

Research Concordat Steering Group – Action Plan 2017-21 with Progress to January 2019

Only includes open actions

Action	Detail	Key Action / BAU	Principle	Theme	Target date and success measures	Owners	Lead owner	Progress
GEN1	To hold regular Concordat-themed meetings with research staff and their line managers to discuss the action plan and generate feedback and further ideas.	BAU	General	General	To continue to hold at least one event per year. Demonstrate how the events have informed to the action plan. Aim for at least 75% of attendees to have found each event good or above	RCSG (updates – Julie Northam)	Julie Northam (Emily Cieciora)	<p>July 2017 - RCSG to discuss draft plan.</p> <p>Autumn 2017 - Aim for event to take place. Content informed by CROS and PIRLS.</p> <p>November 2017 - RCSG approved the draft event plan in summer 2017. JN liaising with Vitae to finalise. Event scheduled for 7 February 2018.</p> <p>March 18 - Event postponed until 27 April due to Vitae's availability. Agenda, speakers and workshops confirmed. Event advertised to research staff, their managers and research leaders/PIs.</p> <p>April 18 - The event attracted 29 attendees (researchers and their managers) with event feedback being positive. As part of the event, there was a session specifically for research staff to discuss and comment on BU's approach to the Concordat, with this feeding into the development of the action plan to 2021.</p> <p>January 2019 - Concordat Review meeting with research staff, ECRs and other interested parties invited to consider the 6 year review submission in the context of the Concordat's Seven Principles. This exercise will be repeated at least annually and when the updated Concordat is released after the current review.</p>
GEN2	To ensure the Concordat is a standing agenda item at the FRKECs and that matters raised are suitably discussed at URKEC. To provide support to the Faculties to address any issues arising and embed knowledge of the Concordat principles as appropriate.	BAU	General	General	On-going with progress monitored on a regular basis through discussion with DDRPPs and research staff reps, responses to CROS and PIRLS, etc., as well as via the annual review of the effectiveness of URKEC and its sub-committees.	RCSG (all) and DDRPPs (updates – Julie Northam)	Julie Northam (Emily Cieciora)	<p>Summer 2017 - to be checked.</p> <p>November 2017 - the Concordat is specifically mentioned in the FRKEC terms of reference. Research staff reps are invited to FRKEC meetings.</p>
A.1.0c	To implement a more robust, transparent and accessible means of identifying current research staff as a cohort (to include pertinent information for monitoring, such as contract end dates, line managers, etc.). This links to Action B.2.4b.	KEY	1	Systems and processes	<p>Autumn 2017 - Possible improvements to be identified</p> <p>Summer 2018 - Revised process to be implemented. Data to be readily available and capacity to interrogate data.</p>	RKEO, HR and Faculties (updates - Sally Driver, Elaine Sheridan, Julie Northam)	Sally Driver	<p>June 2017 - JN, ES and Julia Calleja met and suggestions are being taken forward.</p> <p>August 2017 - The group will meet again in due course.</p> <p>November 2018 - monthly MI packs are issued to Faculties in relation to monitoring contract end dates. RKEO maintain a list of Researchers' Line Managers, The requirements for the new HR system includes the ability to record Manager.</p>
A.1.2a	Review career framework for research staff posts including standard job descriptions, person specifications, pay and grading. (The RCSG will have the opportunity to feed into this review. Once ratified, development opportunities will be reviewed, refreshed and aligned to the Framework/Fusion to assist staff in advancing their careers.)	KEY	1	Academic career framework for research staff	<p>TBC but aim for approval by end of 2017 2018</p> <p>Improvement in quantitative and qualitative outcomes of next staff, CROS and PIRLS surveys (particularly in terms of satisfaction) – with the intention of establishing initial benchmarks to enable target setting in following years.</p>	HR (updates – Sally Driver and Elaine Sheridan)	Sally Driver and OD	<p>May 2017 - Project scoping paper reviewed by UET - requested changes to the scope</p> <p>July 2017 - Prof John Fletcher, Sally Driver, Elaine Sheridan and Julie Northam met to discuss. Sally and Elaine to revise the document and resubmit to UET. Broadly the paper seeks approval to commence consultation on the introduction of a Research Career Framework that outlines the opportunities, development and processes available to research staff in respect of career structure, appraisal, pay progression and probation.</p> <p>April 2018 - proposal to be reviewed in line with BU2025 strategy & associated Work Force Plan and feedback from Career planning for research staff - Research Concordat event of 27 April 2018. Paper to be resubmitted to UET by end of June 2018.</p> <p>November 2018 - Standard Researcher Job Descriptions and Person Specifications were approved by the RCSG and implemented. Researchers@BU intranet pages outline information development opportunities for research staff and careers guidance in order to support our staff in advancing their careers. BU2025 Action 61 requires the continued investment in integrated and comprehensive induction, role and career development and support for staff from all parts of BU. In addition to providing development frameworks and role and career paths that are based on Fusion and align to our BU2025 outcomes - this specifically includes Researchers. This is an identified work stream under BU2025 which needs to be scoped, a timeline agreed in addition to identifying a suitable person to lead.</p>
A.1.2b	To ensure employment procedures are updated in light of Brexit and legislative changes (for example, changes to Tier 2 sponsorship).	BAU	1	Systems and processes	Date yet to be confirmed as dependent on Government action(s).	HR (updates – Sally Driver)	Sally Driver	<p>On 29 March 2017 the Prime Minister officially triggered article 50 and notified the EU Council of the UK's decision to leave the EU. Briefing note provided to ULT. HR have added functionality to their system to record and monitor any adverse impact on recruitment or retention.</p> <p>We will continue to provide regular updates via our staff Brexit pages, including Frequently Asked Questions, links to useful information and any changes the government may announce.</p> <p>All relevant employment procedures updated in light April 2017 legislative statutory rates changes. BU continues to monitor potential impact of pre-emptive action.</p> <p>November 2018 - significant work continues in respect of maintaining the immigration section of the intranet, regular portal messages and all staff communications.</p>
A.1.3a	To continue to review the proportion of research staff on fixed-term contracts, particularly those on hourly paid and/or successive short-term contracts. To review how the BU Code of Practice – Use of Fixed-Term Contracts (and associated procedural documentation) is implemented.	BAU	1	Academic career framework for research staff	<p>The regular review of fixed-term contracts is on-going and forms part of business as usual for HR. The RCSG will start monitoring this annually from early 2017.</p> <p>HR will proactively monitor research staff contractual status on a monthly basis and data will be presented quarterly to RCSG.</p> <p>We aim to see an increase in applications to the Bridging Fund (see Action B.2.4a). We will actively monitor levels of research staff successfully redeployed within BU – with the intention of establishing an initial benchmark to enable target setting in following years.</p>	HR (updates – Sally Driver and Elaine Sheridan)	Sally Driver	<p>Data sent to RCSG in February 2017. It is now a standing agenda item.</p> <p>November 2018 - No further updates as action completed and implemented.</p>

A.1.4a	To implement the Core e-Recruitment module and undertake monitoring to ensure interview panels reflect diversity and experience/expertise.	KEY	1	Systems and processes	Summer 2018 - To instigate regular monitoring, aiming for all panels to reflect diversity in terms of gender as a minimum.	HR (updates – Sally Driver and Elaine Sheridan)	Sally Driver	Contract and options are under review at UET level. May 2018 - subject to Board approval the intention is to procure and implement ERecruitment around May 2019 as a standalone solution and then integrate it with the new HR system later (around April 2020). November 2018 - e-Recruitment tender on track in order to deploy phase one in May 2019. All interview panels are reviewed to ensure compliance with Recruitment & Selection panel composition requirements.
