Ref/ ('14 Plan)	Action	UEC Lead	Owner	Success Indicator	Time Scale	Action: New, Modified, Old
1	**Promote equality, diversity and inclusion within the University and wider community**					
1.1 (1.2)	Celebrate International Women's Day across the University annually with events that promote gender equality taking place at Departmental, Faculty and University level.	Provost	EDI/ Women's Network/ EDI Faculty Leads	International Women's Day celebrated across the University with at least one event hosted by the University and each of the Faculties	March annually	Old, ongoing
1.1.a (7.3)	Create a web-based calendar that provides information on all events taking place around International Women's Day, as well as other activities that promote EDI	Provost	EDI	Events page created and populated with 30% of 2020 Cultural Survey responses indicating they are aware of the page	February 2019 (page developed) 2020 Cultural Survey	Modified, ongoing
1.2	Host Northern Power Women Event	Provost	EDI/ Women's Network	Event occurs and attended by at least 50 women	June 2019	New
1.3	Celebrate the achievements of Black women throughout history during Black History Month.	Provost	EDI/ Women's and BAME Networks	Programme created spotlighting the achievements of at least five women annually	October annually	New/Modified (1.5)
1.4	Celebrate LGBT History Month across the University annually with events taking place at Departmental, Faculty and University level.	Provost	EDI/LGBT Network/ EDI Faculty Leads	LGBT History Month celebrated across the University with at least one event hosted by the University and each of the Faculties	February annually	Modified (1.5)
1.5	Support and celebrate Durham Pride with	Provost	EDI/LGBT	University has at least	Ongoing	Modified

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	participation at the Departmental, Faculty and University level.		Network	two staff members on Pride Committee		(1.5, 9.4)
1.6	Observe Trans Day of Remembrance annually through poster campaign and flying the Tans Flag on University estate	Provost	EDI/LGBT Network	Trans Day of Remembrance observed through poster campaign and flag flying	Nov. annually	Modified (1.5, 9.4)
1.7	International Men's Day observed with promotion of paternity related policies, flexible work and job share	Provost	EDI/HR	International Men's Day observed	Nov. annually	New
1.8	Develop a community-wide event celebrating the diversity of the University and wider community	VC	Community Liaison Officer/EDI	Event developed and held	June 2021	New
1.9	Support establishment of a Women's Network	Provost	Associate Provost	Network established and hosting events	May 2019	New
1.10	Reconstitute Institutional SAT, review and revise Terms of Reference and engage further with students	Provost	EDI	New SAT in place and operationalised ensuring diversity, including student voice	June 2019	New
1.10.a	Develop an Athena SWAN toolkit to aid departments seeking awards at all levels	Provost	EDI/EDI Faculty Leads	Toolkit developed and 70% of SAT Chairs indicate it is useful	June 2019	New
1.10.b	All SS&H and A&H Departments to achieve Bronze AS Award	Provost	Heads of Dept/EDI Faculty Leads	100% SS&H and A&H departments achieve Bronze	Dec. 2020	New
1.10.c	All Science Departments to achieve Silver AS Award	Provost	Heads of Dept/EDI Faculty Leads	100% Science departments achieve Silver Awards	Dec. 2022	New

Ref/ ('14 Plan)	Action	UEC Lead	Owner	Success Indicator	Time Scale	Action: New, Modified, Old
1.11	Actively seek out nominations for diverse recipients of honorary degrees, Chancellor's Medal and Dunelmensis Award	VC	Ceremonies Unit	Increase in diversity of nominees by 15%	June 2020	New
1.12	Increase female representation on stage at ceremonies such as graduation	VC	Ceremonies Unit	50% of those on stage at any graduation ceremony are women	June 2019 and annually	New
1.13	Promote the diversity of our staff and students in printed marketing materials and online to increase the visibility of underrepresented groups within the University and at the Departmental level	Provost	MarComms	Review and audit of photo library undertaken and visibility increased	October 2020	New
1.14	Promote the increasing diversity of our staff resulting from the academic recruitment campaign implemented in 2017 through our marketing across our social media channels	Provost	HR	Placing content on social media and the University website to increase visibility of EDI at Durham and the prominence which it has	Dec 2018	New
1.15	REC SAT constituted and convened	VC	EDI	SAT convened ensuring a broad range of diversity	March 2019	New
1.15.a	Successfully achieve Bronze Institutional Race Equality Charter Award	VC	EDI	Bronze Institutional Award received	June 2022	New

