

Equity, Diversity and Inclusion

Implementation Plan

2023-2025



UNIVERSITY OF LEEDS

Implementation Framework

This Implementation Plan summarises the approach to implementing the University’s Equity, Diversity and Inclusion (EDI) Strategy over the next two years.

The Plan is focused on seven inter-related areas of work. These areas will be essential to the delivery of EDI-related institutional Key Performance Indicators (KPIs) and the University EDI Strategy 2022. A key purpose of the plan is to more closely align activity across faculties and professional services to improve impact on EDI by:

- Using institutionally agreed EDI objectives
- Embedding improved EDI structures
- Increasing clarity on University-wide initiatives.

Implementing the EDI Strategy requires effort from staff across the University of Leeds. Whilst there is much goodwill, expertise and activity on EDI across the University, initiatives are not always as joined-up as they could be. This risks reducing impact, as local solutions are used for EDI challenges and opportunities that can often be institutional or systemic and entrenched in nature.

This Plan provides a consistent approach for the EDI Strategy to be implemented as a cohesive, university-wide effort. The EDI Dean and EDI Director are responsible for coordinating the plan. They will collaborate across all areas and operate within a revised governance structure to ensure the EDI Plan achieves the vision of the EDI Strategy.

The content of the Plan was discussed at the October meeting of the Equity and Inclusion Board, and approved by the University Executive Group (UEG) at the end of November 2022.

Alignment of EDI Strategy Objectives against the EDI Implementation Plan

Seven work streams are being prioritised in this two-year Plan, until 2025;

1. Resourcing, Rewarding and Recognising EDI work
2. EDI Governance
3. Positive Action
4. Culture, Behaviour & Systems Change
5. Data and Insight
6. Learning and Development
7. Equality Charter Marks

The work streams align with the Strategic Objectives in the EDI Strategy as follows:

SO1: Equity, Diversity, and Inclusion as an anchor in policy and practice

Strategic Priorities	EDI Plan Work Stream
SO1A: Mapping EDI work visibly and identifying gaps between the current state of play and the future vision.	Resourcing, Rewarding and Recognising EDI work
SO1B: Resourcing EDI work by increasing capacity for EDI work at all staff and student levels.	Resourcing, Rewarding and Recognising EDI work
SO1C: Raising the profile of EDI work by incorporating recognition and reward within workload models and promotion.	Resourcing, Rewarding and Recognising EDI work
SO1D: Instigating more effective EDI communications to and with staff and students.	Resourcing, Rewarding and Recognising EDI work Governance Positive action Data and Insight

SO2: An anti-discrimination and global inclusion approach

Strategic Priorities	EDI Plan Work Stream
SO2A: Socialising our EDI values through the entire staff and student lifecycle.	Culture, Behaviour and Systems Change Learning and Development
SO2B: Promoting access to careers at the University by removing barriers to learning and development, and research and employment opportunities.	Positive Action Culture, Behaviour and Systems Change Learning and Development
SO2C: Introducing transparent and accountable EDI governance structures, making senior University leaders responsible for achieving change.	EDI Governance
SO2D: Introducing national and international cross-sectoral learning, benchmarking and collaboration.	Positive Action Culture, Behaviour and Systems Change

SO3: Build Trust and Credibility

Strategic Priorities	EDI Plan Work Stream
SO3A: Promoting a culture where students and staff can raise concerns through robust and effective reporting and supporting procedures.	Culture, Behaviour and Systems Change
SO3B: Promoting belonging through creating physically and psychologically safe learning and working environments (physical and digital).	Positive Action Culture, Behaviour and Systems Change
SO3C: Developing a sense of urgency for EDI work and promoting a culture of care and candour.	Positive Action Culture, Behaviour and Systems Change
SO3D: Creating opportunities for constructive but difficult conversations and ways to build understanding and empathy.	Culture, Behaviour and Systems Change

SO4: Sustainable knowledge base

Strategic Priorities	EDI Plan Work Stream
SO4A: Creating a forum for sharing expertise on inequity, diversity and inclusion.	Governance Learning and Development
SO4B: Providing resources and opportunities that empower staff and students to make change through personal action.	Learning and Development Data and Insight Positive Action
SO4C: Establishing parameters for EDI data and enabling access to this data more transparently and effectively.	Data and Insight
SO4D: Identifying relevant KPIs for all initiatives and elements of the Strategy.	Data and Insight

The seven work streams will also support activity on Strategic Objective 1 in the EDI Strategy which is 'Engagement with EDI charter marks'. Activity for the next two years will focus on taking part in the Race Equality Charter (REC), a major institution-wide project to help the University become an anti-racist organisation. The University aims to achieve a Bronze-level REC award by 2026. Efforts will also focus on delivery of the Athena Swan institution Bronze action plan and preparing to renew this award. Activity for both equality charter marks will be deeply intertwined to ensure an intersectional approach. This work will be led by meaningful consultation, engagement and partnering with under-represented and marginalised groups.

