

2022 Review of Progress against Concordat Action Plan 2019-21

Please see updates on progress integrated below. This previous action plan was aligned to the Concordat for the career development of researchers (2008), having been written before the publication of the new concordat (2019). The COVID-19 pandemic resulted in modifications to the timescales initially identified for many of the actions.

New actions are outlined in Concordat Action Plan 2022-24.

Documents can be found at: <https://www.brunel.ac.uk/research/Our-research/EU-HR-Excellence-in-Research-Award>

PROPOSED ACTIONS	LEAD	PROGRESS / TIMESCALE
<p>A: Recruitment and Selection</p> <p>Principle 1: <i>Recognition and the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.</i></p>		
<p>I.2 & I.5</p> <p>We will review job descriptions, titles and grades of research staff and make recommendations to minimise inconsistencies in new roles within grants and projects. These will include the creation of template Job descriptions.</p> <p>Success criteria / outcomes:</p> <ul style="list-style-type: none"> (a) Review framework identified and approved by key stakeholders. (b) University-wide analysis completed with recommendations for role descriptions and job descriptions for staff on grants and projects. (c) Sign off recommendation of job templates. 	<p>HR / RSDO / GS</p>	<p>Review activity to begin Feb 2020; recommendations drafted May 2020 with required sign-off arranged in time for new academic year.</p>
<p>Our activity in this area coincided with the start of the COVID-19 pandemic and the UK's first lockdown. Therefore, this specific action was postponed. Nevertheless, clearer role descriptions aligned to research staff positions have been established with guidance for grant-holders and PIs provided by the Research Support and Development Office (RSDO). A new Research Staff Contracts Task and Finish Group (RSTFG) was established in November 2021 which will review this area as part of its activity. It includes HR and Research Support and is chaired by a college Vice-Dean (Research).</p>		

I.3	<p>We will continue to monitor the use of fixed-term contracts and the transfer of researchers to open-ended contracts as required.</p> <p>Success criteria / outcomes: 6-monthly review of open-ended versus fixed-term contracts provided to Concordat Implementation Group. Annual report on data provided to relevant committees.</p>	HR / CIG	October 2019 – regular monitoring of data and presentation to CIG, annual report of data to EO&HR Committee
	<p>Our HR processes highlight any research staff with 4 years or more continuous employment within the university as eligible for transfer from fixed-term to open-ended contract. It ensures contracts are flagged and updated automatically. Within the overall current staffing group (n = 163), 30% are on open-ended contracts. 48% of them were appointed to their current roles during the previous two years – 2020-21 and 35% of researchers overall (n = 57) are in their first contract with the university.</p>		
I.4	<p>As part of the introduction of the next round of promotions criteria, the framework for feedback to researchers will be enhanced to provide unsuccessful applicants with mentorship and 1-2-1 career development support in preparation for re-application.</p> <p>Success criteria / outcomes:</p> <ul style="list-style-type: none"> (a) Outcomes of promotions interviews monitored. (b) Process changes such that unsuccessful applicants are offered coaching / mentorship. (c) Mentorship scheme in place. 	GS / Colleges / HR	From next formal round of promotions – January 2020
	<p>All unsuccessful applicants were provided with 121 feedback, development support and mentoring by a senior colleague. The research staff network also enabled staff to share experiences and advice (successes and failures). Focus group feedback highlighted that the changes made to the research staff promotions criteria, in consultation with research staff, in 2018-19 were beneficial. These led to two promotions to Senior Research Fellow being made. However, the promotion round for 2020 saw a minimal number of applications from research staff and no promotions were made that year. As a result of institutional and staffing changes during 2021 and a restructured HR, the promotions process now has new oversight. The promotions process for all staff, including research staff, will undergo further review and revision in 2022.</p>		
I.5	<p>A review of researchers' job titles and pay grades suggest inconsistencies in determining pay and grade across different projects.</p> <p>Success criteria / outcomes:</p> <ul style="list-style-type: none"> (a) Systematic review of how pay and grade is determined for researchers recruited to project grants completed to ensure consistency. 	RSDO (post-awards team), CIG	<ul style="list-style-type: none"> (a) Pay and grades for researchers on project grants reviewed against role requirements. (b) 'Guide on the use of Named Researchers' drafted and circulated for comment. Guide