B.2.1a	Review the contractual status of research staff. (The RCSG will have the opportunity to feed into this review.)	KEY	2	Academic career framework for research staff		RKEO, HR and Faculties (updates - Sally Driver, Elaine Sheridan, Julie Northam)	Sally Driver	Please refer to A.1.2a for progress update
B.2.1d	To continue to support and resource the RSA and to see how stronger links with other BU staff/departments could be forged with the RSA. To clarify and promote the roles of the BU Research Staff Representatives. To ensure research staff have, and know they have, a voice at FRKECs, URKEC and RCSG. To survey the RSA constituency to understand the types of activities that will interest and engage them, and build this into the RSA's plan of activities.	BAU	2	Induction, development and training	Bimonthly RSA meetings to continue with support provided by RKEO. To maintain attendance at RSA meetings (currently 30% of research staff). To build succession planning into the RSA structure and practices (particularly for the Faculty Research Staff Reps) to ensure stability. For CROS19 to show that at least 30% of research staff are actively engaging with the RSA and find the engagement beneficial.	University Research Staff Reps (updates – Michelle Heward and Emma Pullen)	Michelle Heward and Emma Pullen	The RSA continue to hold periodic coffee mornings that revolve around different themes. At these meetings, we ask for issues to be raised at any of the relevant committee meetings and provide feedback as well. 25/4/18 - ECR Network pre-launch meeting held with launch / ECR showcase scheduled for 12/9/18. The academic leads are Ann Hemingway and Sam Goodman - both wish to have monthly ECR network meetings with structured content. This will progress on the basis of full co-operation with the RSA, to the benefit of both initiatives. November 2018 - the RSA and ECRN continue to work collaboratively.
B.2.1e	To improve the dedicated RSA webpages on the BU Research Blog in light of feedback from research staff regarding content, usability, etc. To regularly promote these pages and to track engagement.	BAU	2	Induction, development and training	Updates to the webpages will be made on a regular basis in response to feedback obtained from research staff, such as via RSA meetings, CROS and regular Concordat meetings (see Action GEN1). For CROS19 to show that at least 50% of research staff are engaging with the RSA webpages and find their content of use.	University Research Staff Reps (updates – Michelle Heward and Emma Pullen)	Michelle Heward and Emma Pullen	The webpage of the RSA is regularly updated. Within RKEO, website and blog review and developments will be mindful of the needs of the RSA and members.
B.2.1f	To work with the Faculties to ensure all research staff have access to allocated funding for external staff development.	KEY	2	Other	Spring 2017 - Initial discussions to take place with Faculties End of 2018 - Any resulting actions completed. Aim for all research staff to be aware of the process for accessing funding for external staff development and for all to be satisfied that they have access to such funding.	RKEO, OD and Faculties (updates – Julie Northam)	Julie Northam	13/04/17 - JN emailed the Directors of Operations to find out current policies, procedures and practices for research staff requesting BU funding for external staff development. All Faculties have confirmed that research staff have the same access as academic staff to staff development funding. Mar 18 - JN confirmed with each faculty the process for research staff to access these funds – this has been added by OD to the A-Z Guide and research staff section on the Staff Intranet. July/August 18 - action complete.
B.2.3a	To continue to build the sub-principle of performance management into the leadership programmes.	BAU	2		This action is ongoing, however, the programmes are reviewed on an annual basis. This action is dependent on Action A.1.0c. See success measures for Action B.2.3b.	OD (updates – Julie Barber, Chloe Scholey, Sarah Cronin)	Julie Barber	The sub-principle of performance management will be incorporated into the 'Management Essentials' programme that is currently being developed, subject to further updates. November 2018 - This programme is under review by Julie Barber and Sarah Cronin. As we are no longer running open call events, this will fall into a new category, as identified in the Induction and Mandatory paper that went to ULT in the Autumn 2018. This programme is on hold at the moment and will appear in its new format within the new Core Staff Development Programme being launched in 19/20 (to be approved by ULT in the Summer 19). Performance Management has been incorporated into both the Academic Leadership Programme and the new Professional & Support Staff Talent, Performance & Succession Programme TPS (launched May 2018). It has also been included in more bespoke team line manager/leader programmes. November 2018 - This has been Module B in the TPS Programmes and we have already run four cohorts of this with the 40 plus most senior academic and professional and support staff directors/heads. There is a final cohort running in 2018/19 before this reverts to being part of the Core/Mandatory/Essential development for certain groups from 19/20.

B.2.3b	To improve promotion of the leadership development programmes, for example by proactively targeting appropriate research leaders and managers and encouraging them to participate.	BAU	2		<p>This action is dependent on Action A.1.0c. At the moment we do not have a definitive list of research staff or their line managers. This makes it difficult to quantify the success measures as we first need to establish a robust baseline from which to measure progress. The programmes and promotion are reviewed on an annual basis (summer).</p> <p>Success measures will include:</p> <ul style="list-style-type: none"> - the effectiveness of the programmes and resources evaluated with positive feedback and ideas for improvement addressed; - individual programmes of coaching evaluated with positive feedback received; - responses to internal research staff/research line manager surveys positive and/or improved in relevant areas; - overall annual staff survey results improved year-on-year in relevant areas. - CROS and PIRLS (and our other research surveys) to show improvements over time that those participating in the BU Leadership Programmes have found the experience beneficial. The results should also show improvements relating to motivation, performance management and line manager effectiveness. Where this isn't clear from the survey results, focus groups will be held. - we plan to use a variety of other HR and OD-related metrics such as data on the number of grievance and disciplinary cases, evaluation of impact of development sessions on these success rates, individual confidence and competence scores etc. These can be benchmarked, quantified and refined once we have a definitive list of research staff and their line managers (Action A.1.0c). 	OD	Sarah Cronin	Resources for research staff line managers to be included within a dedicated Research Staff section on the staff intranet. November 2018 - These resources are live on the staff intranet.
