

	Overall Aims (problem / issue identified)	Silver Actions to date and impact	Future actions (2017-2020)	Responsibility (lead in bold)	Time-scale	Priority	Success measures
<b>1. ACHIEVE GENDER BALANCE OF STAFF AND STUDENTS</b>							
1.1	<p>Attain gender balance at senior levels.</p> <p>(In 2009/10 we had twice as many men at Senior Lecturer or above (7F:14M)).</p>	<p>Currently we have gender parity at Senior Lecturer or above (12F:11M).</p> <p>Achieved 50F:50M professors in 2016.</p> <p>Gender balance (2F:2M) on short list for IfWH director position (2016).</p>	<b>Silver action plan aim achieved.</b>				
1.2	<p>Increase opportunities for flexible working in leadership positions.</p> <p>(Only 11/80 (14%) UCL heads of department are female and only three posts at this level are job-shares).</p>	<p>IfWH male director succeeded by two women (1 BME, 1 White) in a job-share (2016).</p> <p>Case studies presented on website highlighting career pathways, flexible working and support from IfWH.</p> <p>Part-time working sustained by female academics: a female lecturer and senior lecturer work 0.8 and 0.6 FTE, respectively.</p>	IfWH Directors to host a UCL-wide event in 2017-18 to promote job-sharing in academic leadership positions.	<b>JS, UM</b>	Summer 2017	High	At least 3 more UCL head of department posts are job-shares by 2020.

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<b>1. ACHIEVE GENDER BALANCE OF STAFF AND STUDENTS</b>							
		One SAT co-lead is on the Gender 50:50 subgroup for flexible and part-time practices.					
1.3	Mitigate against unconscious bias in recruitment.	All line managers and internal interviewer panel members have completed unconscious bias training (UBT).	<p>All new line managers and internal interviewer panel members to complete face-to-face UBT. Current staff to re-train via online moodle course every 3 years.</p> <p>All external interviewer panel members will be asked to complete the UCL UBT online moodle training (via generic UCL account) if not trained by their own organization.</p>	<b>MJ, CA</b>	<p>January 2017 onwards</p> <p>September 2017 onwards</p>	<p>High</p> <p>Medium</p>	100% of interview panels members completed UBT within 3 years by 2018.
1.4	<p>Increase diversity on interview panels.</p> <p>(22% of panels were single gender in 2013-14).</p>	IfWH set criteria of 60% women for interview panels. Since Silver award, 100% of our 30 interview panels met this criteria.					100% of interview panels have gender balance between 60F:40M and 50F:50M.

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<b>1. ACHIEVE GENDER BALANCE OF STAFF AND STUDENTS</b>							
	(BME representation on panels not recorded until 2015).	Since 2015, we have monitored BME representation on interview panels; 40% had at least one BME member.	We will utilise UCL's new central BME 'Bias and Selection Specialists' pool to increase BME representation on interview panels.	<b>MJ, CA</b>	September 2017	Medium	At least 50% of interview panels have BME representation.
1.5	Achieve gender balance in applicants for PGT courses and PGR degrees.  (We have consistently more females applying for PGT and PGR courses).  (66% of female students attain merit or distinction <i>versus</i> 48% male students, although number of male students is very small).	For PGR degrees, the proportion of male applicants and offers increased in 2015/16 versus previous years.  Male alumni encouraged to participate in career sessions.  Mandatory attendance of all PhD supervisors at supervisor training course implemented.	Design new advertising material aimed predominantly at men.  Add section to IfWH website on ' <i>Why women's health is for men</i> ' - male staff describe career options likely to appeal to men.  Target male undergraduates by increasing the number of youtube and website videos.  Increase visibility of male IfWH staff on our website.  Approach individual male iBSc and PGT students and	<b>DR, SW, JT</b>  <b>VJ, KF</b>  <b>KF, VJ, SS, JH</b>  <b>KF, VJ</b>  <b>SS, JH</b>	March 2017  March 2017  March 2017  March 2017  June 2017 onwards	Medium  High  Medium  High  High	Double proportion of male iBSc students in women's health by 2020 intake.  Increase in PGT and PGR male applicants to at least 25% men by 2020 intake.

