

# Athena Swan Institutional Action 2022 – 2026

## Gender Equality Priority Areas

1. Data Collection & Analysis
2. Career Development
3. Workload Allocation
4. Recruitment
5. Supporting Trans and Non-binary Staff and Students

## Additional Equality Priority Areas

6. EDI Governance
7. Race Equality Action Plan
8. Age/Disability Support and Charters
9. Additional Equality Charters

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
<b>EDI Governance</b>									
6.	Further develop systems to reward and recognise EDI work.	1.1	Incorporate EDI development activity into new performance management system.	This will support mainstreaming of EDI activity and establish the expectation that all staff engage in a way that is appropriate to their role and interests.	Implementation plan in place with timelines defined.  Training for line managers scheduled.	Q3 2022 – Q4 2025	In progress.	Responsible: Head of Corporate Services - Registrar  Implementation: EDI Steering Committee	Phased implementation of performance management system in place. Target of 25% of staff members demonstrating engagement with EDI element by 2023, rising to 50% by 2025.
6.		1.2	Update Academic Promotion to Lecturer Scheme to	EDI activity such as leading projects, committee work etc. can	Policy and supporting work updated ahead of next promotion cycle.	Q4 2022 – Q1 2023	To start.	Responsible: Head of Academic Affairs	Policy and supporting documents updated to reflect this.

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
			explicitly state that involvement in EDI committees and projects can be used to demonstrate fulfilment of the service to the college/department requirement.	be used to fulfil this requirement, but it is not explicitly stated in the policy or supporting documents. Adding this removes any ambiguity.	System in place for analysing volume of applicants using EDI activity in their application.			Implementation: Head of Academic Affairs supported EPO	Percentage of applicants using EDI activity in their application will be recorded in 2023 promotion cycle. 20% increase in applicants using EDI activity to meet this criteria in each subsequent year to 2026.
6		1.3	Devise a process for facilitating all categories of staff to get involved in EDI committees including the SAT and other working groups and projects. Outline the expected time commitment and the supports in place to	To encourage participation from all staffing groups by managing expectations of time commitment and to support line managers, Heads of School and Heads of Department in their workload planning.	Document uploaded to Workvivo EDI space and added to AS application toolkit.	Q1 2023 – Q2 2023	To start.	Responsible: CMT  Implementation: EPO	Increased participation in EDI committees particularly among academic staff. Minimum of 60% academic staff representation on SAT by 2023, to more closely align to overall distribution of staff across the college (currently 66%

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
			encourage involvement.						ACC/34% PMS).
6	Work towards gender balance of NCAD's key leadership structures and committees.	2.1	Require key leadership committees and structures to aim for a minimum of 40% female/male membership. Lobby for gender balance in ministerial appointments to An Bord.	There is generally good gender balance in leadership structures at NCAD but gender composition of committees is not consistently specified in ToR's.	ToR's to address desired gender balance.  Annual EDI report to include gender composition of leadership structures.	Q4 2022 – Q2 2026	To start.	Responsible: CMT  Implementation: QA Officer (ToR updates) & EPO (EDI reporting)	ToR's updated and annual monitoring in place. Maintain gender balance on CMT and Academic Council.
6	To increase awareness and understanding of EDI activity at NCAD.	2.2	Produce annual EDI report documenting progress made on AS action plan, gender pay gap and gender balance of leadership committees.	Survey responses indicated some uncertainty towards NCAD's commitment to equality and diversity. Annual report showing progress against actions is a measure of accountability and should lead to	EDI Governance organogram on Workvivo/EDI page of website.  Add to annual internal communications calendar.  Annual EDI report published internally.	Q4 2022 – Q2 2026	In progress	Responsible: EPO  Implementation: EPO	Greater confidence in NCAD's EDI work reflected in 10% increase of staff responding agree/strongly agree to staff survey question about NCAD's commitment to EDI in 2023 survey and a further 10% in 2025 survey.

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
				increased confidence in NCAD's equality work.					Target: 74% of respondents agree/strongly agree by 2025.
6.		2.3	Produce EDI newsletter to keep staff informed of progress on AS and other equality projects and activities at NCAD.	Low awareness of AS Charter and process as identified in staff survey.	Launch a short poll/pulse survey on Workvivo to assess what content staff would most like to see in the newsletter.	Q1 2023 – Q3 2026 (ongoing)	To start.	Responsible: EPO  Implementation: EPO	Newsletter produced quarterly with good engagement leading to increased interest, engagement and interaction with EDI projects and activities.
6.		2.4	AS Action published internally and externally.	This is a requirement of a successful AS application and ensures transparency and accountability.	Action plan added to EDI space on Workvivo and external website.  Survey report published internally. Monitor report downloads.  Progress against AS Action Plan included in annual EDI report.	Q1 2023 – Q2 2023	To start.	Responsible: EPO  Implementation: EPO	10% increase in respondents describing themselves as aware or very aware of the AS charter and process by 2023 culture survey. Further 10% increase by 2025 survey.

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
6.	Ensure new policies and procedures undergo an equality impact assessment.	3.1	Develop an Equality Impact Assessment model to be used when developing and reviewing all policies.	To provide a framework for ensuring equality is assessed when new policies and procedures are devised.	<p>Conduct a review of equality impact assessment models used in other HEI's and IHRC guidance.</p> <p>Develop draft model and go through internal consultation process.</p> <p>Roll out of EDI in HE Online programme in September 2022 which includes a module focused on equality impact assessments.</p>	Q2 2023 – Q2 2024	To start.	<p>Responsible: EDI Steering Committee</p> <p>Implementation: EPO</p>	Impact assessment model appropriate to NCAD developed and in use to review existing policies and develop new ones.
<b>The Self-Assessment Process</b>									
	Ensure institutional SAT fit for purpose by addressing current imbalances, updated ToR's, roles and responsibilities .	4.1	Increase male membership on SAT to ensure gender balance better reflects the institutional gender balance.	Male staff and academic staff are currently underrepresented on the SAT.	<p>Promote that AS Charter is for all genders in AS communications on Workvivo and in EDI newsletter.</p> <p>Roll out of new performance management</p>	Q1 2023 – Q4 2023	To start.	<p>Responsible: Institutional SAT</p> <p>Implementation: EPO</p>	By end of 2023, institutional SAT to have a gender and staffing profile that more closely aligns with the overall profile of the institution.