Set Up

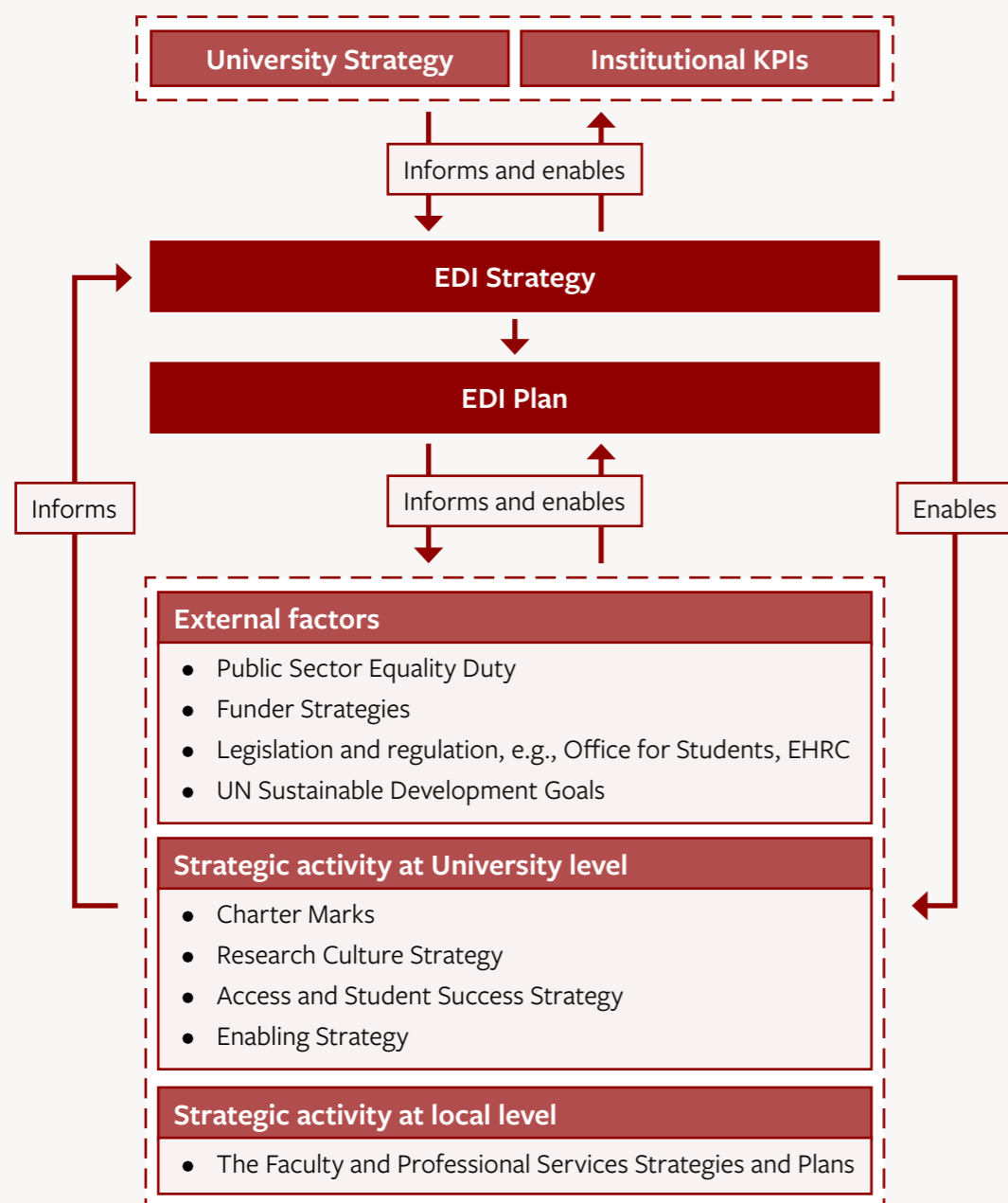
Much of the foundation work on the EDI Plan is already well underway. Institutional efforts have been focused on ensuring that the following enablers are in place to enable successful delivery:

- Understanding the current, university-wide EDI context, to help revise and enhance governance and support structures for successful delivery
- Provision of adequate EDI resource and capacity. This includes recruitment of new, core EDI posts in the Equality and Inclusion Unit and workload remission to resource voluntary EDI-related roles
- Developing a plan for improved EDI communications
- Building stronger connections and more consistent ways of working with key partners.

Strategic context

EDI is a vital and inseparable component of the University’s 2020–2030 Strategy. The EDI Strategy and EDI Implementation Plan must be responsive to external factors, and also inform and support key areas of inter-related strategic activity across the University.

The Plan will help inform faculty and professional service EDI priorities, whilst responding to issues at a local level using an evidence-based, ground-up approach. For example, the shared priorities and actions of all faculty Athena Swan action plans gain more traction and impact when coordinated through the institutional-level EDI Implementation Plan.



Measuring success

To measure progress and success of EDI Strategy implementation, a new institutional EDI-related Key Performance Indicator (KPI 3) has been developed in 2023. The KPI is underpinned by a series of detailed measures to mark progress against.

In 2023, the University conducted an Employee Engagement Survey. Aspects of the survey have been included in measure 3A. This will ensure the voice and experiences of marginalised and under-represented staff groups are measured so their feedback informs EDI Strategy implementation. Other University KPIs address student voice and these are overseen by Educational Engagement.

Analysis of EDI staff data shows the most significant gaps in staff representation, across recruitment and progression (addressed by measure 3B). Achieving these targets will help reduce gender and ethnicity pay gaps and also help deliver on the University’s Fairer Future for All pledges. Positively, no significant gaps in staff retention rates were identified for under-represented groups so this is not included as a measure.

Existing diversity-related staff targets from the Access and Student Success Strategy have been incorporated into measure 3C. Targets relating to leadership development, another important measure of the impact of the EDI Strategy, are addressed by measure 3D.

3A. Qualitative assessment of the equity, diversity and inclusivity of our community

Measure	2023 Baseline	2026/27 Target
I believe the University is taking meaningful action on equity, diversity and inclusion	17% unfavourable	10% unfavourable Less than 15% within individual marginalised or minority groups.
I feel a real sense of belonging working at the University	26% unfavourable	17% unfavourable Less than 22% within individual marginalised or minority groups.
I am confident that any complaints about discrimination, bullying, harassment or sexual misconduct are dealt with effectively by the University	23% unfavourable	15% unfavourable Less than 20% within individual marginalised or minority groups.

Data source: 2023 Employee Engagement Survey

3B. EDI-related Recruitment, Development and Progression

Measure	2022 Baseline	2026/27 Target
Gender balance in senior roles Grade 9	<ul style="list-style-type: none"> Associate Professor: 43% female Research-only staff: 36% female Teaching-only staff: 43% female Professional & managerial: 58% female 	50% female
Gender balance in senior roles Grade 10, professional and managerial	46% female	50% female
Representation of women across professorial zones	<ul style="list-style-type: none"> 1: 31% female 2: 30% female 3: 13% female 	<ul style="list-style-type: none"> 1: 35% female 2: 35% female 3: 25% female
Appointment rate between Black, Asian and Minoritised Ethnic interviewed candidates and White interviewed candidates	<ul style="list-style-type: none"> 26% of Black, Asian and Minoritised Ethnic interviewed candidates were appointed. 35% of White interviewed candidates were appointed (baseline year is 2021/22). 	Parity of appointment rate
Difference between the proportion of Black, Asian and Minoritised Ethnic staff at Grade 7 and Grade 8	4% (17% Grade 7, 13% Grade 8)	0% differential

Data source: Internal analysis of staff data

3C. Ethnic diversity of staff groups

Measure	2020/21 Baseline	2024/25 Target
Percent of staff in Professional Services from Black, Asian and Minoritised Ethnic backgrounds	11.2%	17%
Percent of Professorial staff from Black, Asian and Minoritised Ethnic backgrounds	6.2%	10%
Percent of female professorial staff from Black, Asian and Minoritised Ethnic backgrounds	1.5%	2.3%

Data source: Internal analysis of staff data

To note: targets from 3C draw from the 2020/21 -2024/25 Access & Participation Plan (APP). The targets in 3C will be updated in 2024/25.