B.2.3d	To explore how best to ensure managers of research staff fully understand, and are able to undertake, the role. To ensure a better consistency of approach to the management of research staff.	KEY	2	Induction, development and training	<p>To present exploratory work to RCSG by summer 2017 (delayed in 2018).</p> <p>RCSG will agree a plan for taking this work forward; this will include success measures for evaluating its impact.</p>	HR, OD, RKEO and Faculties (updates – Sally Driver and Julie Northam)	Sally Driver	<p>May 2017 - discussed at the RCSG meeting and a working group has been set up to take this forward</p> <p>Autumn 2017 - report back to RCSG</p> <p>May 2018 - Managers/PI section of the Intranet to be developed and launched. In addition review feedback from Career planning for research staff - Research Concordat event of 27 April 2018 and create further action planning that best meets needs of the stakeholders.</p> <p>November 2018 - A new standard Induction Checklist guides managers through the process including assigning a buddy/mentor. To ensure consistency in the management of researchers, the HR Team continues to deliver the People Management Toolkit workshops covering Line Managers responsibilities. During 2017-18, HR delivered Faculty-based development sessions covering Managers responsibilities in relation to the fixed term contract process.</p>
B.2.4a	To continue to operate the BU Bridging Fund Scheme, making improvements where appropriate.	BAU	2		<p>On-going (to include an annual summer review). Aim for at least three researchers to be successfully supported by the scheme each year from 2017.</p> <p>Aim for the annual evaluation to demonstrate the benefits of the scheme to the research staff it has supported and to the University.</p> <p>The success measures will be dependent upon the individual cases and could include research staff job satisfaction, job stability, external research funding, research outputs, etc.</p>	RKEO, HR and Faculties (updates – Julie Northam)	Julie Northam	<p>July 2017 - the bridging fund scheme has supported contract extensions in 2016-17 for five researchers (4 x SciTech and 1 x FMC). The £20k budget has been supplemented with £15k from the QR fund and £10k from HEIF.</p> <p>Three further contract extensions have already been agreed for bridging funding to take place in 2017-18.</p> <p>May 2017 - The scheme was reviewed at RCSG and approved at URKEC. The updated version has been added to the Staff Intranet.</p> <p>Summer 2017 - A review of the scheme, including an equality analysis, is taking place.</p> <p>November 2017 - The scheme was reviewed in summer 2017 (inc. equality analysis) and the findings shared with URKEC in Oct 17. URKEC agreed the approval criteria need to be tightened up and clarified. The EQ identified that more males than females were accessing the fund and that some faculties weren't utilising the fund despite having eligible research staff.</p> <p>March 18 - criteria still to be refined. No requests made to the Fund now for several months.</p> <p>November 18 - 4/5 requests approved since May. Still mainly male researchers requesting funds. Additional £15K made available from QR from Nov 18.</p>
B.2.4b	To improve workforce planning and information to Faculties for the proactive management of succession planning and redeployment for research staff. This would support talent retention and career security. This links to Action A.1.0c.	KEY	2	Systems and processes	<p>Succession planning is being reviewed across the whole University.</p> <p>Summer 2017 - recommendations for improvements scheduled to be presented to the University Executive Team.</p> <p>A working group from the RCSG has been established and will ensure this action is connected to the broader succession planning work.</p> <p>Autumn 2017 - The aim is for possible improvements to be identified, in light of the wider programme of work on succession planning.</p> <p>Summer 2018 - Improvements to be implemented.</p> <p>We aim to see an increase in: i) the number of fixed term research staff who are redeployed into other posts at BU at the end of their contract; and, ii) an increase in satisfaction, as reported by research staff, regarding the management of the process of their contract renewal/redeployment/termination.</p>	RKEO, HR, OD and Faculties (updates – Sally Driver, Elaine Sheridan, Julie Northam)	Sally Driver	<p>June 2017 - JN, ES and Julia Calleja met and suggestions are being taken forward.</p> <p>April 2018 - The group will meet again by the end of June 2018.</p> <p>November 2018 - The BU2025 Workforce Plan has recently been approved by the Board and ULT, now needs to be underpinned by updated Faculty plans which will be informed by actions to address any workforce issues, such as succession planning, talent management, performance, recruitment, demographical issues, external factors, etc. Work is currently underway to relaunch workforce planning at BU in order to commence the creation of Faculty plans during 2018-19. The redeployment process continues to be enhanced with significant effort being deployed in order to seek to secure alternative employment at the end of a fixed term contract. The HR Team work proactively with individuals and managers 4-6 months ahead of expiry to ensure that appropriate efforts are made to secure new income, projects and or bridging funds.</p>
B.2.6a	Review promotion and development opportunities for research staff (The RCSG will have the opportunity to feed into this review. Once ratified, development opportunities (including promotional opportunities) will be reviewed, refreshed and aligned to the Framework/Fusion to assist staff in progressing their careers.)	KEY	2	Academic career framework for research staff		RKEO, HR and Faculties (updates - Sally Driver, Elaine Sheridan, Julie Northam)	Sally Driver	Please refer to A.1.2a for progress update

B.2.6c	To produce and promote case studies on how academic and research staff have developed their careers using the RKEDF. 'Learning logs' (based on Vitae's RDF) will be used over a three year period.	BAU	2		Using benchmark data for both RKEDF and bidding activity already available, a subset based on cohort of selected academics at varying career stages will be set up. During the period 17/18 further quantitative and qualitative data will be obtained regarding this cohort using a mix of reporting from internal systems, face to face meetings and self-recorded activity from learning logs. In August 2018, the benchmark subset and the 17/18 data, both based on the same cohort, will be compared alongside data regarding academics who have not engaged with the RKEDF. As an outcome, it is envisaged that there will be at least two case studies of RKEDF interaction per Faculty; one case study from an early career researcher and the other at senior lecturer or above with evidence of submission to three or more externally funded bids, successful or not. This is part of a range of measures being developed in the RKEDF Pathway Assessment Matrix.	RKEO (updates – Jo Garrad)	Jo Garrad (Emily Cieciura)	No take-up for learning logs and so Emily Cieciura and Rachel Bowen held focus groups with a selection of academics (range from frequent attendees to non-attendees). Three focus groups have been held to date with 18 attendees at varying career stages. In all, the focus groups have been positive about the RKEDF and provided useful feedback in terms of how RKEO communicates with potential attendees and the research environment at BU. Indeed, many of the issues raised were less to do with the RKEDF but with the context in which it sits with workload and targeting to academics (and departmental with BU2025) needs. The attendees will contribute to future case studies. Two case studies per faculty will be created with first case studies being written, originally with a July 2018 deadline. The process of writing the case studies in being overseen by RKEO's Rachel Bowen and, although contact has been made with 6 potential participants, responses have been slow and lacking in sufficient detail to progress without further input from RKEO and the academics concerned.