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
		4.2	Increase academic representatives on SAT to more closely reflect staffing balance in the college.		<p>system with EDI linked activity.</p> <p>Work with Heads of Schools to achieve increased academic representation on the SAT.</p> <p>Update SAT ToR to reflect change of focus of SAT activity towards implementation of the Action Plan.</p>				
	To have at least one of NCAD's academic Schools working towards AS departmental application by 2026.	5.1	To identify at least one academic School to prepare a departmental AS application and establish support to enable an application.	Focus has been on making a first institutional application and until now no support or structures have been in place to identify and support departmental applications.	Departmental SAT/s in place.	Q1 2023 – Q4 2026	To start.	<p>Responsible: CMT</p> <p>Implementation: Relevant HoS with support from EPO.</p>	Departmental SAT in place and self-assessment underway by end of 2026.

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
		5.2	Develop an application toolkit to support future AS institutional and departmental applications.	To ensure training materials and supporting documents are brought together in one place to support continued AS work.	AS application toolkit created. Archive of resources used in institutional application. Source/collate related training	Q2 2023 – Q4 2023	To start.	Responsible: Institutional SAT  Implementation: EPO/SAT	Toolkit developed and in use by institutional SAT and departmental SAT/s.
	To continue to assess and evaluate staff culture in relation to gender equality and wider equality matters.	6.1	Conduct repeat staff culture surveys using AS survey question bank to monitor progress towards gender equality at NCAD and to enable benchmarking against other HEIs.	To continue to evaluate impact of actions put in place.	Culture surveys completed in 2023 and 2025.	Q4 2023 – Q4 2025	To start.	Responsible: Institutional SAT  Implementation: EPO	To increase survey response rate by 10% by 2025.
1.	To increase confidence in analysing and evaluating gender disaggregated data for AS applications.	7.1	Establish data analysis subgroup of institutional SAT.	To establish good practice and ensure a consistent approach to collecting and analysing data sets in support		Q3 2023 – Q2 2026	To start.	Responsible: Institutional SAT  Implementation: EPO	Data subgroup established and operational.

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
1.		7.2	Source data analysis training for SAT members.	of AS applications.	Training options sourced and costed.	Q3 2023 – Q2 2024	To start.	Responsible: Institutional SAT Implementation: EPO	Training identified and SAT members trained by June 2023.
		7.3	Establish art and design subject specific networking group to connect with colleagues involved in AS in other HEIs.	To share examples of good practice in relation to gender equality in art and design and explore opportunities for research collaboration.	Set up a mailing group for interested members to establish how the group should work and define roles and responsibilities.	Q3 2022 – Q4 2024	In progress.	Responsible: Institutional SAT Implementation: EPO	Network established and functioning well to support and build capacity.
<b>Supporting Transgender and Non-binary Staff and Students</b>									
5.5	To ensure NCAD is a safe, supportive and respectful environment for transgender and non-binary staff and students.	8.1	Launch gender identity and expression policy (GEP).	37% of non-binary and gender undisclosed respondents to the staff survey stated that NCAD was not inclusive or not at all inclusive of their gender identity while a further 37% responded 'neither agree nor disagree' to this statement. A first step to supporting	A gender identity and expression policy has been developed and is currently moving through the internal consultation process.	Q3 2022 – Q4 2022	In progress.	Responsible: Head of HR Implementation: HR Officers and EPO	Policy approved and launched.  Minimum 60% of respondents aware of GEP in 2023 culture survey, rising to 70% by 2025 policy. This is benchmarked against the related Dignity & Respect policy, of which 71% of 2021 survey



Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
				inclusion of trans and non-binary staff is to launch a gender identity policy.					<p>respondents were aware of.</p> <p>None of the non-binary/gender undisclosed respondents to 2021 culture survey stated NCAD is inclusive of their gender identity. Target: 25% of this group to respond inclusive or very inclusive by 2023 survey.</p>
		8.2	Provide mandatory transgender awareness training for all staff.	Training is necessary to establish expectations of how the rights of trans and non-binary staff and students should be supported and upheld.	<p>Trans 101 training with TENI has been identified and costed.</p> <p>Training plan devised with frequency of training provision documented.</p>	Q3 2022 – Q4 2023	In progress.	<p>Responsible: Head of HR</p> <p>Implementation: HR Officers and EPO</p>	<p>Training provided and uptake monitored by gender and category of post.</p> <p>Target: 50% of staff in each category of post to have completed</p>

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
					Evaluation strategy devised and implemented.				training by end of 2023.
5.		8.3	Produce a guide to supporting trans and non-binary staff and students and add to staff and student handbooks and Workvivo.	To provide staff and students with appropriate resources for information and support.	<p>Reminder to staff and students that incidents of transphobia can be reported formally through the dignity and respect policy and anonymously using the Speak Out reporting tool.</p> <p>Internal communication campaign on Workvivo to raise awareness of the guidance.</p> <p>Devise short evaluation form to follow staff training and evaluate awareness of internal supports and policy.</p>	Q4 2022 – Q3 2023	In progress.	<p>Responsible: Head of HR &amp; Head of Academic Affairs</p> <p>Implementation: HR Officers and EPO</p>	<p>Guidance developed and added to handbooks by September 2023.</p> <p>Internal evaluation of trans training to include questions relating to policy awareness and supports. Target 60% of respondents stating they would feel confident supporting a trans or non-binary student or colleague.</p>

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
5.		8.4	Ensure trans and non-binary staff are correctly recorded in staff records.	While there is a system in place for students to change the gender they were recorded as at registration, but no equivalent system currently exists for staff.	Staff invited to update personal records ahead of launch of new HR system, this includes options to record non-binary gender identities.  New HR system launched which will record non-binary staff.  Gender expression policy includes guidance for staff on the process of changing the gender they were recorded as when they joined NCAD.	Q3 2022 – Q3 2023	In progress.	Responsible: Head of HR/Head of Corporate Services - Registrar  Implementation: HR Officers and EPO	Non-binary staff recorded in official staff records system by time of next HEA return.  Data on HR disclosure rates available for benchmarking against disclosure in next staff survey in 2023.
<b>Data Collection and Management</b>									
1.	To collect staff data on all nine equality grounds.	9.1	Launch Core HR management system with improved functionality for recording	Data is not currently available on all equality grounds making analysis and	Invite staff to update personal records ahead of migrating to the Core HR system.	Q3 2022 – Q3 2023	In progress.	Responsible: Head of HR/Head of Corporate Services - Registrar	Records available from HR on all equality grounds by the time of the next