	(b) In consultation with stakeholders, 'Guide on the use of Named Researchers' drafted to assist decisions related to this.		circulated to grant applicants.
	HR underwent a restructure during 2020-21, and a new Organisational (OD) function was created. The OD action plan 2021 identifies a number of activities planned for 2022 which will inform the above action. A comprehensive pay award review was completed at the end of 2021. Outcomes and recommendations will be reported in early 2022, and data used to further evaluate outcomes for research staff .		
1.5	In collaboration with current researchers, develop and produce a single template for a researchers' handbook, taking account of recent changes and developments. Departments will be encouraged to re-write local handbooks around the template. Success criteria / outcomes: (a) Central template produced. (b) Researchers' handbook will be included in packs for new researchers.	HR, GS, CIG, RSA	(a) Central template will be produced. (b) Researchers handbook will be included in packs for all new researchers.
	During 2020-21, there was a conscious shift away from fixed and static handbooks to the enhancement of webpages and online resources (regularly updated with feeds from other software systems) as part of new Information Systems infrastructure projects. These saw the introduction of a new student intranet in November 2019 followed by a new staff intranet in May 2021. New pages for research staff have been co-created with the Research Staff Association, and a comprehensive ECR-targeted career page has been developed as part of ongoing enhancements to web resources for researchers. Starter letters for research staff include links to relevant university webpages. A further review of new starter information will be considered in conjunction with further proposed enhancements to the induction process for researchers.		
B: Recognition and Value			
Principle 2: <i>Researchers are recognised and valued by their employing organisation as an essential part of their organisation's human resources and a key component of their overall strategy to develop and deliver world-class research.</i>			
2.3	A review of Staff Development will be undertaken, with a view to transferring it to an Organisational Development (OD) model. This will assist with better overall needs assessment and signposting of development opportunities for managers. Success criteria / outcomes: (a) Review of staff development completed. (b) Feedback on needs assessment and the availability of development opportunities, with actionable findings for improvement where necessary.	HR / Staff Dev	Nov 2019 – Jul 2020

	<p>This review was completed and a new Organisational Development (OD) Team established in the HR directorate in Summer 2021. This followed an organisational review of the Human Resources Directorate and the identification that this key function was needed at Brunel. The OD Team incorporates ED&I and staff wellbeing. OD is an organisation-wide relational practice for enabling and improving organisational effectiveness and the wellbeing of its members. Its work underpins several key strategies within the university: Brunel 2030, HR Strategy, ED&I Strategy, Mental Health and Wellbeing Strategy. The OD action plan includes plans for a new performance management and development process which meets organisational and colleague needs.</p>		
2.3	<p>We will build on our successful ‘Research Supervisor of the Year’ Award, to create a parallel nomination and recognition scheme for research managers / PIs. We will work with the RSA to explore options for a central award that identifies and celebrates exemplary research leadership.</p> <p>Success criteria / outcomes:</p> <ul style="list-style-type: none"> (a) Continuation of RSOY award maintaining at least current rates of participation. (b) Concept developed of an extension to the scheme for research managers / PIs in conjunction with Vice-Provost (Research) and RSA. 	GS, CIG, RSA, RSDO (post-awards team)	Apr 2021 (first scheme introduced and completed)
	<p>A central decision was made to suspend all recognition awards with a view to joining up several concurrent award schemes that had been created at various levels within the University (e.g. Graduate School awards, Brunel Students Union awards, central Teaching and Research awards) The action of establishing <u>at least one</u> new ‘joined up’ award for researchers, MoRs and / or doctoral supervisors is carried forward into the new action plan (EI5.3).</p>		
2.3	<p>Working in conjunction with new post-award team, consult research staff, managers, and PIs on scope and content of research charter. Develop and launch Charter, as required.</p> <p>Success criteria / outcomes:</p> <ul style="list-style-type: none"> (a) Consultation completed. (b) Charter drafted and circulated. 	GS, RSIG	Oct 2020
	<p>This action has not been delivered. The post-award team within RSDO was established in January 2020, just ahead of the COVID pandemic. Planning for the latter and REF 2021 activities took priority at this time. The action above will be considered by CIG in discussion with the newly formed RSTFG.</p>		
2.5	(see A1.4)	HR, CIG, EO&HR	

