Gender Equality Action Plan 2014-2017

In 2014, Durham University's Executive Committee and its governing bodies, Council and Senate, approved an action plan to address academic gender imbalance in the University. In November 2014 the University applied to renew its Bronze Athena SWAN award, a significant part of which is the action plan for the next three years. At the same time, Departments are preparing applications or progressing with action plans for departmental Athena SWAN and GEM awards. This document provides an over-arching action plan for Durham University, giving Departments clear sight of the institutional context for their own Athena SWAN and GEM activities and recognising that institutional Athena SWAN activities take place within a wider context of trying to improve gender balance across the University. Actions have been aligned to the Athena SWAN and GEM principles set out below.

Athena SWAN and GEM Principles

1. To address gender inequalities requires commitment and action at all levels of the organisation;
2. To tackle the unequal representation of women or men requires changing cultures and attitudes across the organisation;
3. The absence of diversity at management and policy-making levels has broad implications which the organisation will examine;
4. The system of short-term contracts has negative consequences for the retention and progression of staff;
5. There are both personal and structural obstacles to women making the transition from PhD into senior academic positions and managerial levels, which require the active consideration of the organisation;
6. That employment policies, practices and procedures should actively promote gender equality;
7. A broad range of work actively undertaken by staff should be recognised in their career progression and promotion;
8. The high loss rate of women in science is an urgent concern which the organisation will address.

Objective	Action	Principle	UEC Lead	Owner	Timescale	Success Indicator	Progress at 07/12/2015
Publicly promote gender equality and diversity	1.1 Women and Change in HE Conference	2	PVC(E)	HR (E&D Manager)	December 2016	Holding of conference	Inaugural conference held jointly with Newcastle University in April 2014. Following a meeting with Judith Rankin Dean (E&D) at Newcastle, the conference is likely to be held in Newcastle in Michaelmas 2016.
	1.2 2015 celebration of International Women's Day with a focus on 'Women in Science'. Events will take place at Department, Faculty and University level.	2	PVC(E)	Dean of E&D	March 2015	International Women's Day marked with visibility across the institution	Events along the theme 'Women in Science' were hosted by the Science Faculty, its departments and SMPH.
	1.3 2016 celebration of International Women's Day. Events will take place at Department, Faculty and University level.	2	PVC(E)	Dean of E&D	March 2016	International Women's Day marked with visibility across the institution	The theme 'Creativity' has been agreed for 2016. Planning is underway for a series of events that cover all staff (academic and non-academic) and students. Carol Ann Duffy will start the week on 29th February. A communication has gone out in Dialogue asking all departments to consider hosting an event; Dean E&D asking HoDs, Centres, Colleges, URIs, Faculty and Departments to participate via Senate and Faculty Boards. Still awaiting information from Science, Arts & Humanities, URIs and Colleges. FPVCs to encourage Departments to participate.
	1.4 2017 celebration of International Women's Day. Events will take place at Department, Faculty and University	2	PVC(E)	Dean of E&D	March 2017	International Women's Day marked with visibility across the institution	

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	1.5 Women giving seminars in Science subjects to be asked to host additional session where they talk about their careers etc.	5	PVC(Science)	Faculty of Science	Ongoing	At least one session per term.	Talks from female scientists about their careers took place in the run up to IWD 2015. HoDs have been asked to ensure these type of session continue to happen. Monitoring of this will be discussed at the Athena SWAN forum, where the possibility of expanding it to the other Faculties can be explored.
	1.6 Trial 50% men and women speakers for public lectures and seminar series	2	FPVCs	All staff arranging seminars	Academic Session 2014/15	50% public lectures are given by women	Communicated to Heads of Departments/Colleges; implementation discussion held at SSH and Arts and Humanities Faculty Boards. Departments are starting to reflect this in their Athena SWAN applications, but more formal monitoring needs to be discussed. Once a mechanism is established this could be extended to URIs and Colleges.
Ensure staff at all levels are engaged with the gender equality agenda	2.1 All Science departments to apply for Athena SWAN award (or equivalent) at minimum bronze level	1	PVCs (Science and SS&H)	Faculty PVC GEAG HoDs	November 2017	All science departments hold minimum Bronze level Athena SWAN award	Psychology (Silver AS achieved April 2013) Chemistry (Bronze AS achieved April 2014) Physics (Juno Practitioner achieved May 2013, applying for Juno Champion November 2015) Engineering & Computing Sciences (Bronze AS achieved April 2015) SBBS (Bronze AS achieved April 2015) Maths and Earth Sciences reapplied in November 2015.
	2.2 The following SSH and A&H departments	1	PVCs (SS&H and A&H)	Faculty PVC GEAG	November 2017	Applications are successful and	SMPH (Bronze AS achieved November 2013)