Ref/ ('14 Plan)	Action	UEC Lead	Owner	Success Indicator	Time Scale	Action: New, Modified, Old
2	**Promote dignity and respect within the University community**					
2.1	Conduct a full review of the Respect at Work Policy including consultations, and appropriate revisions to ensure cross reference to other policies that support dignity and respect	Provost	EDI, HR	Policies reviewed and changes communicated as necessary 60% of respondents in cultural survey indicate they are aware of amended policy	Dec 2019 Culture survey 2020	New
2.2	Conduct a full review of the Respect at Study Policy including consultations, and appropriate revisions to ensure cross reference to other policies that support dignity and respect	Provost	EDI, Student Conduct	Policies reviewed and changes communicated as necessary 60% of respondents in cultural survey indicate they are aware of amended policy	June 2020 Culture survey 2022	New
2.3	Develop and launch campaign to promote Bullying and Harassment Support Advisors service	Provost	EDI	60% of respondents in cultural survey indicate they are aware of and know how to access advisors	Culture Survey 2020	New
2.3.a	Utilise mentors and coaches through	Provost	EDI, HR	Mentor and coach	June 2019	New

Ref/ ('14 Plan)	Action	UEC Lead	Owner	Success Indicator	Time Scale	Action: New, Modified, Old
	training and resources as way to signpost to policies and the Bullying and Harassment Support Advisors			materials include information on policies and signposting 60% of respondents in cultural survey indicate they are aware of and know how to access advisors	Culture Survey 2020	
2.4	Modify University-wide induction to include emphasis on University values, behaviours and EDI training	Provost	HR	100% of new staff are aware of values	Dec 2019	New
2.4.a	At all inductions EDI training is to be promoted e.g Respect at Work, Respect at Study, Sexual Violence and Misconduct Policy and How to Receive Disclosures at local induction	VC	HR	100% of new staff are aware of policies	Dec 2019	New
2.5	Introduce an online reporting and support tool for bullying and harassment, sexual violence and misconduct and hate crime.	Provost	EDI	Online tool live	October 2019	New
2.5.a	Monitor and evaluate use and effectiveness of online tool to ensure it continues to meet the needs of the University community	Provost	EDI	Tool evaluated and modifications made as necessary	June 2021	New
2.6	Modify active bystander training to include bullying/harassment and hate	Provost/ PVC-Colleges	Student Conduct/EDI	Training offering is modified	October 2019	New

Ref/ ('14 Plan)	Action	UEC Lead	Owner	Success Indicator	Time Scale	Action: New, Modified, Old
	crimes	and Student Experience				
2.6.a	Embed active bystander training amongst student leaders	VC/ PVC-Colleges and Student Experience	Student Conduct	Training is undertaken by those identified as student leaders and 85% have attended	December 2019	New
2.6.b	Make active bystander training available to staff	VC	Student Conduct	Training opportunities exist for staff and 40% of staff have been engaged	October 2019	New
2.7	Develop and carry out 'Rules for Engagement' with all university committees and working groups	University Secretary	GES	Rules developed and shared with 100% committees at the start of each academic year	March 2019	New
2.7.a (7.2)	All chairs of influential University committees required to complete E-training to include EDI, unconscious bias and challenging negative behaviours	VC/ University Secretary	HR	80% Chairs attend training	Dec 2018 (for Council and its committees) March 2019 (for Senate and its sub-committees)	Old, building on
2.8	Promote Gender Transitioning materials, to assist staff who support students and other members of staff who are	Provost	EDI	Guidance materials created and promoted online, with LGBT and	October 2019 with review in October 2020	Modified 9.1, building on

Ref/ ('14 Plan)	Action	UEC Lead	Owner	Success Indicator	Time Scale	Action: New, Modified, Old
	transitioning genders			EDI networks ensuring a 80% satisfactory response from those who are utilising the guidance		
2.9	Modify promotion materials to include good citizenship as a criteria to be reviewed and considered	Provost	HR	Promotional materials modified and being used	September 2019	New
2.10	Convene a commission to review our culture around dignity and respect	VC	VC	Commission convened and review work underway	September 2019 with review annually	New