2.6	<p>We will review the impact of the new dedicated researcher careers advisor and consider options for better data capture, monitoring and reporting on career outcomes for our researchers. The Professional Development Centre (PDC) and Graduate School (GS) to review and report on the first year of this provision.</p> <p>Success criteria / outcomes:</p> <ul style="list-style-type: none"> (a) DR data reported to UEC. (b) ECR data reported to RKT. (c) Actions and processes developed to maintain or improve performance in this area. 	PDC / GS / HR	Jan – Dec 2020
	<p>A PGR (Postgraduate Researcher) data task and finish group was established in January 2021. Gaps in data reporting were identified and clear recommendations (including proposals for system updates) were presented to University Education Committee (UEC) in June 2021. Recommendations will be implemented during 2022-23. Shortcomings in research staff data have been identified by GS and Planning linked to factors such as the HR System and different reporting requirements. Recommendations and further actions, including the formation of a task and finish group for ECR data, are under discussion.</p>		
<p>C: Support and Career Development</p> <p>Principle 3: <i>Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.</i></p> <p>Principle 4: <i>The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.</i></p>			
3.1	<p>Develop existing university practice in careers fairs and employer engagement to specifically target doctoral researchers and increase engagement in available resources for this group.</p> <p>Success criteria / outcomes:</p> <ul style="list-style-type: none"> (a) Promotional material created inviting researchers to careers fairs. (b) GS to work with PDC and other stakeholders to expand understanding of development needs in this area. 	PDC (Careers) / GS / Industrial collaborators and partners	To match calendar of event for PDC Careers Fairs Jan 2020 – Oct 2021

	<p>A dedicated Researcher Careers Consultant was appointed in February 2020. This role is positioned in both the Graduate School, who oversees researcher development across the university, and the Professional Development Centre (PDC) which includes Careers and Placements. This role has taken direct responsibility for activity areas (a) and (b) resulting in increased researcher participation in careers fairs and events. New programmes of activity and output are further summarised below and include over 20 Researcher careers management workshops, 121 individual careers consultations, a new ‘Researcher Futures’ workshop series and our unique offering of 3-years post contract careers support and guidance for all researchers.</p> <ul style="list-style-type: none"> • 112 confidential one-to-one consultations (Sept 2020 - Jan 2021) • Over 20 career management workshops over the same period, with researcher 262 attendances (DR & ECR combined) • Insights into different career options through a new quarterly ‘Researcher Futures’ series, using panels of relevant Brunel alumni / professionals (3 events delivered during 2021) • Development of new webpages providing ECR career options. • Unique offering of continued access to researcher careers-support up to 3-years after the end of study (for DRs) and end of contracts (for ECRs). 		
<p>3.2</p>	<p>We will continue to coordinate and provide support for YERUN (Young European Research University Network) (researcher mobility awards) and support staff to build and maintain active awareness of opportunities within a changing political environment. Fund additional training and conference attendance where appropriate</p> <p>Success criteria / outcomes:</p> <ul style="list-style-type: none"> (a) Annual promotion and events run in a timely manner to support YERUN application deadlines. (b) Research staff supported to attend relevant conferences and meetings. 	<p>Vice-Provost (International)/ GS / RSDO</p>	<p>YERUN application deadlines</p>