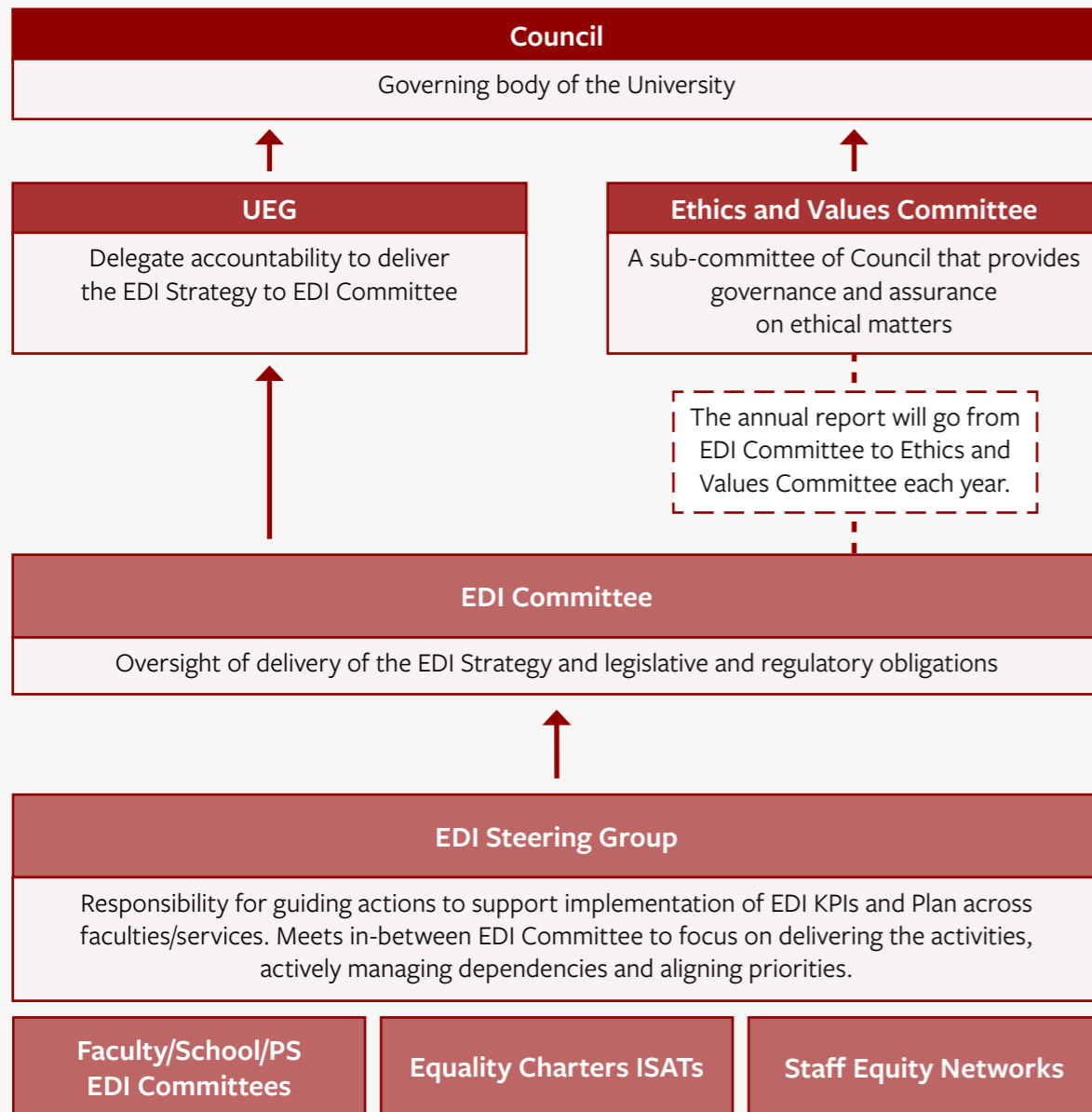
3D. Increased engagement with leadership development to drive forward our strategy, culture and values.