Ref/ ('14 Plan)	Action	UEC Lead	Owner	Success Indicator	Time Scale	Action: New, Modified, Old
3	**Recruit, retain and promote more women and BAME staff at all grades and types of staff (academic and PS)**					
3.1	**For academic staff:** Recruitment materials in Science Faculty extended to more diverse science-based network groups	Provost	HR	35% applications in Science faculty from female candidates	2022	New
3.1.a (3.2)	Provide recruiting departments with information on the gender and ethnic balance of UK academic disciplines for each level of academic role (Assistant Professor, Associate Professor and Professor) based on HESA data and review its effectiveness	Provost	HR	Candidate pools which closely align to the data on gender and ethnic balance in the discipline and, if there is under representation at Durham (compared to the national data), demonstrable steps are taken to overcome that imbalance.	Annually with each recruitment campaign	Old, Ongoing (modified 3.7)
3.1.b (5.4, 5.5)	Develop University guidelines for workload modelling and a policy supporting publication of departmental workloads by end of August each year	Provost	Academic Office	Guidelines and Policy approved by Senate 60% of staff agree the transparency of the workload model	September 2019 2020 Survey	Modified Old (5.4, 5.5), incomplete
3.1.c	Promotion of the Teaching Availability Request Policy for those academic staff with caring responsibilities	Provost	HR	65% of academic colleagues indicate in culture survey they are aware of the policy	2020 Survey	Modified (5.10)
3.1.d	Review the eligibility criteria for	Provost	HR	Review undertaken and	Oct 2020	New

Ref/ ('14 Plan)	Action	UEC Lead	Owner	Success Indicator	Time Scale	Action: New, Modified, Old
	maternity, adoption, paternity and shared parental leave and research leave on return with aim to eliminate time-employed with University as a criterion			policies amended 10% increase of satisfaction from new employees	2020 Survey	
3.1.e	Hold consultation groups with research staff to ensure appropriateness of offerings of Concordat for ECRs and Career Researchers	Provost	PVC-Research/ DCAD	70% of ECRs engaged with the consultation agree with the findings	October 2019	New
3.1.e.i	Promote Concordat offerings through communications and marketing plan	Provost	DCAD/ MarComms	Survey response: 'not aware of training from DCAD' reduced from 29% to <10% and 'not aware of training by CAP' reduced from 62% to <30%	2019 CROS Survey	New
3.1g	Monitor the effectiveness (more women in senior roles) of the new promotions scheme	Provost	HR	Data reviewed with an expectation of increased female visibility of 30%	September 2019 Review September 2020	New
3.1h	Report to Council annually progress made toward University strategic goal of being in top-third of Russell Group for percentage of female academic staff	Provost	EDI	Report made and delivered to Council	October 2019/ annually	New
3.2	**For PS staff:**	Provost	HR	Job families embedded across 100% of PSS staff	December 2019	Modified (3.12)

Ref/ ('14 Plan)	Action	UEC Lead	Owner	Success Indicator	Time Scale	Action: New, Modified, Old
	Implement Job Families to provide clear routes for progression via the identification of core skills					
3.2.a	Utilise new job titles to increase attraction and recruitment of those from underrepresented groups in some roles across the University	Provost	HR	An increase in the number of candidates from under-represented groups applying for (and being appointed into) roles	Nov '18 until Dec 2019	Modified (3.12)
3.2.b	Create a scheme to allow for increased opportunities for female staff to work across or within job families on a temporary basis	Provost	HR	Scheme created and being utilised A 25% increase of female PSS staff with regards to opportunities offered.	October 2020 Review in 2021	New
3.2.c	Modify Financial Regulations, Budget Planning section to require central departments to ring-fence funding to support staff development and training	CFO	Finance	Regulations modified and approved by Council and Senate	October 2020	New
3.2.d	Conduct differential analysis of staff culture survey to benchmark PSS staff satisfaction rates in different faculties, colleges and central departments.	Provost/ COO	EDI	Analysis complete - actions identified	Nov 2020	New
3.3 (3.2.4 & 3.4)	**For all staff:** Develop template job descriptions,	Provost	HR	An 8% increase of under-represented groups in the candidate	June 2019	Old, Implement for all staff