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
			and reporting on equality characteristics than existing systems.	benchmarking difficult.				Implementation: HR Officers and EPO	culture survey in 2023.
1.	To improve and streamline data collection activity across NCAD.	10.1	Devise an equality data management strategy outlining rationale for collecting equality data, including guidelines for collecting data centrally and at a local level and mapped against AS institutional and departmental application requirements.	Data collection has been a significant challenge in the self-assessment process. There is a need to ensure gender disaggregated data is recorded and monitored to support implementation of the institutional action plan and to support future institutional and departmental applications.	Update data sources grid used for 2022 institutional AS application to reflect actions taken as a result of the self-assessment. Add departmental data collection requirements. Include data sources grid in AS application toolkit.  Draft data management guidance.	Q1 2023 – Q4 2023	In progress.	Responsible: Head of Corporate Services - Registrar  Implementation: EPO	Data management strategy completed and shared ahead of next AS survey in 2023. Data sources grid in use by institutional SAT.
1.		10.2	Launch a self-serve system whereby staff can update and manage their own equality characteristics	This will further support and encourage disclosure of equality characteristics by enabling staff to manage	Launch of new HR system in 2022.  Once the self-service system in place, launch an annual	Q4 2022 – Q3 2023	In progress	Responsible: Head of HR/Head of Corporate Services - Registrar	Monitor annually to establish disclosure rates by equality characteristic and benchmark against other

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
			for HR records.	and reduces the administrative load on HR officers.	campaign inviting and encouraging staff to update their details and positively explaining the reasons to disclose equality characteristics.			Implementation: HR Officers	HEI's and against staff culture survey responses.
<b>Recruitment, Induction and Progression</b>									
4.	Embed EDI values into the recruitment and selection process.	11.1	Review the existing equality statement included in recruitment documentation to assess how encouraging it is towards underrepresented groups.	To support recruitment of staff from underrepresented groups that may experience barriers to application.	Conduct a review of equality statements used in other HEI's to compare.  Devise recommendations for updating NCAD recruitment documents based on review.	Q4 2022 – Q2 2023	To start.	Responsible: Head of HR  Implementation: HR Officers/EPO	Recruitment documents updated. Recruitment data monitoring to show increased applications from underrepresented groups.
4.		11.2	To include question/s related to equality, diversity and inclusion in interviews for all positions.	Currently, all candidates for leadership roles are asked questions about equality and diversity. This should be	Develop a sample bank of questions appropriate to each grade and category of post.	Q1 2023 – Q2 2023	To start.	Responsible: Head of HR  Implementation: HR Officers/EPO	EDI questions included in recruitment of all grades and category of post by June 2023.

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
				expanded to all vacancies to ensure recruitment of equality conscious staff and demonstrate the value NCAD places on EDI.					
4.	To increase the diversity of staff at NCAD.	12.1	Proactively target underrepresented groups in recruitment campaigns as per the HEA Race equality report recommendations.	Staff survey responses indicate that current staff would like to see increased representation of minoritized groups in NCAD's staff and student body.	Establish additional recruitment channels to advertise vacancies through to target specific groups (e.g. Back to Work Connect, Pavee Point etc). Seek recommendations from other HEIs through AS Practitioner Race & Ethnicity Working Group.	Q4 2023 – Q3 2026	To start.	Responsible: Head of HR  Implementation: HR Officers/EPO	Additional recruitment channels identified and new external vacancies arising to be advertised on these. Monitoring of recruitment data to show increased applications from underrepresented groups.
4.	To ensure new staff members are appropriately supported in their roles and familiar with	13.1	Devise structured induction programmes for academic and	Survey results indicated low awareness of many of NCAD's policies, particularly	Record and monitor induction participation by gender.	Q4 2022 – Q4 2023	In progress.	Responsible: Head of Corporate Services - Registrar/Head of Academic Affairs	Induction process developed and phased roll out introduced with a minimum of 50% of new

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
	NCAD's policies and procedures.		professional staff.	among academic staff.	Launch staff handbook.			Implementation: HR Officers	starters in each category of post having attended by end of Q4 2023.
4.	Reduce gender underrepresentation across all categories of post.	14.1	Continue to operate the cascade model for recruitment and promotion for all categories of post.	Women represent 67% of Assistant Lecturer grade and this drops to 41% at Senior Lecturer (Head of School/Head of Dept) grade. There is no promotion route to SL grade so this is achieved through recruitment only.		Q3 2022- Q2 2026	In progress.	Responsible: Head of HR/Academic Affairs  Implementation: HR Officers	The proportion of applications from all genders matches <del>the</del> with the gender composition of the preceding grade.  The proportion of staff promoted through the Academic promotion to Lecturer scheme matches the gender proportion of the grade below.
4.		14.2	Devise recruitment strategy to encourage more male applicants to	Male staff are underrepresented at AL level (33%M) and in PMS staffing	Assess national and international recruitment in art and design HE for examples of good practice	Q1 2024 – Q1 2025	To start.	Responsible: Head of HR/EPO  Implementation:	Recruitment strategy developed and implemented by 2025 with

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
			AL roles and to PMS roles.	overall (34%M).	in recruiting male staff.  Devise and roll out recruitment campaign.			HR Officers/EPO	monitoring in place.
4.	Ensure the recruitment process is gender sensitive.	15.1	Conduct an annual review of standard application forms, job specifications to ensure the language being used is gender sensitive and that non-binary applicants can be correctly recorded.	To encourage applications from underrepresented genders and reduce bias in the recruitment process.	Use a gender decoder tool on all vacancies to check for biased language before publishing.	Q4 2022 – Q2 2026	In progress.	Responsible: Head of HR  Implementation: HR Officers	Recruitment documents successfully updated and reviewed annually to ensure language used remains up to date.
4.		15.2	Record gender of interview panellists and monitor how often a gender balanced panel is achieved. In instances where a gender	To understand how often a gender balanced recruitment panel is achieved and identify any patterns in barriers to achieving this (e.g. time of	System in place for recording gender composition of all interview panels to include recording an explainer where it has not been possible to meet	Q4 2022 – Q4 2024	To start.	Responsible: Head of HR  Implementation: HR Officers	Gender composition of recruitment panels monitored and reviewed annually by EDI Steering group. Statistics on gender balance of panels to be included in



Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
			balanced panel is not achieved, note the contributing factors.	year of recruitment, level or category of post).	the desired gender balance.				annual EDI report.  Where fewer than 80% of recruitment panels have been gender balanced annual report to include analysis of factors influencing this and measures taken to address this.
4.		15.3	Record number and gender of applicants, shortlisted candidates and appointments for all positions.	Recruitment records were only available for academic appointments during the institutional self-assessment.	System established for recording recruitment of all categories of post.	Q4 2022 – Q1 2023	To start.	Responsible: Head of HR  Implementation: HR Officers	Data on all recruitment available to evaluate by June 2023.
4.		15.4	Provide unconscious bias training for all interview panellists.	To reduce bias in the recruitment process.	Develop annual schedule of unconscious bias training sessions and publicise on Workvivo.	Q4 2022 – Q2 2026	To start.	Responsible: Head of HR  Implementation: HR Officers & EPO	100% uptake and completion rate of Unconscious Bias training for all interview

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
					Roll out of EDI in HE Online programme in September 2022 which includes a module focused on recruitment and selection.				panellists by end 2023.
4.	Monitor progress of internal applicants to identify future training and/or support needs.	16.1	Track progress of internal applicants through Core HR system, monitor by gender and category of post to identify patterns.	Limited promotion and progression opportunities exist within NCAD. Staff do avail of internal opportunities but without closer tracking it is difficult to establish whether gender-based barriers exist.	Launch Core HR system and establish what functionality exists to track this.	Q3 2023 – Q4 2024	To start.	Responsible: Head of HR/EDISC  Implementation: HR Officers & EPO	100% of internal applicant progress tracked by end 2024.  Data collected on internal applicant progress presented to EDISC to identify patterns and/or barriers to progression and to consider remedial action where necessary. Data and findings included in annual EDI report, where it is possible to

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
									do so without risk of identification.
4.	Understand the reasons staff leave NCAD and establish any patterns based on gender or category of post.	17.1	Introduce an exit interview system to establish the reasons staff move on from their roles.	There is no system in place for this currently so no data is available for leavers and it is not possible to identify any gendered patterns.	Review exit interview models in place in other HEI's to identify a suitable approach (e.g. online questionnaire, face to face interviews or combination.  Develop and pilot exit interview strategy.	Q1 2023 – Q2 2024	To start.	Responsible: Head of HR  Implementation: HR Officers & EPO	Exit interview model developed and implemented by June 2024. Data collected and disaggregated by gender and category of post. Reviewed annually and included in annual EDI report.
<b>Training, Career Development and Workload Allocation</b>									
3.	Address workload allocation issues with particular attention to female and non-binary academic staff.	18.1	Introduce a gender sensitive workload allocation model for all staff.	Introducing a new model will support fair and transparent workload allocation for all.	Model to account for time spent on pastoral support for students, attendance at meetings, training and participation in committees and assessed against examples in other art and	Q4 2022 – Q4 2025	In progress.	Responsible: Head of Corporate Services - Registrar/Head of Academic Affairs  Implementation: HR Officers	Workload allocation model devised with a phased roll out over next three academic years.  Future survey responses to show increase in female and non-

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
					design institutions.				binary/undisclosed gender academic staff stating workload allocation is fair and transparent. Targets: 40% female respondents and 25% of non-binary/gender undisclosed respondents to agree/strongly agree by 2025 survey.
3.		18.2	Workload allocation to be included in academic staff induction.	To ensure new staff are clear about workload expectations and supported to calculate and manage research/admin time.	Roll out of induction process for academic staff.  Monitoring of induction attendance in place.	Q4 2022 – Q4 2023	In progress.	Responsible: Head of Corporate Services - Registrar/Head of Academic Affairs  Implementation: HR Officers	Workload management guidance included as part of academic induction. As per 13.1, 50% of new academic starters to have completed induction workshops by end Q4 2023.

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
3.		18.3	Workload allocation and management discussed as part of PMDS system for academic staff.	To ensure all academic staff have the opportunity to discuss their workload with their manager.	2025 staff survey questions on workload allocation to be updated to reflect the introduction of the PMDS. AS question bank template to be used as a guide.	Q4 2022 – Q4 2025	To start.	Responsible: Head of Corporate Services - Registrar/Head of Academic Affairs  Implementation: Heads of Schools/Departments	By 2025 all academic staff to have workload management discussion with line manager as part of their PMDS.  By 2025 survey 60% of academic staff to state they benefitted from workload management discussions in their PMDS.
3.	Introduce a performance management process for all staff.	19.1	Roll out new PMDS system and provide training for Heads of School and Heads of Department.	Staff survey results revealed very strong support for a performance review system across all staff and genders.	Finalise PMDS model Q1 2023  Management training Q1 2023 (pilot)  PMDS staff training Q1 2023 (Pilot)  Rollout to pilot departments Q2 2023  Review of pilot Q3 2023	Q4 2022 – Q1 2025	In progress.	Responsible: Head of Academic Affairs/Head of Corporate Services - Registrar  Implementation: HR Officers	Development of PMDS system completed and phased roll out in progress.

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
					Full rollout Q4 2023				
3.	To develop mentoring opportunities for staff.	20.1	Investigate possibility of introducing the Aurora mentoring scheme at NCAD or developing an equivalent.	Survey responses indicated staff do not feel they have access to the mentoring they need. The Aurora scheme is aimed at providing leadership skills to women in academic and professional roles.	Review how the Aurora scheme is supported in other Irish HEI's. Use the AS subject specific network to seek feedback on how well the scheme supports leadership in art and design.	Q1 2024 – Q3 2024	To start.	Responsible: Head of Academic Affairs  Implementation: EPO	Complete review of the viability of the Aurora for NCAD and provide an alternative leadership development model if the conclusion is that Aurora is not viable or suitable.
3.	To support research activity including incorporating gender and other equality dimensions into research projects.	21.1	Ensure that research support and opportunities emerging from the Research Strategic Project actively promote gender-based research activity.	This would support our existing and emerging research strengths in relation to gender and encourage attention to gender and intersectionality in other priority research areas.	Delivery of Research Strategic Project report and research action plan.	Q4 2022 – Q4 2024	In progress	Responsible: Head of School of Visual Culture  Implementation: Research Strategic Development Officer	Ring-fenced funding in place to support minimum of one research project into gender and culture. System in place for monitoring applications and success rates by gender.

