promotion workshop open to all academic and research staff.	Staff Development Officer	2015/16 onwards	Positive responses to promotion questions in staff surveys improve by 50%.
		3.2 Use the PDPR process for R&T5 and 6 staff to identify potential promotion candidates and align goals to the promotion criteria.	Line Managers	2016/17 onwards	Ratio of female:male staff at R&T6 (Associate Professor) improves from 8:16 to 8:14 by 2017 and parity by 2025.
		3.3 Extend the School's mentoring programme to go beyond the induction period and support staff in preparing for promotion.	Staff Development Officer	2016/17	Ratio of female:male staff at R&T7 (Professor) improves from 2:14 to 4:14 by 2018 and 40/60 split in 10 years.

Action	Rationale	Action details	Lead staff	Timescale	Key Performance Indicators
<b>4. Develop and implement a data collection, storage and analysis strategy including staff and student surveys.</b>	We need to develop a data strategy to ensure that collection and analysis takes place consistently and regularly to enable new actions to be implemented where necessary.  The 2015 staff and student surveys have been incredibly valuable and will continue to enable evaluation of the effectiveness of the action plan and the identification of new actions.	4.1 Ensure all Athena SWAN data is collected and stored appropriately and analysed at least annually to identify patterns requiring additional actions.	Director of Operations	2015/16 onwards	Data strategy is in place with data sets 100% complete.  Minutes of relevant committee meetings show that data is a standing item and is being analysed and new actions fed into the Equality and Diversity Committee.
		4.2 Run annual staff and students surveys with a follow-up survey after 6 months.	Chair of Equality and Diversity Committee	2015/16 onwards	Completion of rates of at least 75% for staff and students surveys.

Action	Rationale	Action details	Lead staff	Timescale	Key Performance Indicators
<b>5. Make effective use of the PDPR process for staff support and development.</b>	We recognise the importance of staff meeting with their line manager on a regular basis to discuss their personal and professional development. The staff surveys indicate that there is scope to improve the quality, value and consistency of the PDPR process to support staff.	5.1 Arrange an annual PDPR briefing for all reviewers of research and academic staff.	Director of Operations	2015/16 onwards	Positive responses to PDPR and career development questions in the staff surveys improve by 50%.
		5.2 Create a PDPR checklist to support PDPR meetings.	School Management Committee	2015/16	
		5.3 Increase PDPR meetings to three per year.	Director of Operations	2016/17 onwards	

Action	Rationale	Action details	Lead staff	Timescale	Key Performance Indicators
<b>6. Embed equality and diversity awareness, in particular for gender issues, through staff development.</b>	The School Equality and Diversity Committee has been established for over 2.5 years and the impact of its work in raising awareness of E&D issues and taking action to address concerns are becoming evident. Gender issues through Athena SWAN have been a substantial focus. This work needs to continue and for E&D issues to become embedded in School practice and culture through awareness of the issues amongst current and new staff.	6.1 Embed promotion of the School's E&D policies to new staff through the induction programme, staff workspace and staff meetings.	Director of Operations	2015/16 onwards	Positive response to staff survey questions on induction and flexible working improve by 50%.
		6.2 Enforce the completion of E&D training for all new staff.	Line Managers	2015/16 onwards	100% of new starters complete E&D training.
		6.3 Organise an annual series of events to celebrate International Women's Day.	Chair of Equality and Diversity Committee	2016 2017 2018	Increase 'hits' on International Women's Day blog posts by 25% and positive responses to event surveys by 25%.
		6.4 Promote flexible working schemes to all staff and establish a database to record informal and formal applications for flexible working.	Director of Operations	2015/16 onwards	Increase up-take of the School's flexible working scheme by 25%.
		6.5 Make E&D information more readily available within the School including minutes and reports from the EDC.	Chair of Equality and Diversity Committee	2015/16 onwards	All information posted on the staff workspace or student VLE as appropriate.
		6.6 Increase funding for conference attendance to include additional childcare costs.	Director of Research	2016/17 onwards	

Action	Rationale	Action details	Lead staff	Timescale	Key Performance Indicators
<b>7. Improve culture through operational change</b>	Whilst the effect of efforts to address operational issues impacting gender balance is starting to be seen, more work is needed to embed this cultural shift. Our ambition is to reach the point where we no longer need to remind ourselves to check that gender issues are being considered.	7.1 Improve the gender balance on School decision-making committees.	Head of School	2016/17	Gender balance of all committees reflects total School staff gender balance.
		7.2 Continue to hold whole-School meetings and events during core hours and smaller meetings at times to facilitate staff attendance. Ensure staff are aware of core hours.	Operations and Administration Committee	2015/16 onwards	Positive response to staff survey questions on meetings in core hours remain at 100%.
		7.3 Improve the gender balance of external seminar speakers.	Director of Research	2016/17 onwards	50/50 gender balance of seminar speakers.
		7.4 Improve the gender balance of honorary appointments.	Head of School	2015/16 onwards	50/50 gender balance of honorary appointments.