2.1 Previous Action plan

The

on progress. For example: **R** **A** **G**

The previous action plan shows the original timeframe of the Silver Action Plan, a revised action plan timeframe with additional actions for 2021-2022, any additional and removed actions, and RAG rating over three review periods.

App Reference	Planned Action/Objective	Rationale	Key outputs and activities	Timeframe	Accountable	Responsible	Success Criteria	RAG Rating	Actions November 2021 November 2022
Communications cont.									

App Reference	Planned Action/Objective	Rationale	Key outputs and activities	Timef rame	Accoun table	Responsible	Success Criteria	RAG Rating	Actions November 2021 November 2022
			Communications cont.						
5.6viii	Increase number of research staff undertaking public engagement and outreach activities. Provide/si4de								

App Reference	Planned Action/Objective	Rationale	Key outputs and activities	Timeframe	Accountable	Responsible	Success Criteria	RAG Rating	Actions November 2021 November 2022
Human Resources cont.									
4.2ii	careers and job security (academic and research staff)	In 2016/2017 there were almost equal numbers of men and women on permanent contracts (7 F 47% 8 M 53% in 2016/17) but this is not							

App Reference	Planned Action/Objective	Rationale	Key outputs and activities

App Reference	Planned Action/Objective	Rationale	Key outputs and activities	Timeframe	Accountable	Responsible	Success Criteria	RAG Rating	Actions November 2021 November 2022
Human Resources cont.									

App Reference	Planned Action/Objective	Rationale	Key outputs and activities	Timeframe	Accountable	Responsible	Success Criteria	RAG Rating	Actions November 2021 November 2022
				Human Resources cont.					
5.6iii and iv	Develop job descriptions for all internal committee posts

Support during appraisal, career development workshops, and mentoring, to encourage applications to influential internal and external committees. | The diversity of academic, research and professional staff views should be reflected on bodies that influence academic, research and teaching activities.

Improve the diversity by gender, grade and ethnicity on internal committees, leadership positions, and application for external committees.

In 2017 5 W & 0 M were members of 1 or 2 committees, 2 W & 0 M were members of 3 committees and 3 W and 5 M were members of 4 or more committees. | Ensure gender and ethnicity balance on committees (proportional to staff gender ratio) and shortlists for key leadership posts.

Ensure that all Chair posts have job descriptions and a time limited duration. Encourage and facilitate job share for leadership posts. | Annual review

Annual review | Head of Department

Institute Manager | | | | |

App Reference	Planned

App Reference	Planned Action/Objective	Rationale	Key outputs and activities	Timeframe	Accountable	Responsible	Success Criteria	RAG Rating	Actions November 2021

App Reference	Planned Action/Objective	Rationale	Key outputs and activities	Timeframe	Accountable	Responsible	Success Criteria	RAG Rating	Actions November 2021 November 2022
Special Groups cont.								
5.2ii	Increase opportunities, awareness of and preparedness for, promotion for Professional Services (PS) staff. Lobby central UCL to provide a career progression pathway and mirror the resources placed on academic career progression.	There are ad-hoc career events at UCL but there is no formal progression pathway for PS staff.	UCL (central) agrees to discuss career progression pathways for PS staff. UCL (central) commits to finding routes forward for career progression for PS staff. PS staff attend the Faculty Career Surgeries & PS conference for PS Staff 80% of professional staff have membership of Faculty committees.	Jul 2021 Jul 2021 Annually Jul 2021	Institute Manager	Institute Manager HR Team Mentoring & Coaching Working Group	Career development/promotion pathways or development opportunities for PS are in place or signposted to staff Proportional (to department PSS/ART split) attendance of PSS staff on leadership courses Staff survey shows PS staff respondents feel there are opportunities for development and career progression and their line managers are discussing this with them.	09/2019 Review **A** 05/2020 Review **A** **10/2021 Review A**	• Ensure all PS staff are aware of TOPs career frameworks and opportunities available to them and are encouraged to discuss this with their line manager at appraisal • PS staff encouraged to join a community of practice and attend PS conferences & leadership courses • Mentoring promoted for Professional Staff including Career Surgeries with senior PS staff member • Disaggregate 2021 staff survey results for PS staff to identify differences in experience
5.3v	Continue to provide support for funding applications. Maintain 2014-2017 level of funding applications: 91 funding applications (62% F 38% M) with 33 (36%) successful bids (57% F 43% M).	Ensure all staff are supported to achieve full research career potential. One of the main reasons for leaving the Institute were end of research grant funding (18 members of staff, 16 of whom were women). Securing funding is therefore important for staff retainment, job security and for promotion and career progression.	Grant writing support sessions provided and/or signposted Ensure all applicants - including potential and current PGR students- submit to Scientific Peer Review Committee.	Continuous support Annual review of data.	Head of Department	Centre Leads Research Coordinators Mentoring & Coaching Working Group	Maintained proportional (to department ART staff gender ratio approx. 66% F) rates of applications by gender in each 12-month period. Gender balance of Scientific Peer Review Committee maintained. Greater success rate in applications than 2014 - 2017 for	09/2019 Review **A** 05/2020 Review **A** **10/2021 Review G**	• Career surgeries offered with Senior Professor to support with advice on funding applications and grant proposals in Term 1 & Term 2 • Funding opportunities a regular item in internal newsletter