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<b>1. ACHIEVE GENDER BALANCE OF STAFF AND STUDENTS</b>							
			<p>encourage them to apply for PGT and PGR courses, respectively.</p> <p>Conduct pilot study with UCL's Widening Participation team to assess strategies to attract male students.</p> <p>Explore with CALT whether 'liberating the curriculum' initiative could improve male MSc degree attainment.</p>	<p><b>JS</b>, VJ, SS</p> <p><b>JH</b>, BG, AP</p>	<p>Autumn 2018</p> <p>June 2019</p>	<p>Medium</p> <p>Low</p>	<p>At least two new strategies identified to raise male student numbers.</p> <p>Similar proportions (+/- 5%) of male and female students attaining merit or distinction at MSc by 2020.</p>
1.6	<p>Increase male research assistants.</p> <p>(Currently we have 18% men at this level).</p>	None to date	<p>New positive action statements in job adverts welcoming applications from men because they are under-represented at this level.</p> <p>Identify male PGT students likely to benefit from research assistant experience and support them to apply for these positions.</p>	<p><b>MJ</b>, JS</p> <p><b>SS</b>, JH</p>	<p>Jan 2017</p> <p>June 2017 onwards</p>	<p>High</p> <p>High</p>	<p>Increase male research assistants to at least 25% by 2020.</p>

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<b>1. ACHIEVE GENDER BALANCE OF STAFF AND STUDENTS</b>							
1.7	Extend outreach activities to improve gender balance.  (Outreach involves somewhat more women than men).	Established an extensive program of outreach activities including In2Science and Nuffield placements, talk to press/TV/radio/social media and a Massive Open Online Course (MOOC).  Achieved gender balance in Summer school 2016 (3F, 3M)	Maintain outreach program. Involve more male staff in outreach activities through encouragement at appraisal and internal advertising of activities (currently presenters are 47F:16M).  Drawing on experience of UCL Engineering Department, pilot mandatory gender balance in Summer school participants.	<b>SAT</b> (led by <b>JS</b> )  <b>SS, SB</b>	2018-19  Summer 2017	Low  Medium	Increase male outreach presenters to at least 60F:40M.  Summer School students at least 60F:40M in 2018-2020 cohorts.

	Overall Aims (problem / issue identified)	Silver Actions to date and impact	Future actions (2016-2020)	Responsibility (lead in bold)	Time-scale	Priority	Success measures
<b>2. SUPPORT FOR CAREER DEVELOPMENT</b>							
2.1	Avoid attrition of senior female academics.	No loss of senior female academics since 2010 despite job offers at other prestigious universities	<b>Silver action plan aim achieved</b> - stronger female pipeline to senior levels.				

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<b>2. SUPPORT FOR CAREER DEVELOPMENT</b>							
		<p>Positive female role models at reader and professor levels providing support and mentoring for colleagues, with case studies on IfWH website.</p> <p>IfWH Director wins prestigious award in 2015 for supporting other women's career progression.</p>					
2.2	<p>Improve career development for students and junior staff.</p> <p>(National problem of career insecurity for non-tenured researchers. At IfWH 68% staff feel supported in their career progression)</p>	<p>Active and extensive alumni network. Alumni return to deliver career sessions.</p> <p>Career advice surgeries held with choice of senior staff in 2015 and 2016. Available to all academic staff; very positive feedback reported.</p> <p>Monthly journal club and research methodology</p>	<p>Earlier action (at 6 months before end of contract) to explore redeployment and bridge-funding opportunities.</p> <p>Contingency / bridge funding for non-tenured staff built into IfWH annual budget forecast exercise.</p>	<p><b>CA, SW</b></p> <p><b>IW, JS, UM</b></p>	<p>January 2019</p> <p>December 2016</p>	<p>Medium</p> <p>Medium</p>	<p>Increase proportion of staff feeling supported in their career progression to at least 80% by 2020</p> <p>Secure bridge funding for at least one non-tenured researcher per year.</p>

	Overall Aims (problem / issue identified)	Silver Actions to date and impact	Future actions (2016-2020)	Responsibility (lead in bold)	Time-scale	Priority	Success measures
<b>2. SUPPORT FOR CAREER DEVELOPMENT</b>							
		<p>seminars led by senior staff.</p> <p>IfWH 6-session careers programme provided annually with invited speakers from a variety of careers/industries with positive feedback reported (praised by Faculty).</p> <p>Graduate Research Advisor appointed and annual PGR mini-presentation day initiated in 2013. PGR students practice presentation skills and receive peer feedback. Students go on to participate in IfWH, Faculty and UCL 3MT competitions.</p> <p>IfWH annual scholarship awarded on the basis of financial hardship.</p>					