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	to apply for Athena SWAN awards: Law, DUBS, SGIA, Education, SASS, History, Philosophy, Music, English			HoDs		departments hold a minimum bronze level AS or GEM award	Anthropology (Bronze GEM achieved April 2014) Geography (Bronze GEM achieved April 2014) History, SASS and SGIA submitted applications in November 2015. Philosophy has been implemented the Good Practice Scheme from the British Philosophical Association and Society for Women in Philosophy UK.
	2.3 Review of Athena SWAN and GEM forums		PVC(E)	Dean of E&D	November 2015	Forums judged to be fit for purpose	The new, combined Athena SWAN charter covers all subjects, therefore it's been agreed to merge the two forums from 2015/16. The new forum was launched on November 2nd 2015 with a talk from Gold AS department Head Prof Tom Welton (Dean of Natural Sciences, Imperial College). The new forum will focus on workshops covering aspects of the application, such as action planning and data presentation. Data templates are being devised and project plans. The new format will be reviewed at the end of 2015/16.
	2.4 Communication of outcomes of gender consultation groups and survey	1	VC	Vice Chancellor	December 2014	Information sent to all staff	An email with a link to the action plan was circulated to all staff in March.
	2.5 Equality and Diversity is a priority in the University's planning process	6	VC	Dean of E&D Director Strategic Planning Office	Annually	The planning priorities statement includes targets/KPIs on	Each Faculty included Gender Equality as a priority, with relevant objectives and action points, in their 13-14 Faculty Plans. The 2014/15 Planning Priorities

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						gender balance for Departments and Faculties; all departments include actions on gender equality in departmental plans	Statement maintained the status of E&D as an institutional priority. For 2015/16 departments are being asked to consider E&D as a cross cutting priority, embedded in other actions.
Recruit and retain more women	3.1 Sponsorship of a Daphne Jackson Fellowship	**4, 8**	COO	Dean E&D	July 2015	1 Daphne Jackson Fellow in post	A fellowship was advertised in 2013/14.
	3.2 Consider funding of future annual Daphne Jackson Fellowships	**4, 8**	PVC(E), CFO	Dean E&D	July 2016	Funding secured	The PVC Education has committed to discussing possible sources of funding with the CFO.
	3.3 Appointment Policy and Procedure to be reviewed and updated to: 3.2.1 - encompass all university appointments including leadership, statutory and voluntary positions. 3.2.2 - recommend panel members for senior academic and leadership positions to be involved from job description to final appointment. 3.2.3 - require all appointment panels to include at least two of	**6**	COO	HR Recruitment Manager	June 2015	By 2017, 35% applications to academic posts will be from women (a 4 p.p increase on the average 31% between 2010/11 and 2013/14)	New Appointment Policy and Procedure has been drafted and is currently with HR Senior Management Team. A working group has been established, led by Stephen Taylor, to look at recruitment and appointments. Sarah Winship and Joanne Race to talk to Stephen re appointment policy; the working group needs to be aware of GEAG and the action plan.

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	each gender 3.2.4 - encourage where possible all academic positions to be advertised on a ' Job-Share' basis 3.2.5 - include strapline encouraging women applicants both within academic and support departments 3.2.6 - use of recruitment system for all roles						
	3.4 Trial advertising positions in Science Faculty on WISE	6, 8	COO	HR Recruitment Manager	Academic session 15/16	Trial completed with recommendations on whether to continue advertising via the site	Launched in November 2015. Sarah Winship to report to the next GEAG how we monitor where people find out about advertised posts.
	3.5 Job share policy to be reviewed to encourage advertising of job share for all posts	6	COO	HR Equality and Diversity Manager	November 2014	Posts being advertised as open to job share	Policy has been reviewed and revised and was approved by UEC
	3.6 Monitoring of enhanced procurement policy	6	COO	HR Recruitment Manager	Annual review of applications data	Applications from more diverse pool of people	Enhanced policy was introduced in 2014. The annual E&D report will monitor applications; the first report is due in Epiphany 2015/16.
	3.7 Review promotions policy	5, 7	VC	Deputy Director HR	January 2015	Feedback on policy process via survey of those applying for	The review of the promotions policy has been completed. It found that the mechanics of the process work, but early stage support for staff varies