Measure	2023 Baseline	2026/27 Target
Percent of staff actively engaged in recent leadership development activities that are from Black, Asian and Minoritised Ethnic backgrounds	14.4%	20%

Data sources: SAP (corporate system) and Employee Engagement Survey

Governance

Successful implementation of the EDI Strategy will rely in part on clear governance and accountability for decision-making. The diagram provides an overview of the governance structure that supports delivery of the Strategy and the EDI Plan.



Partnership Relations

Successful implementation of the EDI Strategy relies on buy-in and effort from across the University. We will create an informed and empowered community by working with key groups across the University who can contribute to the effective delivery of the EDI Strategy.

The table provides a list of key partner groups, goals and methods for working with these important partners.

Internal

Partner group	Goals	Methods
University Leadership	<ul style="list-style-type: none"> Ensure visible and meaningful support for successful strategic delivery. Support to deliver the Strategy. 	<ul style="list-style-type: none"> Clearly communicate responsibilities through target setting process, Integrated Planning Exercise (IPE), and governance structures. Engage in key strategic activities.
Academic Leaders, Professional Services Directors and Function Leads	<ul style="list-style-type: none"> Ensure awareness of EDI Strategy and Implementation Plan aims and priorities. Incentivise successful strategy delivery through clearly communicated lines of accountability, support and collaboration. Support to deliver the EDI Strategy and Plan by aligning with local priorities. 	<ul style="list-style-type: none"> Provide access to high quality EDI data and insight to inform planning and decision-making. Clearly communicate responsibilities through governance structures. Establish business partnering with specific areas whose priorities align with the EDI Implementation Plan. Deliver relevant training and development.
Staff from under-represented and minoritised groups	<ul style="list-style-type: none"> Ensure awareness of aims and priorities of the Strategy and Implementation Plan. Co-design and co-evaluate EDI interventions to ensure they are fit-for-purpose. Create and embed opportunities for greater voice and input from under-represented groups into institutional practices. 	<ul style="list-style-type: none"> Strong partnership approach with Equity Staff Networks. Wide-spread participation in equality charter marks such as REC, with feedback mechanisms on success and challenges of interventions, providing the barometer by which we measure change and impact.

Internal (continued)

Partner group	Goals	Methods
All staff	<ul style="list-style-type: none"> Ensure awareness of aims and priorities of the Strategy and Implementation Plan. Incentivise successful delivery through recognising and rewarding work in this area. 	<ul style="list-style-type: none"> Establish EDI Community of Practice. Clearly communicate EDI strategic priorities. Develop framework for recognising, rewarding and resourcing EDI roles. Deliver relevant training and development.
Students	<ul style="list-style-type: none"> Ensure student voice is heard. Co-design and evaluate approaches and interventions as appropriate. Ensure EDI Strategy and Plan is enabling and supporting achievement of the Access and Student Success Strategy. 	<ul style="list-style-type: none"> Strong partnership approach with Leeds University Union (LUU). Student voice and engagement opportunities, for example internships. Strong partnership approach with Student Engagement.

External

Stakeholder group	Key goals	Methods
Community organisations	<ul style="list-style-type: none"> Raise awareness of our commitment to attract and retain staff from under-represented communities. Foster and develop relations to co-create and support pre-employment outreach. 	<ul style="list-style-type: none"> Initiate, participate in or lead meetings with potential partners and explore opportunities.
Higher education partners	<ul style="list-style-type: none"> Ensure we learn and adopt best practice elsewhere. 	<ul style="list-style-type: none"> Take an active role in regional, national, international networks and groups. Generate opportunities for knowledge sharing by hosting events on campus. Fostering international strategic relationships.
Other external organisations including Advance HE and Office for Students (OfS)	<ul style="list-style-type: none"> Engage with relevant areas to support strategy and programme delivery. 	<ul style="list-style-type: none"> Public-facing information about our EDI commitments. Respond to consultations and engage in networking and knowledge-sharing opportunities.

Roadmap

The implementation of the seven work streams is presented in three key stages over the next two years:

1. Strengthen foundations
2. Accelerate momentum
3. Achieve vision.

We have identified priority work within each work stream that will be responsive to evidence-based activity and evaluation.