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<b>2. SUPPORT FOR CAREER DEVELOPMENT</b>							
2.3	<p>Improve appraisal and promotion procedures.</p> <p>(24% reported that appraisal was not constructive in 2016).</p>	<p>We have had 7F and 3M staff promotions since our silver award.</p> <p>IfWH appraisal forms updated with checklist to include discussion of work-life balance.</p> <p>Staff promotion opportunities and vacancies advertised through website link and via email notifications.</p> <p>Exec committee considers every eligible staff member before annual senior promotions round. Only 2 unsuccessful applications for promotion since 2010 (1M and 1F who later became professor).</p> <p>Information on how to apply for promotion and</p>	<p>Implement appraisal month (February) to ensure completion of appraisals in a timely fashion.</p> <p>Checklist added to appraisal paperwork to ensure promotion criteria, career development, publications for REF and TEF, teaching workload / portfolio and mentoring requirements/plans are discussed annually.</p> <p>All Line Managers to undertake UCL Appraiser Training (preferably face-to-face).</p> <p>Organise sessions on appraisal to communicate improvements and increase transparency at all-staff meeting.</p> <p>Workload model included with appraisal (beginning</p>	<p><b>MJ, CA</b></p> <p><b>CA, SB</b></p> <p><b>CA, MJ</b></p> <p><b>KF</b></p> <p>SAT (led by <b>SB</b>)</p>	<p>February 2017</p> <p>January 2017</p> <p>January 2017 onwards</p> <p>January 2017</p> <p>February 2017</p>	<p>High</p> <p>High</p> <p>Medium</p> <p>High</p> <p>High</p>	<p>100% of staff are appraised annually.</p> <p>At least 60% of staff report that their appraisal was constructive (staff survey).</p> <p>At least 75% of line managers complete face-to-face appraisal training.</p> <p>100% of line managers complete UCL online appraisal training once available</p> <p>At least 60% staff think promotions is a fair process in staff survey.</p>



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<b>2. SUPPORT FOR CAREER DEVELOPMENT</b>							
		eligibility included in promotion round emails. Staff encouraged to attend UCL Promotions briefings.	Feb 2017). Collate data annually and monitor for gender differences. Draw up future actions based on any issues highlighted by this data.				
			Promotion case studies presented on website highlighting career pathways, including PSS.	<b>KF, VJ</b>	2018	Low	
			Add question to annual survey to monitor how staff view our promotion process.	<b>JT, DR</b>	June 2017	Low	
2.4	Establish and improve IfWH mentoring schemes. (24% of staff have a mentor and an additional 38% of staff would like one).	Peer-mentor allocated to every new research student (since 2013). Mentors attend training at ICH.  Early-career mentoring programme for late stage PGR students and early career academics initiated but uptake is low.	Liaise with UCL OD to improve U-Mentor (it is being redesigned)  Promote B-Mentor and UCL's BME sponsorship scheme and encourage individual IfWH staff to apply when appropriate.	<b>SB, BG</b>  <b>MJ, SB</b>	June 2019  June 2017	Low  Medium	At least 60% of staff have a mentor and report positive effects in staff survey.  BME women and men engage with mentoring and sponsorship schemes.

