



UNIVERSITY OF THE
WEST of SCOTLAND



UWS

Annual Report

Equality, Diversity & Inclusion Review

2024

Introduction

This annual report gives an overview of the Equality Diversity and Inclusion (EDI) work undertaken at UWS since the interim Public Sector Equality Duty Report was published. A detailed update on the Public Sector Equality Duty Action Plan can be found in Appendix 1. The EDI Committee has met on four occasions from April 2023 to March 2024:

- 27 March 2024
- 24 January 2024
- 5 October 2023
- 16 May 2023

The Committee is supported by two sub-groups:

- The Equality, Diversity, Inclusion & Wellbeing Coordination Group.
- The Equality Impact Assessment (EIA) Sub-Group.



Key projects

In the period covered within this annual report the EDI Committee has overseen the following key projects to support both the mainstreaming of EDI and progress in relation to our Equality Outcomes:

Race Equality Charter Preparation

The Race Equality Charter is a framework and accreditation which identifies and address the barriers facing Black, Asian and minority ethnic staff and students. UWS intends to submit to the Race Equality Charter in 2025. Signing up to the Race Equality Charter (REC) demonstrates UWS's long-term commitment to impact a positive cultural and behavioural change across the University. It offers an opportunity to build a culture of transparency, openness and systemically challenge any form of inequality including race. This aligns with our strategic aims and core values and will be central to the achievement of the UWS Strategy.

The Race Equality Working Group (REWG) will oversee the REC Self-Assessment Team. Since April 2023 the REWG have met regularly to discuss the ways in which the university can develop anti-racist practice. The group has supported discussions around developing a draft REC timeline and the representation of members on the REC Self-Assessment Team.

More recently, the working group has reviewed the survey questions which have been redesigned by Advance HE to ensure that universities are supported to consult with their staff and students. This consultation is critical to developing a deep understanding of the race equality context at UWS.

Athena SWAN Submission

Athena SWAN is an equality charter mark framework and accreditation with the overall objective of improving gender equality for staff and students. UWS currently holds an Athena Swan Bronze award and will re-submit to the charter in March 2024.

To prepare for the re-submission the University has undertaken a self-assessment of the gender equality context, identified priority issues, and designed a set of SMART actions to advance gender equality and embed inclusive cultures at UWS.

An institutional self-assessment team (SAT) was established (Dec 2022) with representation from a variety of career stages and staff types, including professional and support services colleagues, research and academic staff, and students. Membership of the SAT is gender-balanced, taking account of intersectionality in its membership so far as is practicable with the goal of being representative of the diversity of people at UWS.

The work of the SAT has been overseen by a steering group and supported by a project team, both established to drive action in the process of self-assessment. Feedback and information gathered throughout this process, coupled with outcomes from the 2022 colleague engagement survey, the 2023 wellbeing pulse survey, and the 2023 colleague engagement pulse survey, demonstrates an evidence-based recognition of the key gender-related issues facing the institution. These findings will be presented in an application for a bronze award under the Athena Swan (Transformed) Charter in March 2024.

British Sign Language Plan

Under the terms of the British Sign Language (Scotland) Act 2015, the University is required to update our existing British Sign Language Plan and publish the updated document in May 2024. This updated BSL Plan builds upon the achievements and learning from the first UWS BSL Plan published in October 2018. The updated plan outlines the actions UWS will continue to progress and identifies new actions to ensure that students and staff who have BSL as their primary language are supported at UWS. This plan will raise the profile of BSL at UWS and ensure that BSL users have good access to the University. UWS has aligned actions of our new BSL Plan to the following relevant national priority areas:

- BSL Accessibility
- Children, Young People, and their Families
- Access to Employment
- Health and Wellbeing
- BSL Data

The updated BSL plan includes actions under each of these priority areas which will remove accessibility as a barrier for BSL users at UWS in all aspects of their learning journey or career. Actions to be taken include BSL awareness training, enhancing communication, and collaborating with local partners.

Report and Support

Report and Support is an online tool which can be used to report inappropriate behaviour, such as gender-based violence, bullying and harassment, discrimination, hate crime and racism.

Regular updates with ongoing evaluation of Report and Support are now received by the EDI Committee to monitor the use of the tool. This allows a high-level overview to identify any trends and where further promotion of the platform may be needed.

Work has progressed to increase embedding of Report and Support to ensure that staff and students know how to access support about violence, abuse, harassment and how to report their experiences, although it is recognised that further work is required in this area to encourage increased utilisation. Report and Support is now included in staff induction to ensure all new staff are aware of the platform.