W1: Resourcing, Rewarding and Recognising EDI Work

Strengthen Foundations 1–12 months	Accelerate Momentum 3–18 months	Achieve Vision 6 months–2 years
<ul style="list-style-type: none"> Expand Equality and Inclusion Unit by filling new, core roles. Increase its visibility and impact. Re-brand and re-launch the Unit. 	<ul style="list-style-type: none"> Central leadership and coordination of institutional EDI activity through EDI Implementation Plan; development of new, central programmes to support faculties and PS with delivering on the KPIs. Publish first annual EDI Report. 	<ul style="list-style-type: none"> Achievement of EDI Implementation Plan. Continually innovate, review and heighten impact of institutional EDI activity.
<ul style="list-style-type: none"> Mapping and identification of issues of EDI resourcing across faculties, services and networks (focusing on roles, improving structures and governance). Introduce workload remission for key voluntary EDI-related roles. 	<ul style="list-style-type: none"> Develop more consistent, streamlined and impactful approach to EDI resourcing and structures across faculties, services and networks. 	<ul style="list-style-type: none"> Embed and evaluate systemic approaches to recognition and reward of EDI activity. Introduce framework for effective EDI governance at local level, aligned to EDI Strategy objectives and KPIs. Review workload remission arrangements to ensure fairness and impact.

W2: EDI Governance

Strengthen Foundations 1–12 months	Accelerate Momentum 3–18 months	Achieve Vision 6 months–2 years
<ul style="list-style-type: none"> Reform formal governance via a new EDI Committee to ensure oversight and direction of EDI Strategy delivery, accountability and compliance. 	<ul style="list-style-type: none"> Create and coordinate EDI Community of Practice and EDI Steering Group to ensure grassroots engagement and resource pooling. 	<ul style="list-style-type: none"> Embed an impactful and streamlined structure for EDI delivery across the institution, ensuring progress against EDI KPIs.
<ul style="list-style-type: none"> Capacity build and professionalise Equity Staff Networks to enhance staff voice. 	<ul style="list-style-type: none"> Clarify, strengthen, and formalise partnership working between Equality and Inclusion Unit and Equity Staff Networks. Strengthen partnerships between Networks for a collaborative and intersectional approach. 	<ul style="list-style-type: none"> Raise profile, impact and influence of Equity Staff Networks so that they are helping to accelerate the pace of change and creating greater sense of belonging for staff.

W3: Positive action

Strengthen Foundations 1–12 months	Accelerate Momentum 3–18 months	Achieve Vision 6 months–2 years
<ul style="list-style-type: none"> Development, consultation, Executive approval of Positive Action Framework ensuring a strategic approach, aligned to EDI KPIs. 	<ul style="list-style-type: none"> Organise events, training and other activities to raise engagement and involvement with the Positive Action Framework. Produce guidance and templates to support positive action at all levels. Embed positive action in EDI Recruitment Review (undertaken in partnership with HR). 	<ul style="list-style-type: none"> Continually review and innovate positive action framework and approaches. Lead on and contribute to increased sector-wide understanding and application of positive action to achieve effective change.
<ul style="list-style-type: none"> Scope out and design (research, discovery, consultation) outreach programme to attract people from under-represented groups to the University of Leeds workforce (in partnership with HR). 	<ul style="list-style-type: none"> Pilot workforce attraction approaches and evaluate. 	<ul style="list-style-type: none"> Review and expand a workforce attraction programme to help meet EDI KPIs on recruitment.
<ul style="list-style-type: none"> Research, scope out and create a cross-faculty advisory network to help design a Grade 7 to Grade 8 positive action programme for minoritised ethnic staff. 	<ul style="list-style-type: none"> Develop a business case and pilot G7-to G8 positive action programme and evaluate. 	<ul style="list-style-type: none"> Dependant on evaluation, seek further funding to expand and embed G7-to-G8 positive action programme across faculties.