App Ref ere nce	Planned Action/Objective	Rationale	Key outputs and activities	Timef rame	Accoun table	Responsible	Success Criteria	RAG Rating	Actions November 2021 November 2022
	Maintain gender balance of Peer Review Committee (4 F 3 M).						period 2018-2021 with gendered success rates proportional to department ART staff gender ratios (66% F)		
Special Groups cont.								
5.5.1	Parents/guardians & carers (PG&Cs) working group to be set up with representation from all 4 sites and link with existing groups (e.g., ICH MADs, UCL PACT, etc). November 2021 staff survey gauges interest for additional PG&Cs support group(s) local to IGH. Group(s) are set up depending on interest.	In our 2014 Bronze submission it was noted that maternity/adoption leave arrangements were ad-hoc and staff were unclear on entitlements. There was no one person overseeing parental leave arrangements. Since then, a Parental Leave Advisor was							

App Reference	Planned Action/Objective	Rationale	Key outputs and activities	Timeframe	Accoun

App Reference	Planned Action/Objective	

App Reference	Planned Action/Objective	Rationale	Key outputs and activities	Timeframe	Accountable	Responsible	Success Criteria	RAG Rating	Actions November 2021 November 2022
			Education cont.						
4.1ii	Address gender imbalance on postgraduate taught courses by adopting a long-term approach to encourage men to join Global Health (specific actions 1-5 below)	Large gender imbalance across postgraduate courses. MSc Global Health and Development 3-year average of 81% women 2014-15 to 2016-17. MSc Health Economics and Decision Science is 60% women in 2017-18.

Of all PGT courses available 92 men (25%) applied in 2017, compared to 273 women.

Gender imbalance begins earlier in education when students are making their options, there is a need to target younger students to showcase value of Global Health to all genders requiring a long-term approach to widen participation and encourage boys and girls to see Global Health as a valuable educational and career pathway. | (1) 1-2 outreach/community engagement events with men speakers or men colleagues delivering | | | | | | |

App Reference	Planned Action/Objective	Rationale	

App Reference	Planned Action/Objective	Rationale	Key outputs and activities	Timeframe	Accountable	Responsible	Success Criteria	RAG Rating

	engineering, architecture, basic science)		Evaluation of academic backgrounds of applicants and comparison with previous years	Nov 2018				10/2021 Review ±R discontinued	Global Health. Applications to study are selected based on merit and relevant experience/background for the course. Cannot control for gender through discrimination in selection and these UG courses do not translate appropriately into MSc in Global Health.
5.6i	Promote inclusive, tolerant and diverse working environment for all staff with emphasis on ensuring parity across the two newly merged departments	Newly merged departments have different working styles, with additional working practice issues identified in IPH.	Encourage participation Ｌ Ｑ Ｗ Ｋ Ｈ ” ８ ＆ / ６ Ｘ Ｕ Ｙ Ｈ \ ” , ＊ ＋ ６ Ｗ ６ Ｘ Ｕ Ｙ Ｈ \ ” ７ Ｋ Ｈ , ＊ Bullying and Harassment seminars ±3 scheduled and all senior staff required to attend Promote UCL Core Behaviours for all staff.	All 3 by June 2018 with repeats annually	Institute Manager	Institute Manager	Statistically significant improvement in the relevant sections of the survey relating to core behaviours, bullying, harassment and tolerance compared with the 2017 survey. Staff formerly in IPH have (positive) survey responses with no significant differences noted compared to previous IGH.	09/2019 Review ±R 05/2020 Review ±R 10/2021 Review ±R discontinued	*Removed due to duplication with action 5.6ii and length of time since merger, action no longer relevant. We are no longer separating results in surveys by IPH/IGH to reinforce sense of collectiveness and one department.