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<b>2. SUPPORT FOR CAREER DEVELOPMENT</b>							
		<p>Promotion of UCL's U Mentor online 'matching' system.</p> <p>Mentoring training session and information given at IfWH staff meeting.</p> <p>Buddy system for all new staff initiated in 2014.</p>	Successful mentor and mentee to present at all staff meeting.	<b>JS</b> , KF	Autumn 2017	High	
2.5	<p>Increase uptake and awareness of training opportunities and provide high quality leadership training for academic staff.</p> <p>(Staff survey 2014/2015 showed PDRAs spend an average of 3 days/year on transferable skills training courses but would like more).</p>	<p>UCL offers an extensive staff development programme; courses are free, grade-specific courses are offered, and uptake has been encouraged.</p> <p>Successful nominations for senior leadership courses: 4F have completed popular Future Leaders Programme (FLP), with all achieving subsequent academic promotions.</p>	<p>Line managers to encourage attendance at training in leadership, management, teaching skills, presentation skills, how to publish, grant writing and career development coaching, through appraisals.</p> <p>Monitor training uptake by grade and gender.</p> <p>Approach specific staff to attend Future Leaders course.</p>	<p><b>JS</b>, UM, MJ, CA</p> <p><b>CA</b>, KB</p> <p><b>JS</b>, <b>UM</b></p>	<p>2017 onwards</p> <p>June 2017 onwards</p> <p>June 2017 onwards</p>	<p>High</p> <p>Low</p> <p>Medium</p>	<p>100% of staff feel they had no difficulty in obtaining permission to attend training courses in staff survey.</p> <p>Increase in training uptake seen year on year. 75% of staff spend 5 days/year on training by 2020.</p> <p>At least one senior staff from IfWH on FLP every year.</p>

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<b>2. SUPPORT FOR CAREER DEVELOPMENT</b>							
		<p>Currently 1M and 1F are on this course.</p> <p>Lobbied central HR to expand FLP from one to four courses this year.</p> <p>We initiated a new shadowing scheme for senior women in SLMS to shadow UCL senior management (Provost, Vice-Provosts and Deans);</p>	<p>Publicise Astrea, Aurora and Springboard training programmes (women only) and encourage specific individuals to attend.</p> <p>3 Deans and 5 Vice Provost (Operations) have agreed to be shadowed.</p>	<p><b>CA</b></p> <p><b>JS</b></p>	<p>June 2017 onwards</p> <p>February 2017</p>	<p>Medium</p> <p>High</p>	<p>5 or more senior shadowing placements completed by women in SLMS by 2019.</p> <p>Senior shadowing scheme extended across UCL.</p>
2.6	Increase success with research grant applications	More support for grant-writing through internal review by HoD, new finance officer and training courses has resulted in higher grant success rate (>40% over last 5 years) than UCL or Faculty (~30%) and increased grant income among women.	<b>Silver action plan aim achieved.</b> Continue current level of support and monitoring of outcomes for all researchers submitting grants.	<b>IW</b> , HoDs	December 2016 onwards	High	Maintain annual grant success rate of least 40% for men and women.

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<b>2. SUPPORT FOR CAREER DEVELOPMENT</b>							
2.7	Maintain gender balanced REF and TEF returns.  (Females and males equally likely to be submitted)	Discussion of publications for next REF added to appraisal checklist.  We have developed a new teaching workload model that can be used to create your personal teaching portfolio (e.g. for teaching qualifications) and will also be useful for TEF.	Promote teaching workload / portfolio to all staff and add to appraisal checklist.	<b>SS, JS</b>	February 2017	Medium	No gender bias in the staff returned in the REF or TEF.  At least 20% of staff complete teaching portfolio by 2018, rising to 40% by 2020.
2.8	Improve career development for Professional Support Staff (PSS)	PSS focus group held to gather their views on career development and other work issues (see next column, future actions).  Social activities held in core hours to encourage PSS to attend.	Add specific section on career development to appraisal form for PSS.  Improve induction procedure including establishing their objectives early on, meeting key staff within IfWH not just their line manager, hold stage 2 induction after staff has been in post a few months.	<b>MJ, CA, JS</b>  <b>MJ, CA, JS</b>	February 2017  April 2019	Medium  Low	At least 80% of PSS respond positively to feeling supported in their career and supported in their role questions in staff survey.  At least 70% of PSS regularly attend IfWH social events.



	Problem identified	Actions completed (pre-2016)	Further actions (2016-2020)	Responsibility	Time-scale	Priority	Success measure
<b>3. ORGANISATION AND CULTURE</b>							
		<p>Equality Charter Mark actions.</p> <p>50:50 F:M balance achieved for speakers at IfWH Annual Conferences and all-staff meetings.</p> <p>All our interview panel members (and new staff) are required to complete UCL's Online Diversity Training.</p> <p>IfWH Facebook and Twitter profiles actively updated with current news.</p>					
3.2	Establishing a program of Beacon activities that promote gender equality.	<p>Extensive International Women's Day (IWD) program run by IfWH in 2015 and 2016. Attended by around 1000 and 2000 people respectively. Varied program included drama, debate, comedy and art. UCL Provost</p>	<p>Maintain annual programme of events for IWD.</p> <p>Our IWD programme for 2017 includes a play about abortion, a sculpture workshop exploring gender equality, and a debate on whether there is a right time to have a baby.</p>	<p><b>JS, VJ, DP</b></p> <p><b>JS, VJ, DP</b></p>	<p>March 2017-20</p> <p>March 2017</p>	<p>High</p> <p>High</p>	<p>Participant evaluation (feedback forms) of IWD programme is at least 90% positive</p> <p>IfWH shares practice with at least two other UCL departments or external groups organizing similar events.</p>