	<p>The Young European Research Universities Network (YERUN) was created in 2015 to bring new perspectives and strengths to European discussions and ensure that the needs of ‘young research universities’ are considered within the European agenda. The network adopts a collaborative European perspective on global issues, for the benefit of individuals and society, and supports joint research and teaching initiatives aimed at maximising mobility, research capacities and the employability of its researchers. There are 23 universities in the network, of which Brunel is one of only 3 UK universities (the others are Essex and Stirling Universities). Three BUL researchers obtained awards for research exchanges in 2021 (awards were suspended during 2020).</p> <ul style="list-style-type: none"> • In 2021, YERUN launched the YERUN Open Science Awards to encourage and reward Open Science initiatives across YERUN institutions. The awards target both researchers and administrative / professional support staff, inviting proposals that demonstrate and/or support the practice of varying aspects of Open Science (e.g., FAIR and open data, Open Access publishing, Public engagement, Citizen Science, Open Education etc.) The outcomes of these awards will be published in February 2022. <p>Several new initiatives have been agreed for 2022, including:</p> <ul style="list-style-type: none"> • YERUN Research Mobility Awards, aimed at DRs and ECRs • YERUN Teaching Awards • YERUN Summer School (22 – 26 August 2022): organised by the University of Essex and aimed at doctoral researchers. 		
<p>3.2</p>	<p>We will build support and create opportunities for greater synergy and shared learning between industry and research. We will increase understanding of the issues arising between industry and academia. We will conduct desk research and interviews to understand specific requirements for support and recommend actionable findings for the development of university support in the area.</p> <p>Success criteria / outcomes:</p> <p>Actionable findings for integration into researcher development strategy and policy.</p>	<p>Vice-Provost (Research) / College Vice-Deans Research / GS</p>	<p>Work to begin Mar 2020, findings reported to RKT committee in Spring term 2021</p>
	<p>We were awarded competitive funding from the EPSRC for a new DTP (Doctoral Training Partnership) Mobility award in 2020. The programme specifically recruits long-standing employees from industry and provides them with the opportunity for doctoral study. We were only one of four universities to receive this funding. Industry challenges presented by the pandemic for some of our industrial partners, and the timing of the award, led to a loss of some partners from the programme. However, we have filled all doctoral places within the DTP and maintained strong relationships with remaining partners.</p> <p>In addition, funding from Research England has enabled us to invest £40,000 in industry internships for researchers. The uptake and success of these internships will be evaluated over the next 2 years.</p> <p>Our existing Knowledge Exchange and Civic Engagement award schemes within the University have been widened to encourage research staff applications, resulting in a successful award to a collaboration of research staff in December 2021. Further actions will seek to encourage more applications from researchers and support them with tailored development.</p>		