Ref/ ('14 Plan)	Action	UEC Lead	Owner	Success Indicator	Time Scale	Action: New, Modified, Old
	including standard text on flexible working, job share and the University's commitment to EDI.			pool for roles.		(modified 3.12 and 3.13)
3.3.a (3.2)	All posts to include commitment to EDI as one of the criteria, to be tested at interview	Provost	HR	100% of all successful applicants demonstrate their commitment to EDI at interview stage.	June 2019	Old, Implement for all staff (modified 3.5)
3.3.b (3.3)	Trial use of The Voice, Higher-Ed and Vercida advertising mediums for all academic positions to target underrepresented groups within each recruiting department	Provost/ COO	HR	8% increase in applications from underrepresented groups as a result of advertising in EDI focused recruitment vendors.	January 2019	Old, Implement for all positions (modified3.8 & 3.11)
3.3.c	Develop training on effective people management for those with line management responsibilities	Provost	HR	Training developed, piloted and embedded into new manager induction 75% of line managers have attended	October 2020 Review 2022	New
3.3.d	Promote policies around parental leave and shared parental leave through bespoke policy webpage	Provost	HR	75% of respondents in staff culture survey indicate awareness of policies benefiting	2020 survey	New

Ref/ ('14 Plan)	Action	UEC Lead	Owner	Success Indicator	Time Scale	Action: New, Modified, Old
				parents		
3.3.e	Develop and launch e-learning modules to provide guidance to managers and staff around all HR held policies	Provost	HR	80% of respondents in staff culture survey indicate they are aware of with 35% indicating they understand HR held policies benefiting parents	2020 survey	New
3.3.f	Increase use of new exit process especially in those high turnover departments	Provost	HR	Percentage of leavers completing exit interview increases by 25%. Information is used to gain a better understanding as to why people are leaving the University and to inform action to retain colleagues.	July 2020	Modified (3.20), ongoing
3.3.g	Establish a pay review group to review PSS and Academic Pay and create a new approach for reviewing performance - this should ensure all staff are considered.	Provost	HR	Group established and met once per term. Objectives created and implemented with a satisfaction response of 70%	Spring 2019 Survey 2020	New
3.3.g.i	Reporting and analysis of average and median salaries by gender and other protected characteristics will be presented to UEC on an annual basis.	Provost	HR	Annual report presented	Spring 2019	New
3.3.g.ii	Starting salaries will be reviewed and	Provost	HR	Starting salaries	Spring 2019	New

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	monitored to ensure equity for all staff across the University.			reviewed and adjusted as necessary to ensure equality		
3.3.g.iii	Explore modifying job application to make question regarding current pay confidential/used at offer stage only	Provost	HR	Applications are changed if considered a valuable way ahead	June 2019	New

Ref/ ('14 Plan)	Action	UEC Lead	Owner	Success Indicator	Time Scale	Action: New, Modified, Old
4	**Enhance mentoring to support career progression**					
4.1 (8.1)	Train and support a community of mentors for all staff to ensure consistent support	Provost	HROD	Community in place; staff survey indicates 65% aware of mentor programme 100% of mentors trained	Staff Survey 2020/2021	Old, but expanding
4.2 (8.1)	Support Departments and Divisions in creating a mentoring scheme/model with training on the role of the mentor	Provost	HROD	Mentoring scheme/model in place in 75% of departments and Divisions 100% of mentors trained	October - December 2020	Old, but expanding
4.3	Lead on cross-institution mentoring scheme with specialist support for underrepresented staff and staff taking on new leadership roles	Provost	HROD	Visibility of opportunities; collaboration with staff networks	October - December 2020	Old, but expanding
4.4	Monitor the effectiveness of new	Provost	HROD	Review undertaken and	2021/2022	Old, but

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(8.1)	mentoring programme			amendments made as necessary

Programme commenced and 90% satisfaction rate from attendees

Review feedback and amend programme as appropriate |

2022 | expanding |
| 4.5 (8.1) | Provide an allocation for mentoring responsibilities in new workload guidance | Provost | Senate Working Group | 100% of new workload models utilised | September 2019 | Old, but expanding |
| 4.6 (8.1) | Include mentoring experience in promotion forms as way to demonstrate citizenship | Provost | HR | Promotion forms and guidance modified | December 2020 | Old, but expanding |