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<b>3. ORGANISATION AND CULTURE</b>							
		<p>took part in annual IWD drama.</p> <p>IfWH logo re-designed to reflect a more realistic female form.</p> <p>Many staff, including the IfWH Directors, include the Friend of Out@UCL (UCL's LGBTQ+ network) in their email signatures to show they are allies.</p>	<p>Extend the theme of Women at UCL: Presence and Absence into a 6-month exhibition in 2018 to coincide with the 100<sup>th</sup> anniversary of IWD.</p>	<b>JS, VJ, DP</b>	March 2018	High	<p>IfWH programme publicized by South Bank festival for IWD</p> <p>Critical evaluation of 2018 centenary exhibition feeds into IWD programme for 2019-20</p>
3.3	<p>Hold social events to promote IfWH 'belonging' and increase morale.</p> <p>(61% of staff attend IfWH social events, and 58% would like to see more of them; staff survey 2016).</p>	<p>Successful summer picnics held in 2013 and 2014. IfWH social events committee established. Well attended Christmas lunches held annually. Weekly yoga classes have been well attended by of staff of all grades.</p>	<p>Prepare annual calendar for IfWH social activities to provide dates far in advance, coordinated by social events committee (e.g. termly quiz with mixed gender/job role teams).</p> <p>Plan all social events in core working hours where possible.</p>	<p><b>IW, KB</b></p> <p><b>IW, KB</b></p>	<p>June 2017</p> <p>June 2017</p>	<p>Medium</p> <p>Medium</p>	<p>At least 70% attend social events (staff survey).</p> <p>At least 90% agree with 'I feel a strong sense of belonging to my department' (staff survey).</p>
3.4	Increase visibility, accessibility and support of flexible	UCL flexible working policies accessible through website and	Bespoke IfWH Culture document included in induction pack; will also	<b>SB, MJ, CA</b>	December 2018	Medium	At least 95% positive response to flexible

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<b>3. ORGANISATION AND CULTURE</b>							
	<p>working opportunities for all staff, particularly those with caring responsibilities</p> <p>(86% of staff reported enough flexibility in their work in 2016 survey).</p>	<p>adhered to. Staff made aware of flexible working at quarterly staff meetings.</p> <p>Appraisals include discussion around work-life balance and flexible working.</p>	<p>highlight flexible working options.</p> <p>Positive statement included in all IfWH job adverts about job share, part time and other flexible working practices</p>	<b>CA, MJ</b>	January 2017	High	<p>working question (staff survey).</p> <p>One new job-sharing arrangement by 2020</p>
3.5	<p>Improve support for those planning and/or returning from maternity, paternity and adoption leave.</p> <p>(5 negative responses in 2016).</p>	<p>Expectant parent meeting with HR before parental leave and 'Welcome back' meeting with line manager.</p> <p>New births announced in IfWH newsletter.</p> <p>Improved access to buggies and mobility impaired staff/visitors with wide, easy to open door installed at Chenies Mews.</p>	<p>More details added to planning meeting including assistance with UCL maternity leave calculator. Interim meeting provided to discuss salary details on part-time options, phased return to work and flexible working arrangements.</p> <p>Maternity/paternity buddy scheme implemented to provide an informal source of information and advice.</p> <p>Hold exit interviews for all staff leaving IfWH including those not returning after maternity leave.</p>	<p><b>SB, MJ, CA</b></p> <p><b>SB, MJ, CA</b></p> <p><b>MJ, CA</b></p>	<p>January 2019</p> <p>January 2019</p> <p>February 2017</p>	<p>Medium</p> <p>Medium</p> <p>High</p>	<p>100% have no difficulty in accessing parental/carer's leave or in their phased return to work (staff survey).</p>