C.3.2a	To review and strengthen the implementation of the new RKEDF (linked to the BU ACF and the Vitae RDF). To explore how research staff could be involved in the delivery of some of the training sessions for staff and PGRs.	BAU	3		Summer 2018 - To review the first year of the RKEDF and to make recommendations for improvement to be implemented from autumn 2018 onwards. To aim for 75% of respondents to CROS and PIRLS 2019 to be satisfied with the support and development received as part of the Framework.	RKEO and OD (updates – Jo Garrad)	Jo Garrad (Emily Cieciura)	The first year of the RKEDF was reviewed in April 2017, which included a user survey. The planned activity for 2017/18 took into account what sessions were popular, any new requirements suggested by staff, and new pathways were introduced to take into account external changes within the sector, such as REF. The planned activity for 18/19 still has the pathways but sessions are listed as core or targeted (such as per faculty, towards a specific career group, around strategic investment areas, etc.) We are regularly using researchers to assist in the delivery of RKEDF events. Examples include Edwin Vollans giving a talk as part of the 'career development in academia and industry' session; BUCRU (Peter Thomas and Helen Allen) are co-presenting with RKEO at various NIHR events; John Oliver gave a talk at two BA writing retreats; Jian Chang gave talk on his award and its impact at the Royal Society visit; and Vicky Isley and Paul Smith gave speeches at the AI & Robotics sandpit. We also co-delivered the Global engagement sandpit with the GE team. We will continue to involve academics in other sessions (CEL are giving speeches at our STEAMLabs in 2018), such as the expert panel session in March 18. November 2018: The ECR Network, launched on 12/9/18, is led by a Professor and an ECR. The ECRN will explore opportunities for academic citizenship where senior academics and ECRs, themselves, as peers, can make a positive contribution to the ECR Network activities. Linked with this, and as a direct result of the Career planning for research staff event (27/4/18), discussions are underway between RKEO and BU's Careers team for expanding careers support to those in transition from post-doc through to ECRs with, as an initial outcome of this dialogue the first ECRN meeting, on 14/11/18, being a two-parter on the topic of career planning, with input from across BU (Careers, HR and, RKEO and Organisational Development) with 15 ECRs attending from all four faculties.
C.3.3d	To introduce more robust processes for monitoring staff/PGRs undertaking public engagement activities. To increase the proportion of research staff and PGRs who undertake public engagement.	KEY	3	Systems and processes	Autumn 2017 - To introduce new processes for recording the number of staff/PGRs undertaking public engagement. Summer 2018 - To strive for 75% of research staff and BU-funded PGRs to have engaged with at least two public engagement activities. This will be monitored on an annual basis from 2017-18. Aim for CROS 2017 and 2019 to show that the majority of research staff have had the opportunity to undertake public engagement with research (50% CROS 15 – aim for at least 75% from CROS 17 onwards) and for the majority of research staff to agree that BU recognises and values their contributions to public engagement with research (86% CROS 15 – aim for CROS 17 and 19 to show a similar, and ideally higher, proportion).	RKEO, Doctoral College & RCSI member (updates – Rebecca Edwards)	Rachel Bowen and Fiona Knight	April 2017 - Initial discussions took place between RKEO and the Doctoral College Summer 2017 - a further meeting is scheduled to take place. Public engagement will be built into the annual monitoring statement as well as the supervisor training plan. RKEO will provide the Doctoral College with a calendar of opportunities for PGRs to get involved in public engagement. RKEO and the Doctoral College are also exploring the possibility of setting up a Brilliant Club for BU PGRs and postdocs to work with local schools and colleges. Progress has been delayed owing to the restructure of the Graduate School into the Doctoral College, so plans will be progressed in summer 2017. The Doctoral College is undertaking research in this area to better understand the support required by PGRs under public engagement activities. November 2017: RKEO's engagement officer (Natalie Day) has created an action plan in conjunction with the Doctoral College. November 2018: 2017/18 71 members of staff (including PGRs took part in centrally organised PE activities), with over 10,000 attendees. A new Engagement Officer is coming into post in January 2019, who will be able to pick up the work with the Doctoral College.
C.3.3e	To hold a public engagement event as part of the annual Festival of Learning for researchers (staff and students) to present their work.	BAU	3		To run an event as part of the annual FoL. Aim for an increasing number of research staff to present at the FoL and for CROS 2017 and 2019 to show that all research staff who have participated in the FoL (as a presenter) found the experience to be beneficial (CROS 15 data indicated that 58% of research staff participated in the FoL and 100% found the experience beneficial).	University Research Staff Reps (updates – Michelle Heward and Emma Pullen)	Michelle Heward and Emma Pullen	The RSA hosted <i>The Curiosity Playground</i> as part of the 2017 BU Festival of Learning and a Science Playground in 2018. Both celebrated the creative, fun and wacky research happening at Bournemouth University. The events involved researchers showcasing their work through creative and interactive methods, including props.
C.3.6c	To develop better support for local induction of academic and research staff.	KEY	3	Induction, development and training	To be taken forward by the OD Adviser from December 2015. Aim for this change to be positively reflected in the CROS 17 and 19 responses with the majority of research staff being offered a department/Faculty induction and finding this a useful experience (CROS15 indicated that 20% of research staff found the department / faculty induction useful or very useful (43% nationally) and 60% said that they were never offered a department / faculty induction).	OD (updates – Julia Calleja, Chloe Scholey, Sarah Cronin)	Chloe Scholey	Date to be scheduled for a Supporting Induction & Probation workshop to be run specifically for line managers of research staff. This workshop will also include information on appraisals – meetings, paperwork, how to log them etc. RKEO and OD are establishing a process whereby OD contact line managers when they have a new member of research staff, providing them with the relevant documentation and support regarding induction. July/August 2018 - Emails now being sent to line managers of new members of research staff as outlined above. RKEO advising OD who are sending out the emails. November 2018 - Above process continuing to be implemented as and when RKEO advise OD of new members of research staff joining BU

C.3.7	To develop and implement documentation on research staff career pathways.	KEY	3	Academic career framework for research staff		RKEO, HR and Faculties (updates - Sally Driver, Elaine Sheridan, Julie Northam)	Sally Driver	Please refer to A.1.2a for progress update
C.3.8a	Develop the BU Mentor Network	KEY	3	Induction, development and training	Aim is for the mentor network to be launched in autumn 2017. It is too early to put targets against this as these are still in development, however, a Mentoring Steering Group is being established and we will be monitoring uptake from research staff and seeking feedback on its usefulness future research staff surveys / CROS.	OD (updates – Julia Calleja, Chloe Scholey, Sarah Cronin)	Chloe Scholey	Use of the SUMAC system still planned to support mentoring at BU - details currently under review by Legal Services. Julia Calleja (OD) is currently developing the BU Mentor Network and is establishing a Mentoring Steering Group – further updates to follow. July/August 2018 - SUMAC system purchased and training session attended by BU staff. Awaiting confirmation of future plans and objectives around use of the system and roles and responsibilities etc. November 2018 - Early Career Researcher Network in the process of being established. New Interim OD Manager will be working to tie all mentoring activities together.