Ref/ ('14 Plan)	Action	UEC Lead	Owner	Success Indicator	Time Scale	Action: New, Modified, Old
5	**Improve the diversity of decision makers (management, senior leadership and committees)**					
5.1	Monitor applications and nominations for all University committees to include gender, BAME and staff grade level	University Secretary	GES	Monitoring data gathered for all positions and reported to Council	Annually in July	Old, building on
5.1.a	Monitor recruitment process based on applicants, nominees and committee make-up	VC	GES/EDI	Monitoring completed and recruitment efforts modified	Annually in July	New
5.1.b	Propose Nominations Committee to expand consideration of the gender balance of committees to include the gender of the Chair.	VC	Nominations Committee	More women chairing influential University committees	October 2020	Modified (4.4) incomplete
5.2 (4.3)	Governance and Nominations Committee to increase promotion of vacancies for appointing Council members in diverse publications	University Secretary	GES	Increase BAME candidates by 15% by 2020	December 2020	Old, progressing to BAME
5.3	Governance and Nominations Committee review influential university committee memberships for opportunities to introduce non-voting members on short terms	University Secretary	GES	Council and Senate sub-committees have at least one non-voting member at each meeting	December 2020	New
5.3.a	Terms of reference for committees and working groups to be re-written to include PSS and staff at lower grades on their membership	University Secretary	GES	25% of all committees Terms of Reference amended	June 2022	New
5.4	Introduce a reverse mentoring scheme where BAME staff mentor members of	University Secretary	GES	Mentor scheme developed and	December 2020	New

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	Senior Staff and Council			underway with 75% of Senior Staff and Council members participating		
5.5 (4.1)	All Faculties, Academic Departments and Central Departments to develop plans to improve the gender balance of their senior management teams, monitored through the annual planning process and accounted for in succession planning	VC	All department heads	100% of departments have Plans developed and agreed	June 2021	Old, building on
5.5.a	Provide opportunities for leadership development for female staff in those Academic Departments where it is difficult to recruit female Heads of Department	Provost/ Faculty Deans	Heads of Departments	Opportunities developed as unique to each department and being undertaken	June 2021	New
5.6	Amend Boards of Studies terms of reference and membership to include Faculty EDI Leads	Provost/ University Secretary	GES	100% of EDI leads included in Board of Studies Terms of Reference and membership	October 2019	New
5.7	Build female leadership capacity through engagement with the Aurora programme for leadership development	FPVCs	HR	8 members of staff (2x each Faculty and 2 Central Department/PSS) on programme each year	Annually	Modified (4.5), ongoing

Ref/ ('14 Plan)	Action	UEC Lead	Owner	Success Indicator	Time Scale	Action: New, Modified, Old
6	**Promote and celebrate a full range of diversity and inclusion in scholarship, learning and teaching**					
6.1	Develop tool for departmental use to aid in reviewing and revising curriculum to include information on inclusivity	PVC-Education	Academic Office/EDI/ DCAD	Tool developed and disseminated to 100% of academic departments	October 2019	New
6.1a	Academic departments review and revise curriculum to make it more inclusive of gender, BAME, LGBT+ and disability	PVC-Education	Heads of Department	Reviews undertaken with clear evidence of the consideration given around inclusivity	October 2021	New
6.2	Review of the sub-divisions/disciplines within academic departments to ensure they promote gender and BAME inclusion	Provost/PVC-Education/ PVC - Research	Associate Provost	Sub-divisions/disciplines better reflect the inclusive curriculum	October 2021	New
6.3	Review current methods of assessment and ways to remove bias	PVC-Education	Academic Office/EDI/DCAD	Report on review produced and implementation plan actioned	2020-2021	New
6.4	Review current method students assess academic staff and ways to remove gender bias in teaching evaluations	PVC-Education	Academic Office/EDI/DCAD	Amendments to Module Evaluation Questionnaires made in light of review	2019-2020	New
6.5	Make available to all an inclusivity toolkit to include guidance on how to facilitate learning and to sensitively discuss diversity in classroom	PVC-Education	Academic Office/DCAD	Toolkit produced and trialled by 50% of departments	2019-2020	New
6.6	Examine ways in which we judge scholarship/research to allow for a more	PVC-Research	Academic Office/EDI	Examination completed and necessary	October 2022	New