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						promotion; 70% think the process is clear and fair	across departments. A plan for sharing best practice in supporting promotions with HoDs is being developed and will be rolled out for the 2016 promotions round. Dean presented to Senate and all Faculty Boards emphasising best practice means proactive encouragement of applications on the basis of CVs conducted by a small group. Applicants to be given mentors. On-going monitoring and communication needed. The promotions process is under review, GEAG will need to feed into the working group.
	3.8 Annual Demystifying Promotion Workshop led by a senior academic in each Faculty with experience of Academic Progression Committee and promotion process	5	DVC	Assistant Director HR (Training and Development)	Annually in November	Increase in proportion of successful applications. Feedback on sessions.	Sessions took place in November 2014. Feedback on the event was good and sessions are held annually in Michaelmas term.
	3.9 Quarterly analysis of exit survey responses	5, 8	COO	Assistant Director HR	Quarterly	Responses are analysed	Responses are being analysed, but response rates are currently too small to draw meaningful conclusions. Reviewing the process in view of low uptake and are exploring good practice examples from the sector, noting that this is an HR, not just an E&D tool
	3.10 Adopt policy of	5, 6	COO	E&D Manager	Approval	70% staff	The policy has been approved by UEC

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	allowing a term research leave following maternity/parental/ adoption leave				November 2014	returning from maternity/ adoption/parental leave are using the scheme	and incorporated in the existing policy on maternity leave. Uptake will be quantified for the next institutional Athena SWAN submission.
Improve Diversity at leadership and management levels	4.1 All Faculties and Departments to develop plans to improve the gender balance of their senior management teams, monitored through the annual planning process	3	FPVCs	FPVCs HoDs	2017	25% senior management positions in Faculties and Departments held by women in Social Sciences & Health and Arts & Humanities; 15% in Science. Targets to 2020 are monitored in the University KPI report (30% Science, 50% A&H and SS&H).	Current examples of best practice include the expansion of the senior management teams in departments, e.g. inclusion of Athena SWAN champion in Chemistry, non-portfolio position in Engineering & Computing Sciences. Departments are starting to monitor this via their Athena SWAN applications. There are currently 9 women on the Aurora programme (up from 4/5 in previous years) which is designed at building leadership capacity in women. FPVCs to report to GEAG on progress against this.
	4.2 Explore possibility of sharing significant Department administrative roles to allow part-time senior staff to gain administrative experience and increase the diversity in Senior Management Teams.	3	FPVCs	FPVCs HoDs	Academic session 2015/16	Discussed at Faculty Boards with HoDs	
	4.3 Propose to	3	VC	Nominations	2014	Recommendations	Nominations Committee agreed a target

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	Nominations Committee a review of Joint and respective committees of Council and Senate in terms of remit, composition and appointments process, with the ultimate aim of achieving 30% women on key committees by 2020			Committee		are endorsed	of gender balance of 40% women or men on Council and Joint Committees, by September 2016; this was approved by Council in January 2015. Dean (E&D) to take a follow-up paper on the gender of Chairs before the end of 2015/16.
	4.4 Propose to Nominations Committee to expand consideration of the gender balance of committees to include the gender of the Chair.	3	VC	Nominations Committee	July 2016	Recommendations are endorsed	
	4.4 Establishment of and recruitment to all leadership positions to follow a standard approval process, i.e. job descriptions, clear appointment process, open advertisement, proactive encouragement/ recruitment	3	COO	HR	January 2015	Agreed policy in place	The process is now in operation.
Improve our policies and practices to take better	5.1 Where possible and practical for Academic Session 2014/15 key decisions at scheduled	6		Committee Chairs	2014/15	Key decisions at scheduled Committees of Senate and	UEC meetings from start of academic year 14/15 are from 9.15-12.00. GES is working with chairs of council committees to schedule important