3.3	<p>We will build on strengths amongst researchers in enterprise and innovation and work with the Innovation hub to increase the engagement of researchers with available opportunities. Run an innovation and enterprise event to highlight our successes in this area (our national competition winners). Broaden awareness and enhance opportunities through peer mentoring.</p> <p>Success criteria / outcomes:</p> <ul style="list-style-type: none"> (a) Innovation and enterprise event completed. (b) Increased engagement and awareness of Innovation Hub amongst researchers. 	PDC / GS	<p>Event to run in Autumn 2020</p> <p>Report on engagement Jan 2021</p>
	<p>A dedicated event on innovation and enterprise was run as part of four Researcher Futures series in 2021-22. The GS has built stronger links with the central Innovation Hub who supported the event and along with a number of successful alumni who have pursued careers in innovation and entrepreneurship.</p> <p>We are one of four universities sponsored to participate in HM Government's Open Innovation Scheme. HM Government's Open Innovation Team generates analysis and insight for government by helping officials collaborate with outside experts and research, providing 3-month internship opportunities for doctoral researchers. During 2020 -21, three DRs (Doctoral Researchers) completed internships as part of the scheme. The scheme continues annually and has raised awareness amongst researchers of opportunities to support innovation, not just through industry but also through policy development.</p> <p>We have worked with the university's Co-Innovate team to link researchers to opportunities to participate in innovation and enterprise activities / placements / consultancy projects. Surveys and reporting planned for early 2022 will provide data from which we hope to better quantify researcher engagement in this area.</p>		
3.3	<p>The Graduate School will expand its competitive travel prizes to include post-doctoral researchers, providing up to £750 of travel and conference cost reimbursement to ECRs (Early Career Researchers).</p> <p>Success criteria / outcomes:</p> <ul style="list-style-type: none"> (a) Travel prizes are available and promoted to ECRs. (b) Support and training to encourage application to the scheme is provided. (c) Implementation and impact of scheme reviewed annually. 	GS	<p>From Apr 2020, impact and implementation reviewed after six months initially, review and report annually.</p>
	<p>Our planned scheme was suspended from 2020 in line with general restrictions on travel and a university directive against traveling to conferences. A revised and flexible scheme renamed the 'Conference Prize,' was created to support registration for online conferences and other related needs (e.g., cover for childcare costs). Sixteen prizes were awarded during 2021. This was reviewed and updated further in November 2021 and is being rolled out to DRs with four application deadlines each year. The launch of a parallel scheme for ECRs has not yet been implemented and will be considered as part of revised planning.</p>		
3.4	<p>Increase internship opportunities for researchers (capitalising on successful partnerships and building on internships secured last year).</p>	PDC / PGR Forum / GS	<p>(a) Jun 2020 (b) Sept 2021</p>

	<p>Success criteria / outcomes:</p> <ul style="list-style-type: none"> (a) Develop a standard process to offer and manage internships as part of doctoral provision. (b) Capture, measure and report on internship opportunities and take-up amongst doctoral researchers. 		
	<p>A dedicated researcher careers consultant was appointed in February 2020. During 2020-21, this role has significantly enhanced activity and resources around researcher career development and taken responsibility for coordinating and developing guidance on DR internships.</p> <p>(a)&(b) A new internships policy / guidance for researchers has been drafted and circulated for feedback. This was preceded by consultation with different service areas, include Legal Services and Compliance, DTP management, PIs coordinating internship schemes. Outcomes will be presented to our PGR Forum (which reports to the university's Education Committee) in March 2022. In collaboration with PDC, DR internship opportunities are now better coordinated and signposted through the GS via newsletter, the intranet, and social media feeds.</p>		
3.5	<p>Review the current PDR (Performance Development Review) process to understand how it meets the needs of 'career progression' for research staff, and enhance the reviewer training to provide better signposting to researcher careers resources and expertise.</p> <p>Working with stakeholders, consider the feasibility of bespoke requirements for research staff within the PDR process.</p> <p>Success criteria / outcomes:</p> <ul style="list-style-type: none"> (a) Current PDR process reviewed for research staff with a focus on career progression. (b) Reviewer resources enhanced and promoted. (c) Feasibility of bespoke requirements for RS (Research Staff) within PDR considered and reported. 	HR/OD, RSA	<ul style="list-style-type: none"> (a) In alignment with PDR schedule 2020. (b) Mar – Jun 2020 (c) Nov 2020 – Jun 2021
	<p>Action carried forward into new concordat plan and specified within new OD action plan. New PDR Working Group established January 2022 with schedule of meetings and scope of review.</p>		
3.8	<p>Increase opportunities for peer-led activities, e.g., post-doctoral researchers engaging in and providing mentorship opportunities.</p> <p>Success criteria / outcomes:</p> <ul style="list-style-type: none"> (a) All researchers receive clear communication and opportunity for sign-up to opportunities. (b) Outcomes monitored. (c) Increased engagement reported. 	GS, PDC, RSA	<ul style="list-style-type: none"> (a) Apr 2020 (b) Monitored termly (c) Report Oct 2020, Oct 2021