The platform has also been regularly promoted on UWS social media channels during appropriate dates. For example, the Chair of Court, Chair of RPC, Principal and Vice-Chancellor, Deputy Vice Chancellor and the VP (People & Student Wellbeing) featured in a video marking 16 days of Action which highlighted and signposted to Report and Support.

A comprehensive communications plan is currently being developed to further enhance knowledge of Report and Support within the organisation.

Reasonable Adjustments Guidance

To ensure that UWS staff and line managers are aware of their responsibilities and what they can expect from UWS as their employer in relation to reasonable adjustments several documents have been developed including:

- Reasonable Adjustments Guidance for Staff
- Reasonable Adjustments Guidance for Managers
- Frequently Asked Questions on Reasonable Adjustments
- A Reasonable Adjustment Flowchart outlining the process of asking for a Reasonable Adjustment
- Reasonable Adjustment Request Form

To further support managers and staff in understanding reasonable adjustments several Reasonable Adjustment Training sessions have been scheduled within the 2023/24 academic year.

Mainstreaming EDI

Training and Development

To ensure an inclusive culture at UWS it is essential that staff have EDI literacy. In line with the UWS Public Sector Equality Duty action plan the EDI Team has critically reviewed the staff EDI training offer and has developed a suite of training materials. Two EDI induction modules have been created, with a focus on psychological safety due to be hosted online and to be completed by all staff.

A host of face-to-face training sessions have also been developed. All EDI training sessions are open to all staff.

The Recruitment Panel Chair training was implemented in August 2023 and must be completed by panel chairs before chairing a recruitment panel. This training focuses on good practice in relation to EDI within key stages of the recruitment process and covers several biases which are likely to show up during the recruitment process. Since the launch of the training 200 staff have completed the training.

The Transgender Awareness training aims to inform participants about transgender identities and experiences. It builds confidence in anticipating and meeting the needs of trans staff and students at UWS. This session has been tailored for specific teams to identify key information for their areas, such as handling of sensitive data, and internal and external support trans staff and students. Since the training was introduced in June 2023, 98 staff have completed the training. With the future launch of the Transgender and Non-Binary Guidance, further training on this topic will be a key development area for staff who support colleagues and students.

To further build capacity of completing high quality Equality Impact Assessments (EIAs) a training session was designed and launched in November 2023. The training highlights when EIAs should be completed and gives participants real life examples and allows them to practice filling out an EIA. Since the rollout of the training 32 staff have attended these sessions.

Intersectionality training has also been introduced as a foundational resource for all staff. The training demystifies the concept of intersectionality and encourages participants to think about and gain an understanding of their own identities. The session encourages staff to implement intersectional approaches to help create inclusive working environments. 48 staff have attended this training since it was introduced in October 2023.

The Reasonable Adjustments training launched in June 2023 and 47 staff have been trained since the implementation. The training provides staff an understanding of what is considered a disability under the law and when a reasonable adjustment would be made. The training allows participants to work through several scenarios to identify what reasonable adjustments would be appropriate in different situations.

Staff Network Development

There are currently 6 Staff Networks within the University who champion equality, diversity, and inclusion at UWS. The Staff Networks provide a safe and supportive space to connect with peers, share experiences, and raise any concerns. Staff Networks are also instrumental in shaping policies and generating ideas and solutions for positive working practices. The current networks include:

- LGBT+ Network - Liberty Network
- Women's Network - HighER Network
- Black and Minority Ethnicity (BME) Network
- Disability Network - Disability Action Network
- Men's Mental Health and Wellbeing Network - Men's Head On Network
- Menopause Network

Since April 2023, the BME Network, Menopause Network, and Men's Head On Network have seen growth in both their mailing lists and meeting attendance.

The HighER Network is UWS' largest staff network but has recently laid dormant. The Network's event to re-launch hosted several women in leadership positions at UWS speaking at a networking event for International Women's Day.

The BME Network has joint second-largest membership of UWS's six staff networks. In October 2023, the BME Network collaborated with other UWS areas including Sport and the School of Education and Social Sciences, to organise three impactful events. These included two staff vs. student football matches on the Paisley and London Campuses for 'Wear Red Day: Show Racism the Red Card'. The third event was an online session with a guest speaker from the Swadhinata Trust.