C.3.9a	To continue to monitor engagement with appraisal ensuring that research staff have annual appraisals and personal and professional development plans in place. To ensure that Core is being updated accurately with information on completed appraisals for research staff. To clarify the requirement for objectives to be set for research staff as part of the probationary period and to build this into the induction and probation workshops for the line managers of research staff.	BAU	3		To review engagement with appraisal twice each year. Autumn 2018 - We are aiming for 100% of eligible research staff to have an annual appraisal. Summer 2018 - We will seek feedback from research staff as to whether objectives were set during their probationary period, aiming for 100% to have experienced this from summer 2018.	OD (updates – Julia Calleja, Chloe Scholey, Sarah Cronin)	Chloe Scholey	Date to be scheduled for a Supporting Induction & Probation workshop to be run specifically for line managers of research staff. This workshop will also include information on appraisals – meetings, paperwork, how to log them, etc. September 2017 - Figures to be re-run after the current appraisal round to ensure that research staff appraisals are being logged. 2017 post-appraisal data: 40.91% (9) of all eligible research staff (22) have had an appraisal held and logged between 01/09/2016-07/11/2017 (extended period to allow for reported staff absence/workload which delayed data being entered into CoreHR) March 2018 - Appraisal data to be re-run after the 2018 appraisal period May 2018 - Appraisal data to be re-run after the 2018 appraisal period. Reminders to be sent out in May 2018 to all those in Faculties/Professional Service Areas re carrying out and logging appraisals. Supporting Induction & Probation workshop to be signposted on the new/updated PI resources section of the staff intranet. November 2018 - 2018 post-appraisal data: 22.22% (8) of all eligible research staff (36) have had an appraisal held and logged between 01/09/2017-27/11/2018 (extended period to allow for reported staff absence/workload which delayed data being entered into CoreHR)
C.3.9c	To review the Code of Practice for the Employment and Development of Research Staff and procedural guidance on probation, appraisal and pay progression for research staff to ensure it is clear to follow and consistently applied across all Faculties.	BAU	3		Summer 2017 - Documentation to be reviewed and communicated, then annually thereafter. From 2018 , we will engage with research staff and their line managers as part of the annual review of the Code of Practice. 2019 - Feedback on the content and application of the Code of Practice will be sought in CROS and PIRLS.	RKEO, HR and OD (updates – Julie Northam)	Julie Northam & Sally Driver	Summer 2017 - The code of practice was reviewed at the RCSG meeting in May 2017 and discussed at URKEC in May 2017. URKEC made some changes and the final version was approved via Chair's action in July 2017. It has been added to the Staff Intranet. Information about induction, probation and appraisal will be included within a standalone workshop for line managers of research staff. An organisational review of Probation Procedures for will commence in 2017. This is to align to the Performance Framework (Support & Development) as well as Fusion. Following the outcome of HR&OD Delivery Planning the timeline will be confirmed. November 2018 - See 2019 - 2021 actions
C.3.9d	To successfully deliver the RKEDF. To monitor research staff engagement with the programme. RKEO and OD to ensure that staff understand how the pathways within the framework can support their achievement of outputs identified in the Academic Career Matrix as well as how it aligns to the Vitae RDF. To promote and communicate the programme across the university.	BAU	3		Summer 2018 - On-going promotion and communication. Aiming for at least 50% of research staff to have engaged with the programme and for this to increase annually thereafter. Aim for CROS and PIRLS 17 and 19 to demonstrate that at least 75% of those engaging with the RKEDF are finding the experience beneficial.	RKEO and OD (updates – Jo Garrad)	Jo Garrad (Emily Cieciura)	RKEO's EnCourage team are monitoring and evaluating activity under the RKEDF. A report on the 16/17 year was written May 18, and 17/18 in July 2018. The 17/18 programme and mini-programme. for ECRS were circulated to all staff in the summer 2017, as well as blog posts and specific comms. to the Research Staff Association. An RKEO calendar was produced for 17/18, detailing all events to run under the RKEDF. This was circulated to all staff in July/Aug. 17. All events for 17/18 were regularly publicised, and more direct publicity to Heads of Dept./Research for circulation to their teams. This is a monthly email detailing the next two months of RKEDF events, including a direct link to book on to the event. We have run annual surveys plus three focus groups to gather feedback. For 18/19, RKEO are working more closely with OD in the provision of attendance data. The pre-and post event questionnaire has also been rolled into one post-event questionnaire to increase participation and provide more meaningful data. In consultation with RKEO, OD have updated their master attendance database to include staff ID as a unique identifier. This increases the opportunity to combine OD and RED datasets, in the future, to enable, potentially, tracking of individuals in terms of their RKEDF engagement and bidding profile. For 18/19, the access to bookings via the staff intranet now has an end user needs focus, based on 'situation statements'. This results in more obvious access to sessions that are of particular relevance to the career stage of academics. All sessions are now targeted through the Heads of Department to approve attendance of academics on course to ensure that the right people attend the right event for their career plan and the Departments strategic objectives. See item C.4.11 for details of new career pathways.