W4: Culture, Behaviour & Systems Change

Strengthen Foundations 1–12 months	Accelerate Momentum 3–18 months	Achieve Vision 6 months–2 years
<ul style="list-style-type: none"> Establish Advisory Group on Preventing and Addressing Unacceptable Behaviour, chaired by the Deputy Vice-Chancellor. Undertake research project on Behaviour Systems Mapping to provide recommendations for prevention and intervention. Benchmark University policy and practice against sector best practice. 	<ul style="list-style-type: none"> Act on findings of Behaviour Systems Mapping research and other scoping work. 	<ul style="list-style-type: none"> Develop and implement systemic programme and initiatives for addressing and preventing staff bullying, all forms of harassment and sexual misconduct.
<ul style="list-style-type: none"> Scope and design EDI Recruitment Review (in partnership with HR). 	<ul style="list-style-type: none"> Prioritise and support delivery of actions from the EDI Recruitment Review (e.g. enabling panel diversity, recruitment training, diverse talent pools). 	<ul style="list-style-type: none"> Support and embed new recruitment practices, including the use of positive action.
<ul style="list-style-type: none"> Design and consult on new workplace adjustments model for disabled staff. 	<ul style="list-style-type: none"> Pilot and evaluate workplace adjustments model for disabled staff. Address systemic factors to support effective delivery of workplace adjustments model such as oversight and training. 	<ul style="list-style-type: none"> Roll out new workplace adjustments model for disabled staff and integrate into university corporate processes. Scope extension to other protected groups.
<ul style="list-style-type: none"> Scope out systemic challenges around implementation of support plans for disabled students. 	<ul style="list-style-type: none"> Research, consult and propose enhanced systemic approaches to advance equitable experience for disabled students, in partnership with Student Disability Services. 	<ul style="list-style-type: none"> Support the implementation of improved systemic institutional practice for disabled students.
<ul style="list-style-type: none"> Establish Task and Finish Group on Academic Promotions Practices and EDI, chaired by the Executive Dean of the Business School. 	<ul style="list-style-type: none"> Task and Finish Group to identify improvements that can be made to promotion practices, particularly in the context of gender, ethnicity and disability pay gaps. Group to report recommendations to UEG. 	<ul style="list-style-type: none"> Recommendations implemented and embedded in partnership with HR to improve EDI practice and outcomes with regard to academic promotion.

W4: Culture, Behaviour & Systems Change (continued)

Strengthen Foundations 1–12 months	Accelerate Momentum 3–18 months	Achieve Vision 6 months–2 years
<ul style="list-style-type: none"> Scope out and pilot new approaches to equality impact assessment, and how this can be embedded in decision making. Collaborate on the pilot with key functions such as HR, IT, Facilities Directorate and Faculties. 	<ul style="list-style-type: none"> Evaluate pilot and report on findings to relevant committees. 	<ul style="list-style-type: none"> Dependant on evaluation findings, develop plan, training and roll-out method for embedding new forms of equality impact assessment in decision making.
<ul style="list-style-type: none"> With the LGBT+ staff network, co-create a plan of action to promote an inclusive culture for LGBTQ+ staff and students. 	<ul style="list-style-type: none"> Ensure actions from the plan are being taken forward. 	<ul style="list-style-type: none"> Delivery of key objectives of the LGBT+ action plan.
<ul style="list-style-type: none"> Identify priority actions from Religion and Belief Advisory Group. 	<ul style="list-style-type: none"> Ensure actions from the Advisory Group are being taken forward through the relevant EDI Implementation Plan work streams. 	<ul style="list-style-type: none"> Delivery of key objectives from the Religion and Belief Advisory Group.
<ul style="list-style-type: none"> Scope out and generate strategic opportunities to expand EDI in knowledge creation and leadership development in international partnerships and global networks, such as the Knowledge Equity Network. 	<ul style="list-style-type: none"> Roll out programmes, events and other activities to enhance EDI in international partnerships and global networks, and to raise engagement and involvement of the Leeds University community. 	<ul style="list-style-type: none"> Embed, and continually innovate and champion, equity in international partnerships and global networks.

W5: EDI Data and insight

Strengthen Foundations 1–12 months	Accelerate Momentum 3–18 months	Achieve Vision 6 months–2 years
<ul style="list-style-type: none"> Build EDI data sources and review data quality. 	<ul style="list-style-type: none"> Launch first EDI data reports and dashboards. 	<ul style="list-style-type: none"> Proactively embed data and insight into key institutional processes.
<ul style="list-style-type: none"> Establish EDI data framework for processing, sharing and data protection. 	<ul style="list-style-type: none"> Plan engagement events and communications to drive EDI data literacy and awareness amongst stakeholders and the broader university community. 	<ul style="list-style-type: none"> Iteratively develop EDI data reports and dashboards to continuously improve provision.
<ul style="list-style-type: none"> Establish EDI Data Advisory Group (as sub-committee of EDI Committee) to provide direction on EDI data quality and the development of EDI Data assets. 	<ul style="list-style-type: none"> Develop and implement plans for increasing data completion and improving data quality. 	<ul style="list-style-type: none"> Develop and embed an EDI Evaluation framework to assess and evaluate the impact of all initiatives, programmes and the EDI Strategy.
<ul style="list-style-type: none"> Create an informed, prioritised timeline of EDI data dashboards and reports for development. 	<ul style="list-style-type: none"> Use EDI data to inform and evaluate programmes and initiatives from other EDI work streams. 	<ul style="list-style-type: none"> Ongoing continuous improvement work in data completion and quality, aligning with the University Data Strategy.