The Menopause Network shares the joint second-largest membership and hosted a successful event in October 2023 featuring a guest speaker discussing Menopause from a holistic health perspective. The Network also organized a speaker session for Valentine's Day, hosted by a former nurse with expertise in menopause and wellbeing.

The Liberty Network marked National Coming Out Day in October 2023 by showcasing LGBTQ+ library books and other resources. The Liberty Network contributed to LGBTQ+ History Month with a book-selling event on the London campus and four book displays featuring books with LGBTQ+ authors and / or topics throughout February on the Scottish campuses.

The Men's Head On Network marked Men's Mental Health Awareness month and International Men's Day with a panel discussion and Q&A in November 2023. The event focused on dismantling the stigma associated with male suicide.

In June 2023, the Disability Action Network organized a workshop on reasonable adjustments and Access to Work. Covering essential information on Access to Work and Reasonable Adjustments, the session provided participants with opportunities to apply this knowledge in practical scenarios.

Care Experienced Students at UWS

UWS is Scotland's most successful university for widening access. Strategy 2025 sets out the ambitions for the University for the next five years and lays the foundation for UWS through to 2050.

Demonstrating its commitment to supporting estranged students, UWS has undertaken The Stand Alone Pledge, publicly committing to enhancing policies and increasing support for students navigating their studies without family networks. The University's outstanding support for estranged students was recognized at the Stand Alone Estranged Awards 2023, where the University won in two categories: Pre-entry IAG and Estranged Students Voice & Engagement.

The UWS Cares Team participated in the Who Cares? Scotland Love Rally, advocating for the rights of care-experienced individuals during Care Experienced Week. With over 500 attendees, the event raised awareness of support available at UWS. Attending the Love Rally is now an annual commitment for the WeCare Team.

Who Cares? Scotland Corporate Parenting Training took place twice in 2023. Open to all staff, this training occurs annually for new staff and serves as a refresher for existing staff, ensuring a comprehensive understanding of corporate parenting principles. Collaborating with MCR Pathways, the WeCare team organized an online and in-person session at the Lanarkshire campus in November to recruit volunteers for the program. MCR Pathways, a charity dedicated to supporting young people who have faced disadvantage, achieves this through a school-based mentoring program that pairs them with fully trained volunteer mentors.

Libraries

UWS Libraries consistently align with key events throughout the year by curating displays linked to essential EDI dates. These displays, such as LGBT+ History Month, International Women's Day, Autism Acceptance Month, and LGBT+ Pride Month, contribute to fostering an inclusive and supportive environment.

Collection Development at the Lanarkshire and London Campuses took place to procure titles supporting various awareness initiatives such as Dyslexia and Dyspraxia awareness, World Gaelic Week, and LGBTQ+ content.

Volunteers from academic libraries across Scotland, formed an EDI Network in October 2021, to support member libraries in embedding good EDI practice consistently across library services. UWS University Librarian Jeanette Castle, is a founder member of the group and now Chair of the Network.

This group collaborated to develop an EDI Toolkit, launched in October 2023. The toolkit offers advice and best practice in six distinct areas: Collections and Discovery, Demographics, Resource Lists (Reading Lists), Recruitment, Student Experience, and a Glossary. The toolkit is a dynamic resource and the group strive to keep it up to date.

Research

The University of the West of Scotland has a strong track record of commitment to furthering gender equity at a global level through a series of British Council funded projects. Most recently, a team from across the institution delivered a week-long residential course to seven international partners; five from universities in Brazil and two from Nigerian institutions. The work represented the final stages of one project, "Women in Science: UK-Brazil Gender Equality Partnerships", and the initial stages of a new partnership, "Advancing Black and Minority Ethnic Women in Higher Education Leadership".

In 2022 UWS was successful in a British Council funding call to work with Brazilian university partners on gender equality initiatives. The purpose of the project was to:

Support Brazilian HEIs through the Brazilian Gender Equality Framework, including a self-assessment process, which will enable the development of institutional policies and practices that will support progress towards achieving gender equality in science, technology, and higher education institutions in Brazil.

Working with colleagues from Instituto Federal de Educação, Ciência e Tecnologia do Espírito Santo (IFES), Universidade Federal Do Ri De Janeiro (UFRJ), and Universidade Federal do Espírito Santo (UFES), this partnership utilised the UWS team's prior experience with the Athena Swan Charter to share good practice and discuss challenges in gender equality.

As a result of the strong relationships built through this project, UWS paired UFRJ to design a second project together focusing more specifically on black and ethnic minority women and involving new partners in Nigeria at the University of Abuja (UofA) and Lagos State University of Science and Technology (LASUSTECH).