C.4.11	To review the content and delivery of the development schemes on a regular basis.	BAU	4		Annually - We will review the schemes on an annual basis taking into account feedback from a variety of channels, participation rates, RSA requests, etc. See actions C.3.9d and C.2.3b for success measures relating to whether participants find the development schemes beneficial.	RKEO and OD (updates – Jo Garrad)	Jo Garrad (Emily Cieciora)	<p>The RKE Development Framework was reviewed in Mar 18, following a staff survey, and planning for 18-19 activity was finalised in May 18.</p> <p>We review the content and delivery of our development schemes regularly. In March 2018, we introduced new career pathways which provide training and development for ECRs, mid-career (at two levels - those with research experience and those without), and professoriate. For the ECRs and mid-careers we developed skills training focused on research leadership. For the Professoriate, we arranged for AdvancedHE to deliver their 'Research Leaders Programme'.</p> <p>The ECR pathway includes an ECR network chaired by a Professor and an ECR (who has received an AHRC 'Bright Thinker' award). This meets monthly to provide advice and support for all things related to research careers. In addition, we introduced a Research Council Development Scheme to support more applications to the research councils. This is split into three cohorts by career stage to ensure that the funding members apply for is appropriately targeted.</p> <p>The current review for 2018/19, identified the need for more content available on the VLE (to increase individual access) and faculty provision, where appropriate. With the launch of the ECR Network in September 2018, an area has been set up for ECR engagement on Brightspace, with over 60 members signed up to access this within the first two months of its availability. This provides ECRNs with a shared virtual space to communicate and share their research and best practice.</p> <p>Prior to November 2018, in the newly instigated ACORN fund, six ECRs received awards of up to £5k each and a further 19 received up to £1k, both to use to expand the award holders' research. In July, 10 fully-funded places at the ESRC in July 2018, 10 fully-funded places at the ESRC Research Methods Festival were provided. These schemes resulted from feedback received.</p>
C.4.13c	To clarify the role and responsibilities for the University and Faculty Research Staff Reps. To ensure research staff know about the reps and understand how to raise matters for discussion at URKEC, RCSG and FRKECs.	KEY	4	Other	<p>Autumn 2017 - To develop role profiles and associated documentation for approval by RCSG</p> <p>Early 2018 - Implementation.</p> <p>2018 - To undertake an evaluation to assess the impact of these documents.</p>	RKEO and Research Staff Reps (updates – Julie Northam, Michelle Heward, Sarah Hambidge)	Julie Northam	<p>May 2017 - JN and MH met. Draft role specs for the University and Faculty Research Staff Reps and a ToR for the Research Staff Association have been produced and agreed with MM and Ayesha Pike (Faculty Research Staff Rep, SciTech).</p> <p>July 2017 - The above were scheduled to be discussed at the RCSG meeting, as was the recruitment process for Faculty Research Staff Reps.</p> <p>Nov 2017 - These were approved at RCSG in summer 2017. The role profiles were successfully used in the recruitment of Faculty research staff reps in 2017. A guide to the RSA and the support available to it will be produced and implemented by early 2018.</p> <p>Mar 2018 - RSA Guide has been approved by RCSG and is being formatted prior to publication, ideally before Easter. The Guide and role profiles have been used in the recruitment of the BU Research Staff Rep in Feb/Mar 18.</p> <p>July/August 2018: Formatting and printing to happen this month.</p> <p>November 2018: Guide not printed yet due to turnover among research staff reps and changes to RCSG.</p>
D.5.1a	To continue to embed the principles of the Concordat to Support Research Integrity and to raise awareness of its importance.	BAU	5		As per the University's action plan for the Concordat to Support Research Integrity. We are aiming for CROS17 data to show an increase from 67% to 75% for the proportion of research staff who have heard of the Concordat, and for this to increase to 85% by CROS19.	RKEO and Ethics Chairs (updates – Paul Lynch)	Paul Lynch	<p>The CROS17 data showed that a small number (13%, 2) of BU respondents had some understanding of this Concordat (down slightly from 17% in 2015), compared with just 9% of researchers nationally. 13% (2) of respondents had heard of it but don't know the detail (down from 50% in 2015) and 73% (11) had never heard of it (a substantial increase from 33% in 2015) (24% and 67% respectively nationally).</p> <p>Consequently, there have been periodic blog posts to raise profile of Concordat. The Project Delivery Manager and Ethics Adviser attended training, disseminating this to RKEO (training given in June 2017 to RKEO) and through ethics training for staff/PGRs.</p> <p>November 2018: The gap analysis has been completed and approved (November 2018) with resulting actions to be progressed. The Code of Good Research Practice has been updated to strengthen research integrity (updated Oct 2018 and January 2019). The analysis highlighted the need for a Research Integrity Framework (pulling together research integrity policies) with is this to be actioned in 2019.</p>
D.5.1b	To produce an annual statement outlining our activities in supporting the Concordat to Support Research Integrity and presented to URKEC for approval; this will be shared with research and academic staff.	BAU	5		Summer 2017 - For the first statement to be presented at URKEC. To take place annually thereafter.	RKEO (updates – Paul Lynch)	Paul Lynch	<p>The first annual statement was prepared, presented and accepted at URKEC October 2017.</p> <p>November 2018: Second annual statement accepted and now published on website (November 18). Website updated to provide single point of contact (Head of RKEO) for issues arising.</p>
D.5.2a	To finalise the updated commercialisation and IP policy.	BAU	5		2016/17 - To finalise and have the policy ratified during the 2016-17 academic year. To promote this to research and academic staff and to keep track of the experiences of those making disclosures under the new policy.	PVC (updates – Julie Northam)	Julie Northam	<p>Ongoing.</p> <p>November 18 - OVC has taken responsibility for this. Delayed due to other major consultations going through the unions at present.</p>
D.5.2b	To explore how BU academic and research staff could take part in a collaborative Crucible-style event.	BAU	5		2017 - Initial work to take place with the aim of an event taking place in 2018. For the majority of those participating in the event to find it beneficial and for participation to ideally lead to new projects, networks, etc.	RKEO (updates – Rebecca Edwards)	Rachel Bowen	<p>R Edwards has produced a paper for operationalisation. Further to RE's secondment to OVC, JN to explore how this can be taken forward in her absence by new appointees within the team.</p> <p>November 18 - On hold due to R. Edwards' secondment.</p> <p>January 2019 - This action has been explored with insufficient interest for this action to continue into the 2021 action plan</p>
D.5.3a	To continue to review, enhance and embed the ethics governance structure, including raising awareness of the importance of research ethics across the University. As part of the new Academic Career Framework, to deliver additional sessions targeting specific areas of interest (working with children, informed consent under the Mental Health Capacity Act, etc.) to engage staff around ethical issues pertinent to their own subject areas and research interests.	BAU	5		<p>Summer 2017 - To increase the number of academic/research staff and PGRs who have completed the ethics module to 75% by summer 2017 and to at least maintain this proportion annually thereafter.</p> <p>To review the ethics procedures in 2017 and implement any changes by 2018. To deliver the additional ethics sessions from 2017 onwards.</p>	RKEO and Ethics Chairs (updates – Paul Lynch)	Paul Lynch	<p>The PVC (R&I) has approved the terms of reference for the ethics review. This is being led by the Project Delivery Manager (P Lynch) and is due to report March 2018. This will include recommendations to re-address training as ethics module is out-dated and generalist. New sessions on ethics training are being introduced as part of the RKEDF in 17/18.</p> <p>November 2018: No further update other than the Clinical Governance Adviser is now in post</p>

D.5.5a	To regularly review provision to ensure it meets with researcher and research manager needs. To use CROS, PIRLS and staff surveys as a means of collating this information.	BAU	5		To review provision in summer 2017 and regularly thereafter	RCSG (all) (updates – Julie Northam)	Julie Northam	CROS17: All of the BU respondents (100%, 16) said they took ownership of their career development (up from 75% in 2015) (88% nationally).The vast majority (81%, 13) said they were encouraged to engage in personal and career development (down from 88% in 2015) (76% nationally). 63% (10) said they have a clear career development plan in place (up significantly from 38% in 2015) (54% nationally), 67% (10) said they kept a formal record of the CPD activities (up from 50% in 2015) (60% nationally), but only 13% (2) said they used the Vitae Researcher Development Framework to support their CPD (13% in 2015) (12% nationally). However, none of the BU respondents had undertaken any training/CPD in career management (24% nationally) and all were interested in this support. March 18 - 27 April 18 Concordat 1/2 day event - focus will be on career planning for research staff.