W6: Learning & Development

Strengthen Foundations 1–12 months	Accelerate Momentum 3–18 months	Achieve Vision 6 months–2 years
<ul style="list-style-type: none"> New, introductory online EDI modules developed and rolled out. 	<ul style="list-style-type: none"> Online module made mandatory with systemic method for monitoring uptake introduced Develop additional online EDI offer through learning pathways stemming from the mandatory training. 	<ul style="list-style-type: none"> Expanded learning and development offer continually created, rolled out, embedded and evaluated for impact.
<ul style="list-style-type: none"> Identify institutional EDI training and development requirements and scope internal and external training provision (in partnership with OD&PL). 	<ul style="list-style-type: none"> Develop and deliver operational plan for EDI learning and development provision. Review and mainstream EDI best practice into relevant leadership and management training. 	<ul style="list-style-type: none"> Continually innovate, review and update EDI learning and training provision.
<ul style="list-style-type: none"> Create and pilot Equity in Leadership Development Programme in partnership with the Universities of Sheffield and York. 	<ul style="list-style-type: none"> Evaluate, refine and roll out Equity in Leadership Programme. 	<ul style="list-style-type: none"> Continually improve and embed the leadership programmes, create an alumni network of mentors and ambassadors.
<ul style="list-style-type: none"> Scope and access funding for an internal leadership programme for academics of Black, Asian and minoritised ethnic backgrounds (in partnership with OD&PL). 	<ul style="list-style-type: none"> Co-create and pilot the internal programme. 	<ul style="list-style-type: none"> Launch, expansion and embedding of internal programme.
<ul style="list-style-type: none"> Delivery for Cohort 2 (including PGRs) of 100 Black Women Professors Now change programme and conduct evaluation. 	<ul style="list-style-type: none"> Delivery of Cohort 3 and develop model of sustainable provision based on evaluation findings. 	<ul style="list-style-type: none"> Roll out sustainable approaches to supporting Black academic women in the pipeline towards professorship.
<ul style="list-style-type: none"> Contribute to development of new 'Equity Literacy' skills development for under-graduate students, in partnership with Leeds Institute for Teaching Excellence (LITE) and Careers Service. 	<ul style="list-style-type: none"> Advise, and support research, consultation and engagement with students and staff on the creation of the 'Equity Literacy' skills. 	<ul style="list-style-type: none"> Support the development of staff training and development to upskill them on equipping students to have 'Equity Literacy' skills.

W7: Equality Charter Marks

Strengthen Foundations 1–12 months	Accelerate Momentum 3–18 months	Achieve Vision 6 months–2 years
<ul style="list-style-type: none"> Set up Race Equality Charter institutional self-assessment team (ISAT). Develop consultation methods. Plan programme of high impact activities. 	<ul style="list-style-type: none"> Conduct wide-spread consultation and listening circles. Analyse institutional student, staff and all relevant data. Implement programme of high-impact activity. 	<ul style="list-style-type: none"> Development of Race Equality Charter submission and institutional action plan.
<ul style="list-style-type: none"> Scope out convergence between EDI Implementation Plan, Athena SWAN institutional and faculty action plans, ensuring actions are coordinated. 	<ul style="list-style-type: none"> Begin preparing for Athena SWAN institutional renewal (Bronze or Silver) – revamp ISAT, data analysis and consultation activity. 	<ul style="list-style-type: none"> Athena SWAN institutional renewal process well underway (bronze or silver).
<ul style="list-style-type: none"> Address areas for development to facilitate successful University of Sanctuary application. 	<ul style="list-style-type: none"> Effective governance in place to ensure sustainable University of Sanctuary status. Gain University of Sanctuary status. 	<ul style="list-style-type: none"> Fully embed and continually evaluate University of Sanctuary culture, governance and continuous improvement.

Alternative formats

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