This project was successfully funded through the British Council Gender Equality Partnership call in 2023.

In January 2024, seven partners from all five institutions travelled to Scotland for an intensive week of EDI workshops and meetings.

Visitors engaged with formal, scheduled UWS meetings (the EDI Committee, BME Staff Network, UWS Cares Working Group) and participated in tailored workshops including input from the UWS Athena Swan team and research focused partnership building. During the week, partners presented gender equity action plans from each institution from the first project, and workshop topics and timings were planned for the upcoming year for the second project. Spending the week together in this way allowed for sharing of practice and planning across six institutions and three continents, ensuring the funded projects are sustainable and supportive for all partners.

Appendix 1

PSED Action Plan Update

Theme	Action	Progress	Success Measure	Responsible	RAG Status
<p>Staff and student EDI training</p> <p>This theme will address the low uptake of EDI training. It will also help to foster an environment where staff and students feel safe and engaged at work, placement or study.</p>	We will critically review our staff EDI training offering and implement a new suite of training.	<p>Training has been reviewed and EDI induction modules have been developed.</p> <p>Face to face EDI training also being delivered.</p>	<p>New training due to be implemented by 2025</p> <p>Completion rates of EDI training</p>	Associate Dean of EDI	Completed
	We will implement a clear approach to statutory, compliance, mandatory and EDI training for both new and existing colleagues.	<p>The Recruitment Chair Training is a requirement for anyone who is a recruitment panel chair.</p> <p>Further work needed to ensure completion of EDI induction modules and other key EDI training.</p> <p>Priority area over next 12 months.</p>	<p>Agreed policy in place by June 2023</p> <p>Staff completion rates of EDI training</p>	Associate Dean of EDI	Ongoing
	Implement modules for students with a specific focus on EDI within the Academic, Social and Professional skills for Innovation, Reflection and Endeavour (ASPIRE) curriculum.	<p>ASPIRE modules are offered in some UWS programmes at Level 7 and Level 8, with further rollout paused to reset the implementation plan. The reset will entail evaluation of the existing ASPIRE offer in terms of content and learning outcomes. The reset includes essential topics which will form the basis of an enhanced ASPIRE curriculum including Equality, Diversity and Inclusion.</p>	<p>Implementation of ASPIRE modules for students on EDI</p>	Director of Learning & Teaching Enhancement	Ongoing

Theme	Action	Progress	Success Measure	Responsible	RAG Status
<p>Staff and student EDI training</p> <p>This theme will address the low uptake of EDI training. It will also help to foster an environment where staff and students feel safe and engaged at work, placement or study.</p>	Continue to develop how we embed EDI into module and programme design and delivery (ILR)	Complete	ILR's EDI questions and prompts refreshed	EDI Consultant/ Head of Quality Enhancement	Completed

Theme	Action	Progress	Success Measure	Responsible	RAG Status
<p>Staff and Student sensitive information declaration</p> <p>This theme will encourage staff and students to declare their sensitive information.</p> <p>It will also support open and transparent conversations to build psychological safety.</p>	Run data matters campaigns with messaging focusing on who can access protected characteristic data and how this data helps make better decisions for our employees.	On pause due to system functionality. Data matters campaigns have run previously and will run again.	Increased staff and student sensitive information declaration.	EDI Consultant/ Director of Student Success	Ongoing
	Implement Reasonable Adjustments Guidance for disabled staff.	Guidance approved by EDI Committee and Vice Chancellor's Executive and will be launched imminently.	Guidance implemented	HR Operations Manager/ EDI Consultant	Ongoing

Theme	Action	Progress	Success Measure	Responsible	RAG Status
<p>Staff and Student sensitive information declaration</p> <p>This theme will encourage staff and students to declare their sensitive information.</p> <p>It will also support open and transparent conversations to build psychological safety.</p>	<p>Develop Trans Guidance for staff and students to promote understanding and awareness of trans identities.</p>	<p>Guidance has been reviewed and approved by EDI Committee. Vice Chancellors Executive has reviewed the guidance and have raised several key points to be addressed before implemented.</p>	<p>Increased disclosure of gender reassignment amongst staff and students.</p> <p>Trans staff and students report feeling safe at UWS</p>	<p>EDI Consultant/ VP People/ Director of Organisational Effectiveness/ Head of Registry</p>	<p>Ongoing</p>