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account of work/life balance	Committees of Senate and Council will take place after 09.15 and before 16.00					Council have taken place after 09.15 and before 16.00, as noted in minutes.	business before 4.00pm where practicable.
	5.2 Where possible and practical for Academic Session 2015/16 scheduled Committees of Senate and Council will begin after 09.15 and end by 16.00.	6		GES	2015/16	Scheduled Committees of Senate and Council will begin after 09.15 and end by 16.00	Currently being implemented via the annual process of setting committee dates for the following year. Senate agreed to start earlier for 2015/16 to be finished by 16:00.
	5.3 Strongly encourage all staff to schedule meetings, as far as possible, to enable colleagues to participate fully.	6	RH	UEC	2015/16	All staff informed via Faculty Boards and communication from the VC	Departments involved in Athena SWAN are already considering this; but this only covers a proportion of academic departments and does not include Colleges or PSS.
	5.4 Each academic department to have a workload model which enables academic staff to see their workload relative to the anonymised workloads of colleagues.	7	FPVCs	FPVCs	October 2015	Models exist and are monitored through the planning process	All science departments are implementing 5.5 with models to start no later than academic year 2015/16. Discussed at Arts Faculty Board to be operational for 2015/16.
	5.5 Science Faculty to adapt University principles for workload allocation	7	PVC(Science)	PVC Science	January 2015	Principles developed	Being implemented via action 5.4.
	5.6 Trial during 2014/15 at least 50% public lectures and seminars	2	FPVCs, PVC(R)(R)	All staff arranging seminars	2014/15	At least 50% public lectures and seminars	Need to identify a monitoring mechanism and develop a communications plan. The Dean (E&D)

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	should be completed by 6:00					completed by 6:00	has raised it at Senate. The E&D team will work with Athena SWAN departments to look at how to monitor this.
	5.7 Conclude review of University nursery opening hours	5	COO	HR	December 2015	Staff satisfied with opening hours (via user survey)	Following review and in response to feedback from service users, the nursery will now open from 7:30-18:00 (previously 8:00-18:00).
Improve the quality of and access to data on the gender balance of our staff	6.1 Development of HR System (People+) to collect and report on requisite data for internal and external E&D monitoring.	6	COO	HR Information Manager	December 2015	People+ includes data for reporting on protected characteristics	The E&D team and Workforce planning are meeting to ensure both 6.1 and 6.2 (below) are met.
	6.2 Reporting templates in People+ to generate the data required for Athena SWAN applications/monitoring (pending ECU publication of details)		COO	Policy Support Officer (E&D) HR Information Manager	August 2016	Reports exist	The Policy Support Officer (E&D) is working through the new Athena SWAN application form in order to set out the relevant data requirements for the report.
Provide training and support so that staff at all levels understand their role in promoting gender equality	7.1 Head of Department comprehensive induction and training programme (e.g. unconscious bias, legal obligations, how to manage flexible working, awareness/promotion of University policies,	2	COO	Assistant Director HR	December 2015	Training launched and found useful by participants	Components of the training are on offer, work to incorporate them into a comprehensive programme is ongoing. Director of Carod held a focus group in November to identify what might be useful.

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	peer-to-peer mentoring)						
	7.2 Roll out unconscious bias workshops to all staff	2	COO	HR	Michaelmas 2014	Staff attending sessions	The workshop is run monthly in Durham and termly in Stockton. Mandatory E&D training and the best mechanisms for delivering this are currently being considered by HR. An annual update on attendance will be included in the E&D report.
	7.3 Enhanced E&D website		COO	E&D Manager	December 2015	Website live	A framework has been developed, looking at the results of the staff survey to understand what information would be most useful.
Enhanced mentoring, particularly for Early Career Researchers	8.1 Targeted mentoring of Early Career Researchers (ECRs)	5	PVC(R)	CIG	2015/16	Termly events for ECRs	Raised at Concordat Implementation Group, enhanced support for ECRs is part of the HR excellence renewal application.
	8.2 Annual engagement in the Women in Academia Coaching & Mentoring programme	5	COO	HR	Annual	Durham continues to be represented on the programme, with at least one participant from STEMM each year	In 2015/16 there are 6 women from Durham on the programme; 50% of the participants are from STEMM subjects.

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