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
3.		21.2	To coordinate, collate and disseminate external gender and equality-based research opportunities such as the Gender Equality Enhancement Fund (GEEF).	To support and encourage gender/equality based research activity among academic staff and ensure a coordinated approach to opportunities such as GEEF.	Add research opportunities section to EDI newsletter.	<b>Q1 2023 – Q2 2026</b>	To start.	Responsible: Head of Academic Affairs  Implementation: EPO/Strategic Research Development Officer	20% increase in survey respondents agree/strongly agree they are satisfied with support for research activity in 2023 culture survey and a further 20% increase by 2025. Target – 50% by 2025.  Increased collaborative activity with other HEI's as evidenced by future applications to GEEF as lead or partner applicant, subject to the continuation of the scheme.
3.		21.3	PMDS process for academic staff to include discussion of current and proposed	To ensure all academic staff have the opportunity to discuss their research		Q4 2022 – Q1 2025	To start.	Responsible: Head of Academic Affairs  Implementation: Heads of School	Research activity included in PMDS when rolled out to academic staff. Monitoring in

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
			research activity.	ambitions with their manager.					place to ensure research discussion is taking place and actions agreed between staff member and line manager recorded.
		21.4	Induction process for academic staff to include information and guidance on how research and administration are managed within an academic contract.	To provide clarity on what constitutes research and admin activity and how this is managed within an academic contract.	Checklist for line managers developed to record that discussion on research and admin time has taken place at School/Department level.  Survey designed to gather feedback on success of first year of induction process.	Q2 2023 – Q4 2023	In progress.	Responsible: Head of Academic Affairs  Implementation: HR Officers	Guidance on managing research and administration added to induction process. As per AP 13.1 50% of academic new starters to have attended an induction session by end of 2023.  Survey launched in 2024 to assess efficacy of first year of induction process. Target: >50% of respondents to state they feel clear about



Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
									managing research and admin as a consequence of the induction process.
7.	To provide gender and race equality training and enrichment activities for all staff.	22.1	Launch the online training programmes EDI in HE and Let's Talk About Race in Higher Education.	To support the development of an equality focused workforce and supports career and personal development.	Both the EDI and race equality training programmes will be added to Canvas when it is launched in September 2022 and will be available for an initial three years.  Promote the training through Workvivo.  Monitor take up and evaluate feedback.	Q3 2022 – Q3 2025	In progress.	Responsible: Head of HR/Academic Affairs  Implementation: EPO & HR Officers	E-learning modules added to Canvas and monitoring of participation in place with a target of 60% of staff to have completed by December 2024.
		22.2	Develop an EDI Calendar for staff marking national and international activism days.	To support sensitive event planning and encouraging engagement with equality and activism.	Work with a student designer to develop calendar.	Q3 2022 – Q4 2022	Complete	Responsible: EPO  Implementation: EPO	Calendar designed and added to NCAD website and Workvivo.
		22.3	Launch an EDI reading group for staff.	To encourage engagement and discussion	Link reading group content to themes	Q4 2022 – Q3 2023	In progress.	Responsible: Library	Reading Group launched and

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
				with equality issues.	highlighted in the EDI calendar.  Promote reading group on Workvivo and EDI newsletter.			Implementation: Library/EPO	piloted for one year.
<b>Gender Pay Gap</b>									
	Establish whether a gender pay gap exists at NCAD.	23.1	Conduct a gender pay audit on the snapshot date in June 2022. Evaluate and report on findings.	NCAD has not previously conducted any gender pay audits. In line with new government guidelines a gender pay audit will be conducted in late June 2022 and a report on these findings within 6 months of the audit.	First annual pay audit to be conducted in June 2022.  Report on gender pay gap findings to be completed by December 2002.  Report posted on NCAD website and included in EDI annual report.	Q2 2022 – Q2 2026	In progress.	Responsible: Head of HR  Implementation: Payroll	First pay audit completed, results assessed and reported. After the first pay audit is completed NCAD will establish an appropriate target for reduction of the pay gap (if applicable).
<b>Flexible working</b>									
	Relaunch and monitor uptake of the range of flexible working policies	24.1	Following review, relaunch the following:	71% of survey respondents were not familiar with any of these policies.	Revised polices posted to Workvivo and included in staff handbook.	Q3 2022 – Q4 2023	In progress.	Responsible: Head of HR  Implementation:	Revised policies launched and system for monitoring uptake in place.

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
	available to all staff.		<p>Flexible Working Policy</p> <p>Shorter Working Year Policy</p> <p>Working from Home Policy</p>	Awareness of flexible working policies was particularly low among academic staff and male staff members.	<p>Develop system for recording and monitoring uptake of policies by gender and category of post.</p> <p>Launch Workvivo campaign to highlight the range of flexible working options and how these can work in practice for groups where awareness of policies is low e.g academic staff and male staff.</p>			HR Officers & EPO	<p>Staff not familiar with any flexible working policies decreased from 71% to 50% by 2023 survey.</p> <p>10% decrease in male and non-binary/gender undisclosed staff unfamiliar with any flexible working policy in 2023 survey.</p> <p>By 2025 survey &gt;40% academic staff agreeing there are flexible working arrangements available to suit them, an increase of 15% from 2021 survey and benchmarked against responses from</p>

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
									PMS staff in 2021 survey.
	Ensure staff are aware of their rights to disconnect from work outside of their usual working hours and provide support and guidance to facilitate this.	25.1	Launch formal Right to Disconnect Policy.	To encourage and support staff to balance their work and personal life, whether they work standard hours, remotely or flexibly. This policy formalises practises put in place during Covid lockdown periods.	Right to disconnect incorporated into management training.	Q4 2022 – Q4 2023	In progress.	Responsible: Head of HR  Implementation: HR Officers	Understanding of managerial role in supporting good work life balance strengthened by management training programme.  Responses in next staff culture survey continue to show that staff feel supported to work flexibly and that core meeting hours continue to be well observed.  Target – by 2023 survey 80%+ agreement that meetings are typically scheduled between 10.00-16.00.