Theme	Action	Progress	Success Measure	Responsible	RAG Status
<p>Staff and Student sensitive information declaration</p> <p>This theme will encourage staff and students to declare their sensitive information.</p> <p>It will also support open and transparent conversations to build psychological safety.</p>	<p>Develop Trans Guidance for staff and students to promote understanding and awareness of trans identities.</p>	<p>Guidance has been reviewed and approved by EDI Committee. Vice Chancellors Executive has reviewed the guidance and have raised several key points to be addressed before implemented.</p>	<p>Increased disclosure of gender reassignment amongst staff and students.</p> <p>Trans staff and students report feeling safe at UWS</p>	<p>EDI Consultant/ VP People/ Director of Organisational Effectiveness/ Head of Registry</p>	<p>Ongoing</p>

Theme	Action	Progress	Success Measure	Responsible	RAG Status
<p>Wellbeing</p> <p>This theme will ensure management is equipped to address work life balance issues and appropriate wellbeing resources are available to support staff and students.</p>	<p>Development of a UWS Wellbeing Plan;</p> <ul style="list-style-type: none"> Undertake a wellbeing survey to obtain baseline data to plan appropriate wellbeing interventions Review wellbeing and occupational health resourcing Facilitate campus-based wellbeing conversations Re-establishment of EDI/ Wellbeing Group Promote an environment where work life/home balance is supported through the introduction of positive behaviours e.g. No meeting Fridays. To be informed through wellbeing survey data and wellbeing conversations. Proposal to introduce free fitness facilities to colleagues including access to campus gym 	<p>Wellbeing Survey completed and action plan developed.</p> <p>Recruitment in progress, with further work to be considered as part of planning and budgeting. Not yet progressed Group re-established in 2024.</p> <p>Not yet progressed. To be considered by EDI and Wellbeing Coordination group.</p> <p>Free fitness facilities introduced in Ayr, Lanarkshire and Paisley.</p>	<p>Success and retention rates of students who declare a mental health condition should improve. And both staff and students will be more aware of how to access mental health support.</p>	<p>-</p>	<p>Completed</p>
	<p>Continue work on the academic workload model to ensure a sustainable workload for academic colleagues</p>	<p>Workload allocation model in place for 2023/2024.</p> <p>Further revision for future workload allocation currently taking place.</p>	<p>Reporting of workload satisfaction through colleague survey</p>	<p>Director of Organisational Effectiveness/ Deputy Vice Chancellor</p>	<p>Ongoing</p>

Theme	Action	Progress	Success Measure	Responsible	RAG Status	
<p>Wellbeing</p> <p>This theme will ensure management is equipped to address work life balance issues and appropriate wellbeing resources are available to support staff and students.</p>	Review and develop new institutional and academic calendars to minimise 'pinch' points.	The project has not progressed further after initial meetings. It has been identified that further work on quality assurance processes should precede this work due to the interdependencies.	<p>Academic year 2023 – 2024</p> <p>Monitoring of absence levels (days lost to wellbeing related issues (mental health, work related stress, anxiety)</p>	Director of Strategic Planning & Development/ Deputy Vice Chancellor	Stopped	
	Implement report and support mechanism.	Complete	Implementation of system	VP People/ Director of Student Success	Completed	
	Increase embedding of Report and Support to ensure that staff and students know how to access support about violence, abuse, harassment and how to report their experiences.	Ongoing.	Comprehensive comms plan to be implemented in 2024.	Percentage increase in staff and student engagement in reporting and supporting mechanisms	Director of Student Success /EDI Consultant/ Employee Relations Business Partner	Ongoing
	Regular updates with ongoing evaluation of Report and Support will be received by the EDI Committee to monitor the use of Report and Support.	Updates going to EDI Committee every 6 months.	Update on Report and Support to EDI Committee every 6 months	Director of Student Success/ EDI Consultant	Ongoing	