	<p>16.03% eligible female PGRs completed the mentoring programme offered through Women in Engineering in 2019-20 with researchers acting as coached and mentors.</p> <p>Drop-in sessions were offered to all researchers (DRs & ECRs) twice weekly from March to September 2020. These were scaled back to once per week during 2021. Drop-ins were well attended, with researchers encouraged to engage in / form new networks and peer-to-peer support opportunities. This has led to the creation of a social media network organised and run by the researchers themselves. The network is hosted on Telegram and has over 300 members (DRs & ECRs). The group holds a weekly 2-hour network meeting on Zoom that is well attended. As doctoral researchers move into post-doctoral positions, the number of ECRs has steadily increased through word of mouth and ECR to ECR invitations. Meetings provide informal support for learning, providing opportunities and feedback on research communication, support for wellbeing and mental health, and needs assessments (then referred to the Graduate School).</p> <p>Peer-to-peer researcher network activity has resulted in greater usage of previously under-utilised services within the University (e.g., A first cohort of nine DR Mental Health First Aiders was trained in November 2021. Many applications for the role were received and all participants were interviewed to ensure they were clear about the task and commitment, and to check on their own wellbeing. The programme has already resulted in greater usage of previously under-utilised services within the university by researchers. The programme will be enhanced during 2022 with the training of 2 additional cohorts of peer wellbeing advisors for DRs & ECRs.</p> <p>There has been stronger integration of doctoral and post-doctoral research into university activities, contributing to better central engagement and inclusivity (1). These include contributions to the Brunel Research Festival, Interdisciplinary Research Forum and Climate Change Symposium, and participation in a broader range of working groups and committees.</p> <p>Increasing numbers of research staff have participated in the judging of posters and presentations within the university's annual DR poster conferences 2021 (cancelled 2020).</p>		
<p>4.13</p>	<p>We will audit where ECRs are represented within management committees, and encourage stronger representation where lacking.</p> <p>Success criteria / outcomes:</p> <ul style="list-style-type: none"> (a) Audit conducted (b) Vacant positions filled by new academic year 	<p>EDI (Equality Diversity and Inclusion)</p>	<p>(a) Jan 2020 audit (b) Work with Departments and staff to position staff for new academic year 2020/21</p>
	<p>Research staff continue to occupy three protected positions within the University's Senate and are regularly invited to volunteer for positions within other committees and working groups (RKT, ARWG, PDR working group, CIG, UREC (University Research Ethics Committee)). However, a comprehensive audit is outstanding. The university underwent staffing changes and structural reviews during 2020 and 2021. A review of HR resulted in the formation of a new Organisational Development (OD) function in Summer 2021 which incorporates ED&I and Wellbeing. This report will be revisited during 2022.</p>		
<p>D: Researchers' Responsibilities</p>			

Principle 5: Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development and lifelong learning.

5	<p>We will make Inkpath app available to all researchers (DRs and ECRs), integrating the Brunel 3-D Development Tool and the Researcher Development Programme.</p> <p>Success criteria / outcomes:</p> <ul style="list-style-type: none"> (a) App integrated into current systems and available to all researchers. (b) Usage data extracted and reviewed. 	GS, DTP leads, RDAs (Researcher Development Advisors)	<ul style="list-style-type: none"> (a) Jan 2020 – Oct 2020 make InkPath available. (b) Data review – Oct 2020.
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Also see actions C.3.1 – 3.8

In May 2021, following a successful pilot (Sept 2020 – Apr 2021), we introduced a new platform for the central coordination of researcher development. The platform – Inkpath – is available online and as an App, and provides a one stop, lifelong career, and professional development tool for researchers. It enables them to set personal goals, plan, record and reflect on formal *and* informal activities, engagement with internal and external providers. As the App is available and accessible to them **for life**, personal / professional development plans and records are owned by and travel with the researchers beyond BUL (Brunel University London). 715 (81%) doctoral researchers, and 71 research staff (44% of 163 research staff) are registered on the system and actively using it to identify, select and log their personal and professional development activities. For research staff, there have been over 230 registrations for development activities since the App was launched (Apr 2021). Communication post-launch has focused on DRs and research staff will be targeted alongside a ‘Take-10’ campaign planned for July 2022. Recent enhancements to the software ensure that all registrations are now directed through Inkpath, with provision for researchers’ feedback, notes, and personal reflections. This will in turn lead to improved data capture going forward.