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
		25.2	Develop and distribute a document with practical guidance on how to use the 'schedule send' email function and other tools available in the Google suite to manage work/life balance.	To support the implementation of the Right to Disconnect policy and encourage smarter working practices.	<p>Guidance document distributed directly to management staff to support planned management training.</p> <p>Guidance document added to Workvivo for all staff.</p> <p>Devise short Workvivo survey/poll to assess how useful staff find this guidance.</p>		To Start	<p>Responsible: Head of HR</p> <p>Implementation: EPO</p>	Guidance document completed, launched and distributed on Workvivo and directly to line managers in support of management training. Workvivo survey/poll to show a minimum of 50% of respondents have put the guidance into practice.
<b>Support for families and carers</b>									
	Increased awareness of the full range of family and caring leave available at NCAD.	26.1	<p>Launch revised versions of the following policies:</p> <p>Adoptive Leave Policy Carer's Leave</p>	42% of survey respondents were not aware of any of these family and caring leave policies.	Updated policies launched and added to Workvivo and staff handbook.	Q3 2022 – Q4 2022	In progress.	<p>Responsible: Head of HR</p> <p>Implementation: HR Officers</p>	By 2023 survey to see a 10% reduction in staff unfamiliar with any family leave policies.

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
			Maternity Leave  Parent's Leave  Parental Leave  Paternity Leave						
		26.2	Record and monitor uptake of each type of family leave by gender and index against numbers of staff with caring responsibilities.	To enable targeted promotion of family leave policies. Staff survey responses suggest some family and caring leave is under-utilised and only a small number of male staff had taken any kind of family leave.	Introduction of new HR system will support establishing baseline of caring responsibilities to index against.	Q4 2022 – Q2 2026	To start.	Responsible: Head of HR  Implementation: HR Officers/EPO	System in place for recording staff taking each type of leave and reviewed annually. Where uptake of any family leave type is generally low or underused by any gender actions have been developed to encourage uptake.
	To explore achievable supports to assist staff and student securing	27.1	Approach local childcare providers to explore options for ringfencing some	In recognition of the challenges faced by staff and students to find childcare places.	As a short-term action collate details of local childcare providers for sharing with staff and	Q4 2022 – Q2 2023	In progress.	Responsible: EPO  Implementation: HR Officers/EPO	List of local childcare providers collated and added to Workvivo. Providers

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
	childcare in Dublin 8.		childcare spaces for NCAD staff and students.		students to approach directly if they wish to.  Approach providers directly to establish feasibility of reserving a small number of places.				approached directly to explore possibility of reserved spaces for NCAD staff and students.
	Improved maternity and adoption leave support and guidance.	28.1	Develop guidance for line managers to support the employees during and after maternity or adoption leave. This should include establishing if and how to keep in touch during leave and a support plan upon return to work.	To ensure all staff taking maternity/adoption leave are provided with a consistent standard of communication during leave and support on return. Survey responses showed inconsistencies in the experience of male staff compared to female staff suggesting that guidance is needed.	Initial guidelines developed and staff feedback sought.  Provide briefing sessions for line managers.	Q1 2024 – Q4 2024	To start.	Responsible: Head of HR  Implementation: HR Officers/EPO	Guidance developed, rolled out to line managers and monitoring of staff experiences on return from leave being monitored with questionnaire responses. Returnee questionnaire responses show 100% of staff provided with appropriate communication and support.

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
	To ensure that staff undergoing fertility treatment and staff affected by pregnancy loss prior to 24 weeks gestation are effectively supported.	29.1	Develop a policy to support staff undergoing fertility treatment.	There is currently no such policy in place. Developing this will ensure both the staff member and their line manager are supported and clear of expectations.	<p>Policies drafted and put out for consultation and review.</p> <p>External feedback sought on draft policies.</p> <p>System in place for monitoring uptake of these policies.</p>	Q4 2023 – Q4 2024	To start.	<p>Responsible: Head of HR</p> <p>Implementation: HR Officers/EPO</p>	Policies launched following external feedback and internal consultation process. By 2025 staff survey, minimum 50% of respondents to state they are familiar with these policies.
		29.2	Develop policy to support staff impacted by pregnancy loss.	Pregnancy loss after 24 weeks is provided for in the maternity leave and compassionate leave policies but there is no policy in place currently for loss prior to 24 weeks.	<p>Short guidance document produced outlining how to support colleagues affected by fertility issues or pregnancy loss.</p> <p>Questions in 2025 staff survey updated to reference these new policies.</p>		To start.	<p>Responsible: Head of HR</p> <p>Implementation: HR Officers/EPO</p>	
<b>Safety, Dignity and Respect</b>									
	To increase awareness of and confidence in reporting	30.1	Members of Safe Contacts network to complete	To ensure staff acting as Safe Contacts are fully trained in	Training completed June 2022.	Q3 2022 – Q2 2023	In progress.	Responsible: Head of Academic Affairs	9 staff members to have successfully completed



Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
	incidents of sexual harassment and violence among both staff and students.		initial training with DRCC.	how to support disclosures.	Education plan developed outlining time frame for refresher training and additional relevant training needs.			Implementation: EPO & Safe Contacts Network members.	disclosure training in 2022 with up to 5 additional members of staff to have completed training in 2023.  Education plan developed by June 2023 with the input of Safe Contacts members outlining initial and ongoing training and development needs and system in place for recording completion.
		30.2	Develop a supervision and support plan for Safe Contacts to include both peer and external support.	To ensure Safe Contacts are effectively supported in their roles.	Following launch of Safe Contacts initiative, SC group members to meet internally at least 3 times per year for peer support and to assess efficacy	Q4 2022 – Q2 2026	In progress.	Responsible: Head of Academic Affairs  Implementation: EPO & Safe Contacts Network members	Supervision support system involving both developed in collaboration with Safe Contacts members.  Ongoing feedback from

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
					<p>of service, support and training needs.</p> <p>All Safe Contacts to access external supervision support at least once per academic year.</p> <p>Review of Safe Contacts initiative one year after launch to include qualitative input from Safe Contacts members on efficacy of supervision.</p>				<p>Safe Contacts group captured and documented during peer support meetings to enable proactive response to their training and support needs.</p> <p>Review completed after first year to show minimum 6 out of 9 Safe Contact members felt their support and training needs were met.</p>
		30.3	Launch Safe Contact network of internal staff trained to listen to disclosures of sexual harassment or sexual violence.	65% of staff survey respondents said they would be comfortable reporting incidents of sexual harassment or violence but only 45% they	Details of Safe Contacts to be added to Workvivo, SU Welfare page, Speak Out internal supports and staff and student handbooks.	Q1 2023 – Q2 2026		<p>Responsible: Head of Academic Affairs</p> <p>Implementation: EPO &amp; Safe Contacts Network members.</p>	Safe Contacts network successfully launched. System in place to monitor the number of reports through Safe Contacts.