Theme	Action	Progress	Success Measure	Responsible	RAG Status
<p>Recruitment, Promotions and Career Pathways</p> <p>This theme will define clear and objective criteria for progression and clarify team priorities and encourage staff to discuss their workload where necessary.</p>	<p>Lead on a full review of My Contribution.</p> <p>Phase 1 - consulting colleagues across the University, and looking for opportunities to improve the way we as an organisation approach performance and development conversations.</p> <p>Phase 2 - Improve our people-related systems to support colleagues with My Contribution conversations and reporting and supporting LMS.</p>	<p>Initial consultation has taken place but further consultation in 2024.</p> <p>Not yet progressed as this has now been embedded within the recovery project for the ERP.</p>	<p>Reporting metrics from My Contribution Reviews</p>	<p>VP People</p>	<p>Ongoing</p>
	<p>Develop a revised academic career development framework and academic promotions process.</p>	<p>Revised Academic Career Development Framework created and promotions process launched February 2024.</p>	<p>Internal promotion rate for academic staff.</p> <p>% of unsuccessful academic promotions are reduced.</p>	<p>Director of Organisational Effectiveness/ Vice-Principal (People & Student Wellbeing)</p>	<p>Completed</p>
	<p>Introduce career development framework to support colleagues within PSS along with supporting learning interventions</p>	<p>Initial scoping and consultation has taken place.</p>	<p>Internal promotion rate for academic staff and PSS.</p> <p>Participation rates across development activities.</p>	<p>Vice-Principal (People & Student Wellbeing)</p>	<p>Ongoing</p>

Theme	Action	Progress	Success Measure	Responsible	RAG Status
<p>Recruitment, Promotions and Career Pathways</p> <p>This theme will define clear and objective criteria for progression and clarify team priorities and encourage staff to discuss their workload where necessary.</p>	<p>Increase and widen participation in internal programmes and activities that are designed to address occupational segregation, e.g., Women's Leadership Programme, Management Development Programme, HigHER, etc.</p>	<p>Ongoing with more participation in Women's Leadership Programme, and HigHER. Further work required to increase participation in Management Development Programme.</p>	<p>Higher participation rate for internal programmes</p>	<p>Talent & OD Consultant / EDI Consultant/ Staff networks</p>	<p>Ongoing</p>
	<p>Review our recruitment practices to ensure they are inclusive.</p>	<p>Ongoing To be completed by April 2024</p>	<p>Recruitment practices reflect best practice.</p>	<p>Associate Dean of EDI/ Recruitment & HR Administration Manager</p>	<p>Ongoing</p>
	<p>Embedding and review of Work Well approach (with consideration to both the University performance and work life balance).</p>	<p>Work Well launched in 2023 with further revisions focusing on stakeholder needs in discussion with trade unions.</p>	<p>Work Well approach implemented and evaluated.</p>	<p>Director of Organisational Effectiveness/ Vice-Principal (People & Student Wellbeing)</p>	<p>Ongoing</p>
	<p>In future equality monitoring reports consider how our London campus influences numbers particularly related to race and ethnicity and report on this more clearly to ensure appropriate action is taken to address imbalances and underrepresentation.</p>	<p>Will include this in future PSED report in 2025.</p>	<p>Future PSED reports separate out our London campus staff and students.</p>	<p>EDI Coordinator/ HR Systems and Payroll Manager/ Head of Strategic Planning</p>	<p>Ongoing</p>

Theme	Action	Progress	Success Measure	Responsible	RAG Status
<p>Recruitment, Promotions and Career Pathways</p> <p>This theme will define clear and objective criteria for progression and clarify team priorities and encourage staff to discuss their workload where necessary.</p>	Appointment of Associate Dean of EDI	Complete	Appointment of Associate Dean of EDI	Deputy Vice Chancellor	Completed
	Development of EDI strategic direction.	Draft strategic direction developed. Further consultation required.	Strategic direction for UWS EDI activity identified	Associate Dean of EDI	Ongoing
	Within our next court recruitment round we will trial different recruitment methods to diversify our court profile.	Ongoing	More diverse court membership	VP Governance & University Secretary	Ongoing
	Continue working towards programmes which will deliver an intersectional approach to improvement e.g., Athena Swan, HR Excellence in Research and the Race Equality Charter.	Athena Swan to be submitted March 2024 Currently hold HR Excellence in Research Award Race Equality Charter to be submitted 2025	Athena Swan Bronze Awarded Race Equality Charter Bronze Awarded	Athena Swan Lead / Head of Research/ Associate Dean of EDI	Completed
	Create and progress a SMART Action plan which addresses the gender inequalities and imbalances at UWS at both a school and institutional level.	Draft SMART action plan developed.	Creation of action plan	Athena Swan Lead	Ongoing
	Develop a structured approach to senior Leadership Development including supporting transitions into senior leadership.	In progress	Programme in place	Principal and Vice Chancellor	Ongoing
	Engage with and explore the development of bespoke asset-based programmes (such as mentoring) to enhance and extend the leadership opportunities of existing UWS BME staff.	To be progressed in 2024.	Programmes created and run	Associate Dean of EDI	Ongoing



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