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<b>3. ORGANISATION AND CULTURE</b>							
		Staff surveyed to canvas their opinions and requirements for a 5-12 year old summer childcare scheme (in conjunction with ICH).	With ICH leading, present plans for Summer childcare scheme to UCL. Discuss with UCL crèche and investigate possible venues and administration logistics. Pilot scheme launched in summer 2019.	<b>SB</b> (to liaise with ICH)	Autumn 2017	Medium	Successful pilot scheme run in summer 2019 and expanded for future years.
3.6	Improve gender balance at meetings and social events.  (PGTC is largely female)	Monthly senior staff meeting initiated to widen representation from Group Leads and PSS and to improve gender balance.	<p>Rotate Chair of senior staff meeting to vary chair gender and enable members to gain experience of chairing meetings.</p> <p>Use new teaching portfolio to encourage more male attendance at PGTC.</p> <p>Monitor attendance at social events and canvas staff for new ideas which may appeal to different sexes.</p>	<p><b>UM, JS</b></p> <p><b>JH, SS</b></p> <p><b>IW, KB</b></p>	<p>April 2017</p> <p>February 2017</p> <p>June 2017</p>	<p>Low</p> <p>Low</p> <p>Medium</p>	<p>Gender balance of Chair for senior staff meetings between 60F:40M and 50:50</p> <p>Increase male attendance at PGTC to at least 60F:40M.</p> <p>Achieve at least 60F:40M attendance at social events.</p>
3.7	Share best practice across UCL and elsewhere.	'Signalling Cygnets' - AS sharing knowledge and practice meeting held jointly with ICH in Oct 2016 (attended by 70 delegates).	Hold an annual event to share new ideas and promote good AS practice (follow-on from Signalling Cygnets).	<b>JS, JT, SB</b>	Autumn 2017	Medium	At least 90% of attendees rate the events as good or excellent.

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<b>3. ORGANISATION AND CULTURE</b>							
		<p>Set up new SLMS FLP network (for women completing FLP).</p> <p>SAT Co-leads on our Faculty Equality and Diversity Steering Committee.</p> <p>Mock AS panel held in Oct 2016 attended by 3 UCL departments to discuss their gold applications.</p>	<p>Extend SLMS FLP Network membership to men.</p> <p>Hold annual mock panel events with departments seeking Athena SWAN awards.</p>	<p><b>JS, SW</b></p> <p><b>JS, JT, SB</b></p>	<p>May 2019</p> <p>Autumn 2017</p>	<p>Low</p> <p>Medium</p>	<p>Three or more UCL departments participate in IfWH-led mock panels each year.</p>
3.8	Monitor, review and disseminate gender balance data	<p>All gender data collected by HR and Admin Teams for annual review by SAT.</p> <p>Local postgraduate taught student feedback survey implemented for each MSc module. Response rates improved with the use of Socrative website tool. Data for IfWH also taken from annual</p>	<p>Liaise with UCL HR to improve the timeliness and accuracy of staff data.</p> <p>Make annual staff survey mandatory for all staff, including PSS (84% completion in 2016). Re-write to include new questions to allow better data analysis and identification of areas for improvement. Survey results available on website with</p>	<p>SAT (led by <b>MJ</b>)</p> <p><b>JT, JS, UM, DR</b></p>	<p>June 2017</p> <p>June 2017</p>	<p>Medium</p> <p>High</p>	<p>At least 85% completion of annual staff survey each year.</p>

	Problem identified	Actions completed (pre-2016)	Further actions (2016-2020)	Responsibility	Time-scale	Priority	Success measure
<b>3. ORGANISATION AND CULTURE</b>							
		Student Barometer surveys.	thematic commentary on findings.				
		Annual gender data posted on website. AS activities reported in Annual Review and newsletters. Annual Survey shows staff are aware of and support IfWH gender equality practices.	Improve data collection on career destinations for PGT and PGR students.	<b>SS, SW</b>	Autumn 2017	Low	At least 90% known career destinations for PGT and PGR students.
			Introduce questionnaire for all staff leaving to explore reasons for leaving and future employment or other plans.	<b>CA</b>	Autumn 2017	Low	At least 75% complete leaver's questionnaire.