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
				would know how to report this. The Safe Contact network will support staff and students to understand the options for reporting incidents.	Develop a system for anonymously recording number of Safe Contact reports.  Annually review effectiveness of Safe Contacts system.				10% increase in staff stating they would know how to report incidents of sexual harassment and violence by 2023 culture survey.
		30.4	Clearly outline and promote all the options for formal and informal reporting of sexual harassment, sexual violence, bullying, discrimination and unfair treatment.	To support the roll out of the Safe Contacts initiative and act as a reminder of pre-existing reporting options.	Add to Workvivo following launch of the Safe Contacts network and include as handout/slide in all training related to Consent framework and Dignity and Respect policy.  Add to Student and Staff Handbooks when revised 2023, to Safe Contacts page on NCAD intranet and to Speak Out page on external website.	Q1 2023 – Q2 2023	To start.	Responsible: Head of Academic Affairs  Implementation: EPO	Feedback on experiences of staff and students reporting sexual harassment, sexual violence, bullying, discrimination and unfair treatment to be collected annually through Speak Out reporting and Safe Contacts disclosures where possible, findings discussed at CWG and

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
									<i>appropriate interventions introduced where necessary.</i>
	To provide accessible, year-round training in Consent and Bystander interventions for staff and students.	31.1	Provide UCC Bystander Intervention e-learning training for selected staff and students.	To ensure both staff and students understand consent and to equip them with strategies for making an intervention should they witness sexual violence or sexual harassment. First Year students have	Roll out of e-learning modules on Canvas VLE in September 2022.  Promote the availability of the training internally. Monitor uptake of the training amongst both staff and students.  Develop evaluation plan to assess the effectiveness of the training.  <i>Explore options for rolling out bystander training to wider</i>	Q4 2022 – Q2 2026	In progress	Responsible: Head of Academic Affairs  Implementation: EPO	E-learning modules rolled out on Canvas and promoted to staff. Monitoring and evaluation system in place. Minimum 60% uptake of both modules by end of 2023.
		31.2	Provide *Active Consent e-Learning module for students and staff to build upon and complement the *Active Consent facilitated workshops already provided to First Year students.	*Active Consent workshops during orientation but providing the e-Learning module ensures they can refresh their skills and will reach the				Responsible: Head of Academic Affairs  Implementation: Teaching & Learning Support Officer & EPO	E-learning Module evaluation to demonstrate minimum 60% satisfaction by end 2023.  Bystander training made available to 32 staff and 68 student leaders from end of 2022. Target:

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
				small number of students who have not had an opportunity to complete the facilitated workshops.	staff and student body from October 2023.  Hold facilitated bystander intervention workshop for staff and student participants by June 2023.				80% of selected participants to complete online training by June 2023. 60% to take part in linked facilitated workshop by June 2023.  Plan in place by October 2023 for wider rollout of bystander training to staff and students.
	To ensure staff clearly understand what bullying, discrimination and harassment are.	32.1	To build on dignity and respect workshops held in 2019 by launching an internal communication campaign to ensure staff are aware of what behaviours constitute	To raise awareness of the differences between bullying, harassment and discrimination, the different forms these can take and how they can intersect with gender, race,	Identify a suitable time in the academic year to maximise engagement.  Archive all posts, documents and materials shared during the campaign on Workvivo.	Q2 2023 – Q4 2023	To start.	Responsible: EPO  Implementation: HR Officers & EPO	By 2023 survey, minimum of 55% of all respondents to state they know how to report discrimination or unfair treatment, an increase of 10%.

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
			bullying, harassment and discrimination and the options available for reporting these.	class, age and other identity characteristics.					Minimum 50% of all respondents to state they feel complaints of discrimination or unfair treatment are handled fairly by NCAD, an increase of 10% on 2021 survey responses.
		32.2	To redevelop the College Community Charter as a shared charter to support respectful language, behaviours, and meeting conduct, developed in consultation with staff through a facilitated process and underpinned by NCAD's organisational values.	<p>Feedback from staff survey suggested that male voices can dominate in meetings and that not all voices and experiences are heard equally.</p> <p>The existing College Community Charter needs updating. The revised Charter will support respectful and inclusive communication</p>	<p>Facilitated workshops held with staff to gather input.</p> <p>Revised Charter developed and shared with staff.</p> <p>Completed Charter added to staff handbooks, incorporated into induction process and shared on Workvivo.</p>	Q4 2023 – Q4 2024	To start.	<p>Responsible: Institutional SAT</p> <p>Implementation: SAT &amp; EPO</p>	<p>Facilitated workshops held with &gt;60 staff members taking part to refine direction of charter redevelopment. Workshop participants gender balanced (min 40% F and 40% M).</p> <p>Revised Charter guide developed and launched with good engagement and awareness</p>

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
				between staff in meetings and elsewhere.					from staff. 2025 staff survey to show minimum 70% of all staff are familiar with charter.
	To provide paid leave and support for members of staff experiencing domestic violence.	33.1	Develop and launch a domestic violence leave policy.	To ensure compassionate support is provided to staff experiencing domestic violence and to facilitate attending medical or legal appointments, finding alternate accommodation etc.	Policy drafted and sent for internal consultation.  Approved policy launched and available on Workvivo.	Q3 2022 – Q4 2022	In progress.	Responsible: Head of HR  Implementation: HR Officers & EPO	Policy developed and launched. Responses in next staff survey to show minimum 40% of respondents are aware of the policy.
		33.2	Provide training in domestic violence awareness for line managers and Safe Contacts.	To ensure line managers have the knowledge needed to support their staff.	Identify appropriate training provider and schedule training sessions.	Q1 2023 – Q4 2023	To start.	Responsible: Head of HR  Implementation: HR Officers and EPO	Training completed and feedback from participants to indicate they feel well informed of the impact of domestic