E: Diversity and Equality

Principle 6: Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.

6	<p>A new institutional EDI policy will be launched, underpinned by wide consultation, including researchers, via focus groups to inform a comprehensive revision of current policy</p> <p>A task and finish group to revise and co-create a new EDI University Strategy. This will be informed by specific focus groups of DRs and ECRs to ensure that their perspectives are captured.</p> <p>Success criteria / outcome:</p> <ul style="list-style-type: none"> (a) Focus groups completed (b) Policy updated and launched 	Vice-Provost (Students, Staff and Civic Engagement) EDI Manager	<ul style="list-style-type: none"> (a) Jan 2020 (b) Apr 2020
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	<p>(a)&(b) A new EDI strategy was published in 2021, following a comprehensive consultation process through focus groups across the university, including researchers: Equality, Diversity and Inclusion Strategy, Social Justice for All, 2021 - 2024 (brunel.ac.uk). Its launch was accompanied by a series of webinars focusing on each of the six themes of the strategy.</p> <p>Compliance training includes mandatory online webinar and in person workshops (Equally Different - Diversity in the Workplace). Active Bystander training and Anti-Racism training introduced and provided across the university during 2021 including a compulsory workshop series for senior managers facilitated by Advance HE (Higher Education).</p>		
	<p>(a) EDI in the curriculum project – the University, as part of an Advance HE initiative – will develop a toolkit for staff.</p> <p>(b) An online harassment policy will be developed including review of current social media guidelines for students, and a new policy for carers to be developed in 2020.</p> <p>Success criteria / outcome:</p> <p>(a) Toolkit developed and made available to staff.</p> <p>(b) Updated / new policies accessible online.</p>	Academic and Student Services	Academic year 2020
	<p>(a)&(b) Focus group were run across the university during 2020. An EDI Toolkit was developed and distributed through workshops across the university. In addition – new ARWG was formed in September 2020 with corresponding webpage and resources. A Dean for Culture and Inclusion (new executive position) was established in October 2021.</p> <p>Compliance training includes mandatory webinar and in person workshop on EDI (e.g., Equally Different - Diversity in the Workplace, Active Bystander and Anti-Racism training)</p>		
	<p>Combine and review data from CROS and PIRLS across the last 8 years, identify and report on local trends and outcomes. Revisit marketing and communication of next iteration of surveys with a view to increasing participation to at least 30%.</p> <p>Success criteria / outcome:</p> <p>(a) Data combined and trends reported to relevant committees (RKT, EO&HR).</p> <p>(b) Participation in concordat-related sector surveys increased to at least 30%.</p>	Planning, GS, CIG	<p>(a) Mar 2020</p> <p>(b) May - Jun 2021 (anticipated survey date)</p>
	<p>Data from CROS & PIRLS 2011 – 2019 was reviewed, with trends identified and data used to inform new planning. The Covid pandemic resulted in the request to circulate a number of internal and external surveys. Feedback from researchers prioritised qualitative data with a view to engaging researchers in activities that would enable (online) group contact and discussion (focus groups, research staff network, researcher discussion groups). Feedback indicated survey fatigue amongst some researchers, and it was decided not to add to this at the time. Surveys in which researchers participated provided useful data through aggregate</p>		

reports but have lacked institutional granularity. The CEDARS survey will be rolled out internally during April 2022 and again in 2023 (in line with sector schedule and in contribution to aggregate data).