D.5.5b	To deliver training to research leaders, line managers and mentors on how to provide careers advice to academic and research staff, ideally built into the RKE Development Framework.	KEY	5		To deliver and have evaluated training by summer 2018. Aiming to achieve a participant satisfaction rating of 75%. Also aiming for PIRLS19 to show an increase in the number of respondents who feel confident in providing advice on careers inside HE (75%) and outside HE (50%).	RKEO and OD (updates – Jo Garrad)	Jo Garrad	See D.5.5a for relevant CROS17 responses. In PIRLS17, 60% agreed that BU values career development advice to others on careers inside HE (67% in 2015) and 51% agreed that BU values career development advice to others on careers outside HE (37% in 2015). This is against 2017 UK rates of 59% and 45%, respectively. 2017/18 - We added a new course (called 'Career development in academia and industry' which is aimed at research staff) to the RKEF from 2017-18. Vitae ran a careers workshop for our research staff and their line managers in May 2018. From this, we are investigating how best to provide development for research leaders on giving careers advice to academic/research staff. A mtg. was held with RKEO, OD, Academic Partnerships. & Doctoral College. in Sept. and a further mtg. in Dec. Initially a course was being developed for delivery in March 2018 - with this is now progressing within the Early Career Researcher Network activities. 2018/19 - From March 2018, RKEO introduced a 'career' pathway to the RKEF. This has three career stages: ECR, Mid-career (split into two groups: new to research, and those with research experience), and Professoriate. For the ECRs and mid-careers, we developed skills training focused on research leadership. For the Professoriate, we arranged for AdvancedHE to deliver their 'Research Leaders Programme'. We've launched an ECR network chaired by a Professor and an ECR (who's received an AHRC 'Bright Thinker' award). This meets quarterly to provide advice and support for all things related to research careers. In addition, we introduced a Research Council Development Scheme to support more applications to the research councils. This is split into three cohorts by career stage to ensure that the funding members apply for is appropriately targeted. The expectation on the senior academics in receipt of the training is to provide mentorship to junior academics. OD have organised three events for 'developing your academic identity and career', with one sessions (30/01/19) specifically aimed at ECRs.
D.5.5c	To produce a simple A-Z document for research staff signposting them to development opportunities available. This will be provided to new staff and their line managers with other induction materials.	KEY	5	Induction, development and training	Summer 2017 - To produce the first version of the guide with input from the University Research Staff Reps. To ensure this is sent to all new research staff when they join BU. Summer 2018 - To seek feedback on the usefulness of this document, with the aim of establishing that the majority of research staff found it useful.	OD (updates – Julia Calleja, Chloe Scholey, Sarah Cronin)	Chloe Scholey	The A-Z document has been finalised, after consultation with the University Research Staff Reps. This document will be incorporated into the new Research Staff area on the staff intranet and will be sent round the Research Staff email group. It will be updated each academic year. At the point of being updated, the RSA will be consulted to ensure the document is as relevant as it can be. RKEO and OD are establishing a process whereby the A-Z document is sent to all new members of research staff when they join BU. Development of a dedicated section on the staff intranet containing resources and links to development opportunities for research staff is currently in progress. July/August 2018 - A-Z document has been circulated to the Research Staff email group and OD are emailing this document specifically to all new members of research staff, as well as flagging it to their line managers. A-Z document to be added to the Research Staff intranet pages. Research Staff intranet pages now live. Link to the pages has been circulated to the Research Staff email group and OD are also emailing a link directly to all new members of research staff, as well as flagging it to their line managers. November 2018 - No further update
E.6.1	To annually review equality, dignity and diversity at BU.	BAU	6		Annually (summer) - To review activities and produce an annual diversity report every year. CROS/PIRLS 17 - To monitor responses on equality and diversity made to CROS / PIRLS in 2017, aiming for at least 80% of respondents to agree that BU is committed to this agenda.	Equality and Diversity Steering Group (updates – James Palfreman-Kay)	James Palfreman-Kay	In CROS17, the vast majority of BU respondents (81%) agreed or strongly agreed that BU is committed to equality and diversity (down slightly from 88% in 2015). November 2018 - The annual report for 2017/18 is currently be considered through the BU committee structure.
E.6.3a	To make submissions for at least two silver departmental awards and a new institutional award under the expanded criteria of the new Athena SWAN charter.	BAU	6		Spring 2018 - To submit two departmental submissions by spring 2018. Autumn 2018 - To submit the institutional submission. To achieve at least two bronze departmental awards and retain a bronze award under the expanded criteria. To ensure research staff are invited to feedback into the process. In 2017 we will forge stronger links between RCSG and the Athena SWAN SAT with a view to investigating overlapping agendas and intersectionality.	Athena SWAN SAT (updates – James Palfreman-Kay)	James Palfreman-Kay	Media Production Athena SWAN submission made and a bronze award has been achieved. The Institutional Athena SWAN submission was made in November 2018 (with post-May 2015 criteria). Departments of Psychology, Life and Environmental Sciences made submissions in November 2018 with the Archaeology, Anthropology and Forensics Department submission is planned for 2019, with one faculty and two departments in the early stages of departmental submissions.