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
									violence and empowered to effectively support their staff when needed.
<b>Curriculum and Student Supports</b>									
	To further embed EDI and gender equality into the curriculum.	34.1	Incorporate consideration of gender equality and wider equality issues into programme development guides and as standing item in Programmes Board agendas.	To ensure that approaches to EDI issues are documented in programme development checklist.	<p>Postgraduate programme development guide produced with EDI questions added to the process.</p> <p>Undergraduate programme development guide produced following postgraduate model.</p> <p>Programmes Board agenda ToR's updated.</p>	Q4 2022 – Q1 2023	In progress.	<p>Responsible: Head of Academic Affairs</p> <p>Implementation: Quality Assurance Officer</p>	<p>All new postgraduate programmes from Q4 2022 to include approach to EDI issues in programme development documentation.</p> <p>Undergraduate programme development guide produced and rolled out. From Q4 2023 all undergraduate programmes to include documented approach to EDI issues.</p> <p>EDI matters included as standing item in</p>



Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
									Programmes Board.
	To evaluate the student experience and perception of gender equality at NCAD.	35.1	Include questions relating to equality and diversity in student end of year survey.	Student perception of how EDI is supported by NCAD and incorporated into the curriculum is not currently captured in the annual student survey.	Question set developed and added to student survey.	Q1 2023 – Q2 2023	To start.	Responsible: Head of Academic Affairs  Implementation: QA Officer & EPO	Questions devised and included in 2023 student survey. Evaluation of responses completed to enable benchmarking against future surveys.
		35.2	Collect demographic information in student surveys to enable gender disaggregated results.	The absence of gender disaggregated data from the survey could potentially mask inequalities.	Update 2023 student survey to include demographic questions.  2023 survey report to include data disaggregated by gender and other characteristics where it is possible to do so without risk of identification.  Include disclosure rates	Q1 2023 – Q2 2023	To start.	Head of Academic Affairs  Implementation: QA Officer & EPO	Gender disaggregated data and demographic disclosure rates in student population available from 2023 student survey report onwards.

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
					for demographic characteristics in 2023 survey report for comparison against staff disclosure rates.				
<b>Facilities, Events and Marketing</b>									
	To proactively seek greater representation of diverse groups in public events, website and publicity materials.	36.1	Develop guidelines for increasing the representation of diverse speakers for public events and visibility in website and publicity images.	There are currently no formal guidelines in place in relation to this and an evaluation of public events over the last year showed that speakers were predominantly white and female and website and prospectus images.	Develop template to complete when planning public events to record how diversity of speakers has been approached and how accessibility has been considered in the event planning.	Q1 2024 – Q4 2024	To start.	Responsible: NCAD In Public Curator  Implementation: EPO	Guidelines drafted and implemented. Monitoring of public events to reflect increased diversity of speakers and to show accessibility has been addressed. Images in next prospectus to show increased representation of diverse groups.
<b>Intersectional approaches</b>									
7.	To understand and address issues relating to equality grounds in addition to gender.	37.1	Develop a race action plan drawing on recommendations from HEA	The HEA Race Equality Report highlighted the need to do more to advance race equality. NCAD		Q3 2023 – Q3 2024	To start.	Responsible: Equality Steering Committee  Implementation:	Race equality action plan developed and launched by June 2024.

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
			Race Equality Report.	currently has no charter or action plan in place focused solely on this.				Equality Steering Committee	
7.		37.2	Explore requirements of achieving University of Sanctuary status.	To expand and build upon the existing work to support refugees by NCAD's access office.	Complete initial exploration of requirements by end of January 2023.	Q4 2022 – Q1 2023	In progress	Responsible: Head of Academic Affairs  Implementation: Access Officer	Initial exploration of requirements completed and a recommendation made about a strategy for proceeding.
		37.3	Explore Investors in Diversity accreditation.	To provide a framework for further embedding EDI into organisational systems.	Initial exploration of requirements for accreditation completed by end Q1 2023.	Q1 2024 – Q4 2024	To start.	Responsible: EPO  Implementation: EPO	By end of 2024 Project plan produced and presented to EDISC outlining proposed timeframe, resources, benefits and approach.
9.		37.4	Explore Age Friendly University Charter.	To work towards a more age inclusive culture.	Distribute EOI for working group members by end Q1 2025.	Q1 2025 – Q2 2026	To start.	Responsible: EPO  Implementation: EPO	Age friendly working group established by end Q2 2025.
8.	Raise awareness of the impact of menopause in the workplace.	38.1	Arrange menopause awareness workshops for staff.	Given NCAD's gender and age profile menopause/perimenopause is	Source workshop provider and identify appropriate	Q4 2023 – Q4 2024.	To start.	Responsible: Head of HR  Implementation: EPO/HR	Workshops launched and positive feedback received.

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
				likely to impact a significant number of staff.	<p>timing to maximise attendance.</p> <p>Monitor attendance.</p> <p>Collect and assess feedback from participants.</p>				
8.		38.2	Develop guide to supporting staff during menopause.	To provide staff and managers with practical information, support and guidance on managing menopause at work.		Q2 2023 – Q4 2023.	To start.	<p>Responsible: Head of HR</p> <p>Implementation: EPO/HR</p>	Guide developed and launched. Feedback collected from staff and line managers to indicate the guide has had a positive impact.
8.	Explore interest in establishing a neurodiversity staff network.	39.1	Seek expressions of interest for a neurodiversity support network through Workvivo.	<p>To provide a supportive network for neurodiverse staff.</p> <p>If sufficient interest, draft guidelines to establish purpose and</p>	Call for interest placed on Workvivo.	Q4 2023 – Q1 2024.	To start.	<p>Responsible: EPO</p> <p>Implementation: EPO</p>	Neurodiverse network launched subject to interest. Feedback from members to show the network has a positive influence.

Priority	Objective	Action No.	Planned action/s	Rationale	Key outputs and/or milestones	Timeframe (start and end date)	Progress	Roles Responsible	Success indicators: outcomes and impacts sought
				scope of network.					