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	inclusive approach (i.e. comparing collaborative work versus sole authorship, sign DORA and follow best practices)			modifications undertaken		
6.7	Develop resources to support/assist female academics to undertake PI role with projects seeking external funding	PVC-Research	RIS	Resources developed and utilised	October 2021	New/Modified (7.4)
6.8	Review internal research grant schemes to ensure criteria and selection promotes female applicants	PVC-Research	RIS	Review undertaken and necessary changes made to ensure a 25% increase of female applicants	October 2021	New
6.9	Highlight on front page of the University's website work from diverse range of staff	PVC-Research	MarComms	Front page reflecting at least 4 diverse stories a term	June 2019/ ongoing	New
6.10	Highlight on front page of the University's website scholarship on topics related to EDI	PVC-Research	MarComms	Front page to include 2 stories per term on topics related to EDI	June 2019/ ongoing	New
6.11	Create a University lecture series on research covering EDI issues	Provost	Associate Provost/EDI	First series held with at least 30 people attending	June 2021	New
6.12	Award scheme for outstanding supervision to a student from an underrepresented group within the discipline	Provost	EDI Leads for each Faculty	1 award per Faculty awarded	June 2019 Expected completion June 2020	New
6.13	Academic conferences hosted at University to have free crèche available for participants and speakers	COO	Event Durham	50% of conferences have creche available	October 2021	New
6.14	Ensure a minimum number of speakers	Provost	Faculty leads/	50% of speakers are	June 2020	New

Ref/ ('14 Plan)	Action	UEC Lead	Owner	Success Indicator	Time Scale	Action: New, Modified, Old
	meet a baseline of the gender/ethnicity balance of speakers invited to the University		SAT Chairs/EDI	intersectional		
6.15	Undertake an audit of all BAME and gender grant application patterns to inform action planning to support underrepresented groups	PVC-Research	RIS	Audit complete	October 2022	New

Ref/ ('14 Plan)	Action	UEC Lead	Owner	Success Indicator	Time Scale	Action: New, Modified, Old
7	**Increase female representation at all levels within our Science Faculty**					
7.1	Identify good practice across different STEM fields in both HEI and Industry for interventions to support culture change within science communities	PVC Research/ PVC Science	Centre for Evaluation and Monitoring	Good practice identified through research and reported	April 2019	New
7.2	Establish and deliver a cross-institutional reverse mentoring scheme in STEM specific disciplines for women and other under representative groups and senior leaders within the North East at both HEI's and industry	PVC Research/ PVC Science	EDI/Science Faculty EDI leads	100% of senior staff and leaders have an increased awareness of issues faced by underrepresented groups 70% of staff in the culture survey will have found an improved culture within Science Faculty	December 2020	New
7.3	Engage with cross-institutional mentoring scheme for early career women and other underrepresented academics from STEM disciplines.	PVC Research/ PVC Science	EDI/Science Faculty EDI leads	20 staff engaged in mentoring programme	December 2020	New
7.4	Collaborate with North East institutions to develop opportunities for women and other under representative groups to engage in cross institutional recruitment panels and committees within wider science community.	PVC Research/ PVC Science	EDI/Science Faculty EDI lead	10 members of staff engaged and participating in programme	December 2020	New
7.5	Promote and support engagement of	PVC	EDI/Science	30 members of staff	December	New

Ref/ ('14 Plan)	Action	UEC Lead	Owner	Success Indicator	Time Scale	Action: New, Modified, Old
	women working within STEM with the North East Inclusion Matters Consortium online network, to support access to information on potential development opportunities or research grant funding and activities.	Research/ PVC Science	Faculty EDI lead/staff networks	engaged and participating in programme	2020	
7.6	Establish, with industrial partners, supported placements for female ECRs to participate in research and development opportunities within the sector	PVC Research/ PVC Science	EDI/RIS/Science Faculty leads	3 female ECRs complete placements	December 2020	New
7.7	Evaluate programmes of work to measure effectiveness	PVC Research/ PVC Science	Centre for Evaluation and Monitoring	Evaluation completed and report published on our website and shared nationally across wider STEM community	December 2020	New

Ref/ ('14 Plan)	Action	UEC Lead	Owner	Success Indicator	Time Scale	Action: New, Modified, Old
8	**Improve the quality and access to data on staff and students**					
8.1 (6.1, 6.2)	Reporting templates in People+ to generate the data required for Athena SWAN and REC applications/monitoring	Provost	HR	Appropriate data being gathered	Nov 2020	Old, Needs revisiting
8.2 (6.1, 6.2)	Expand staff data monitoring to include information on intersection of gender and other protected characteristics	Provost	HR/CIS	Appropriate data being gathered	Nov 2020	Old, Needs revisiting
8.3 (6.2)	Expand or replace IT system used to monitor uptake of training opportunities to include monitoring by gender, race and ethnicity and disability.	Provost	HR/CIS	Appropriate data being gathered	Nov 2020	Old, incomplete