E.6.3b	To make an institutional submission for a bronze Race Equality Charter award.	BAU	6		To submit the institutional submission by spring 2019 . To achieve a bronze award. To ensure research staff are invited to feedback into the process. In 2017-18 we will forge stronger links between RCSG and the Race Equality Charter SAT with a view to investigating overlapping agendas and intersectionality.	Race Equality Charter SAT (updates – James Palfreman-Kay)	James Palfreman-Kay	The Race Charter survey has been sent out to all staff and students. The intention is to make a submission in July 2019.

E.6.4	To review family leave policies.	BAU	6		To review the policies (for example, maternity, paternity, adoption, parental, etc.) on an annual basis. To consider the impact of these policies on research staff by undertaking equality analysis.	HR (updates - Sally Driver)	Sally Driver	All relevant family leave policies to be updated in the light of April 2018 legislative statutory rates changes. November 2018 - We have significantly enhanced our maternity, adoption and paternity/partner leave benefits. These enhanced benefits have been developed in partnership with our trade union colleagues from UNISON and UCU, and include up to 6 months full pay for maternity and adoption leave and 2 weeks full pay for paternity/partner leave (subject to meeting eligibility criteria). In addition, we have enhanced and improved the accessibility of the information available on the Staff Intranet on Supporting Family and Work-Life Balance. As well as the maternity, adoption and paternity/partner information, this includes details on shared parental and parental leave, carers guidance, flexible working, flexi-time, career breaks and other types of leave to help balance work and family life.
E.6.9	To evaluate the Dignity and Respect Policy and Procedures.	BAU	6		Annual review (usually summer) . To deliver workshops throughout the year on Dignity and Respect & Promoting Good Relations. To increase the number of research staff engaging with equality and diversity training from 25% in CROS 15 to 50% by CROS19.	Equality and Diversity Adviser (updates – James Palfreman-Kay)	James Palfreman-Kay	Dignity and Respect workshops have been delivered during 2017/18 and 2018/19 with an increase to 29% undertaking such training according to CROS17, against CROS15. The <i>Respect at BU</i> video has been launched and provides an opportunity to remind staff and students about the policies in this area. The BU Hate Crime project, which has students as its primary target has resulted in raised awareness for both student and staff.
F.7.1a	To review the membership, role and purpose of RCSG, as well as progress with the action plan, on a regular basis.	BAU	7		Action plan to be reviewed quarterly and RCSG to be reviewed annually, unless required sooner	RCSG (all) (updates – Julie Northam)	Julie Northam	RCSG discussed the RCSG ToR and membership in January 2017 and agreed still appropriate. Reviewed again in summer 2017 and made some changes. Action plan updated in April/May 2017 and again in July 2017, Nov 2017 and Mar 2018. November 2018 - Emily Cieciora has taken the lead on this in RKEO and is reconfiguring the role and membership of RCSG.
F.7.1b	To provide updates to Deans via ULT. These briefings will provide a summary of key points they need to know and over which they have influence.	BAU	7		Updates will be provided annually unless otherwise required.	RCSG (updates – Julie Northam)	Julie Northam	Summer 2017 - An email was sent to ULT and URKEC in June/July 2017 to confirm the successful outcome of the four year review, the key achievements to date and the focus of the forward-looking strategy. November 2017 - A briefing note is included in the papers for the Nov ULT meeting. This includes a summary of key achievements to date, the forward-looking strategy and how ULT support is sought. November 2018 - A briefing note is to be produced as part of the 6 year review.
F.7.1d	To increase the proportion of academic/research staff who feel integrated into their Faculty, University and disciplinary communities.	KEY	7	Other	CROS and PIRLS data in 2017 to show an increase on these figures from 2015. To increase the proportion of academic/research staff who feel integrated into their Faculty, University and disciplinary communities, as measured using the CROS and PIRLS data. In particular, to aim for a greater proportion of research staff to feel integrated into their department's research community (>75%) and BU's research community (>50%) by 2019 (action F.7.1d).	RKEO, RCSG and Faculties (updates – Julie Northam)	Julie Northam	CROS17: Agree / strongly agree they feel integrated into: - dept research community - 69% (63% 2015) (76% nationally) - dept community - 50% (75% 2015) (67% nationally) - BU research community - 75% (38% 2015) (57% nationally) - wider disc community - 81% (75% 2015) (65% nationally) ISSUE - WIDER DEPARTMENTAL COMMUNITY PIRLS17: Agree or strongly agree they feel integrated within the institution - 69% (72% 2015) (69% nationally) The 2015 data indicated colleagues felt less integrated into their departmental research community and University research community. The 2017 data indicates these are no longer problematic but highlights a feeling of lack of integration at wider departmental/Faculty level. July/August 2018: The dataset, complemented with the April focus group findings, needs further discussion to identify actions.
F.7.2b	To run CROS and PIRLS in spring 2017 and 2019.	BAU	7		To run the surveys in spring 2017 and 2019 and to analyse the results for presentation to RCSG and URKEC. DDRPPs will be responsible for sharing the findings within their Faculties. To aim for response rates of: 30% to CROS17, 40% to CROS19, 40% to PIRLS17 and PIRLS19. The findings will be used to review the action plan, benchmark progress and identify new actions.	RKEO, RCSG and DDRPPs (updates – Julie Northam)	Julie Northam	CROS and PIRLS surveys completed in May 2017. Data has been analysed. CROS report discussed at URKEC in Oct 17. PIRLS due to be discussed at URKEC in Jan 18. CROS and PIRLS due to be discussed at RCSG in Nov 17. 2017 response rates: CROS - 29% (16 responses out of a target population of 56); target was 30%. PIRLS - 29% (62 responses out of a target population of 215); target was 40%.
F.7.3	To continue to monitor the expectations of signatory funders in relation to the implementation of the Concordat.	BAU	7		This is an ongoing action that forms part of the role of the Funding Development Team in RKEO.	RKEO (updates – Jo Garrad)	Jo Garrad (Emily Cieciora)	Ongoing.
F.7.4	To continue to engage with Vitae and colleagues at other universities to share good practice internally and externally.	BAU	7		This is an ongoing action.	RKEO and the Doctoral College (updates - Julie Northam and Fiona Knight)	Fiona Knight	November 2018: - We cancelled subscription to the Vitae RDF planner in 2018 but continue to promote other Vitae resources to PGRs, Supervisors and other key stakeholders. - DC Skills Development Officers and the RKEO RKEDF Facilitator attended Vitae conference 2018 - Skills Development Officers, RKEO Research Facilitator and OD's Organisational Development Programmes Co-Ordinator attended Vitae conference 2017, with RKEO and OD presenting during the SIG sessions - Staff attend Vitae workshops and events. The RKEDF Facilitator attended the <i>Connections: Getting to Grips</i> workshop in June 2018, as an example - We continue to share good practice with colleagues at other HEIs through a number of channels