F: Implementation and Review

Principle 7: *The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK.*

7	<p>(a) We will sign the new researcher development concordat (2019). (b) We will name a senior Champion for our Concordat activity. (c) We will set out an aligned plan of action, with the aim of meeting sector requirements and maintaining continuity at BUL in provision and enhancements as identified. (d) Activity will be integrated into the business of the Research Implementation Group, chaired by the Provost.</p> <p>Success criteria / outcomes:</p> <p>(a) New research development concordat signed. (b) Senior Champion named and information widely communicated. (c) Aligned plan of action created, with required reporting. (d) Activity included in RSIG (Research Strategy Implementation Group) action planning.</p>	<p>(a) & (b) Provost & Executive (b) & (d) DoGS, CIG, RSIG</p>	Jan to Dec 2020
	<p>(a) The new concordat was signed in November 2019. (b) The university's Vice-Chancellor (Professor Julia Buckingham) acted as the Concordat Champion until her departure from the University in December 2021. The first meeting of the University Senate 2022 will determine a new institutional Concordat Champion. (c) Concordat action plan and reporting presented to Senate in November 2020 and 2021.</p>		
	<p>We will determine a strategy of communication and engagement around the new concordat, inclusive of stakeholder groups.</p> <p>Success criteria / outcomes: A series of communication events and presentations delivered.</p>	GS, CMSR, RSIG, ECR Champions	Launch early 2020, followed by regular throughout 2020 and 2021
	<p>Regular meetings and concordat updates have been held with:</p> <ul style="list-style-type: none"> - College vice-deans (research) - OD / EDI team 		

The Concordat Implementation Group met 3 times per annum in 2020 and 2021. Annual Concordat reports were presented to Senate in November of each year. Following their approval by Senate, these are subsequently presented to Council. Regular meetings are held with college Vice-Deans (Research) who chair the college Research Strategy Groups, attended by PIs within each college. An EDI concordat subgroup meets regularly to consider EDI-related concordat activity and requirements. In 2021, the new role of Dean for Culture and Inclusion was created and reporting to the Provost. Concordat-focused 1-2-1 meetings were held regularly during 2020-21 between the Concordat Lead (DoGS) and members of the University's executive team including the Provost, Vice-Provost (Education), Vice-Provost (Research), Vice-Provost (Students, Staff and Civic Engagement).

The Concordat Implementation Group (CIG) oversees and coordinates concordat activity. It comprises members from across the university including the Concordat Champion, VP (Research), DoGS, ECR representatives, academic staff / PI representatives, Planning Manager, Associate Director OD, and EDI Manager. It reports to the University's **Research and Knowledge Transfer Committee**, a committee of Senate. Reports are provided for other University committees as required. Membership of CIG is reviewed annually, and its terms of reference updated accordingly.

The University is committed, through its action plan and related activity, to creating a positive, supportive and career-enhancing environment for all its researchers. Comments, suggestions and queries are encouraged and actively invited. These can be sent to the [Researcher Concordat Implementation Group via the Graduate School](#).

GLOSSARY

APDU – Academic Practice and Development Unit

AS – Athena SWAN

BUL – Brunel University London

CIG – Concordat Implementation Group

CMSR – Communications, Marketing and Student Recruitment

CROS – Careers in Research Online Survey

DCI – Dean of Culture and Inclusion

DoGS – Director of Graduate School

DR – Doctoral researcher

DTP – Doctoral Training Partnership

EDI – Equality Diversity and Inclusion

ECR – Early Career Researcher (also research staff)

GS – Graduate School

HR – Human Resources

LTT – Learning Technology Team

OD – Organisational Development

PDC – Professional Development Centre

PDP – Professional Development Plan

PDR – Performance and Development Review

PIRLS – Principal Investigators and Research leaders Survey

RIs – Research Institutes

RDP – Researcher Development Programme

RKT – Research and Knowledge Transfer committee

RSA – Research Staff Association

RSCTFG – Research Staff Contracts Task and Finish Group

RSDO – Research Support and Development Office

RSIG – Research Strategy Implementation Group

SD – Staff Development

ULRSD – University Lead for Research Staff Development

VC – Vice-Chancellor

VLE – Virtual Learning Environment

VP – Vice-Provost

VP (Research) – Vice-Provost (Research)