

Research Concordat Steering Group – Actions Plan from 2019 to end 2021

****Only includes open actions ****

Action	Detail	Key Action / BAU	Principle	Theme	Target date and success measures	Owners	Lead owner
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	Systems and processes	<p>Target date: Spring - Summer 2020 for Vitae meeting, with others ongoing</p> <p>Success measures: Aim for at least 75% of attendees to have found each event good or above</p> <p>A meeting will be arranged with Vitae in 2019/2020, as per the meeting held on 27/04/18.</p> <p>The Concordat will be discussed within RSA meetings, the Early Career Researcher Network and, additionally, a forum has been set up within the ECRN Community on Brightspace (BU's VLE). In the context of the Concordat's Seven Principles, there will be a meeting specifically to consider these at least annually and, once the Concordat review and consultation has been concluded, there will be opportunities to discuss the revised Concordat.</p>	RCSG (updates – Julie Northam)	Julie Northam (Emily Cieciura)
GEN2	To ensure the Concordat is a standing agenda item at the FRPPCs and that matters raised are suitably discussed at URPPC. To provide support to the Faculties to address any issues arising and embed knowledge of the Concordat principles as appropriate.	BAU	General	Systems and processes	<p>Target date: Ongoing, monitored annually</p> <p>Success measures: 100% compliance</p> <p>To monitor meeting attendance and minutes with 100% compliance expected on meeting agendas.</p>	RCSG (all) and DDRPPs (updates – Julie Northam)	Julie Northam (Emily Cieciura)
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.	BAU	1	Systems and processes	<p>Completed</p> <p>With the implementation of the new HR system (iTrent) any further developments will result in a mirroring or improvement of the current provision, which will be reported to RCSG.</p>	RDS, HR and Faculties (updates - Sally Driver, Elaine Sheridan, Julie Northam)	Sally Driver
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	Career framework for research staff	<p>Target date: TBC - This is an identified work stream under BU2025 which needs to be scope and timeline agreed.</p> <p>Success measures: Implementation of a career framework</p>	HR (updates – Sally Driver and Elaine Sheridan)	Sally Driver and OD
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	<p>Target date: As per Brexit and associated requirements</p> <p>Success measures: 100% compliance</p> <p>HR will ensure compliance, as required, following the conclusion of Brexit negotiations and any transition period</p>	HR (updates – Sally Driver)	Sally Driver
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	Systems and processes	<p>Target date: Ongoing, with quarterly reports to RCSG</p> <p>Success measures: Improved satisfaction / feedback via the CROS and PIRLS survey</p> <p>BU aims to ensure that all research staff are employment and research ready, if this employment is within BU or elsewhere.</p> <p>This forms part of the overall BU workforce planning processes, with the BU CoP Use of Fixed-Term Contracts, scheduled for review in January 2019</p>	HR (updates – Sally Driver and Elaine Sheridan)	Sally Driver

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	Target date: June 2019 for system implementation with monitoring via panel checklist Success measures: Implementation and 100% compliance with panel composition requirements A tender is currently in progress to meet this action's requirements. It is anticipated that the system will be operational by May 2019	HR (updates – Sally Driver and Elaine Sheridan)	Sally Driver
B.2.1a	Review the contractual status of research staff. (The RCSG will have the opportunity to feed into this review.)	KEY	2	Career framework for research staff	Target date: TBC - This is an identified work stream under BU2025 which needs to be scope and timeline agreed. Success measures: Implementation of a career framework	HR (updates – Sally Driver and Elaine Sheridan)	Sally Driver
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 URPPCs, URPPCs 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	Target date: Summer 2019 (CROS19) Success measures: CROS19 to show that at least 30% of research staff are actively engaging with the RSA and find the engagement beneficial, with at least 75% of survey respondents being positive (satisfactory or above) about RSA activities within this action RDS is working closely with the RSA, especially new representatives, to promote and advance their activity and voice within BU. Further actions are to be identified as a result of CROS19 and to be added to the action plan.	University Research Staff Reps (updates – Emma Pullen and TBC)	Emma Pullen and TBC
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	Target date: Ongoing Success measures: Improved engagement with the website, as evidenced by CROS19, with at least 50% engaged and finding content valuable. RDS continues to work closely with the RSA to promote activity and consider enhanced routes to engage the RSA members.	University Research Staff Reps (updates – Emma Pullen and TBC)	Emma Pullen and TBC
B.2.1f	To work with the Faculties to ensure all research staff have access to allocated funding for external staff development.	BAU	2	Other	Completed This action will continue to be monitored via internal reporting of staff development expenditure.	RDS, OD and Faculties (updates – Julie Northam)	Julie Northam
B.2.3a	To continue to build the sub-principle of performance management into the leadership programmes.	BAU	2	Career framework for research staff	Target date: End 2019 Success measures: A combined Leadership Programme (Academic and PSS staff) to take place in Spring 2019. Launch of a toolkit of models and activities to support the identification of talent and potential, managing performance and succession planning - Spring 2019. Further actions are forthcoming, dependent on BU2025 implementation. These will be added to this action plan in due course.	OD (updates – TBC, Chloe Scholey, Sarah Cronin)	Julie Barber
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	Career framework for research staff	Target date: 2021, aligned with BU's Athena SWAN action plan Success measures: Aligned with Athena SWAN, with specific measures to evidence the enhancement of promotion opportunities and increase the number of women in senior academic roles. OD and RDS will continue to promote events and resources, by all suitable means available. BU's Heads of Department are pivotal in the success of this action and will be actively encouraged to engage.	OD and RDS (updates – Sarah Cronin and Emily Cieciura)	Sarah Cronin and Emily Cieciura

B.2.3d	<p>To explore how best to ensure managers of research staff fully understand, and are able to undertake, the role.</p> <p>To ensure a better consistency of approach to the management of research staff.</p>	KEY	2	Induction, development and training	<p>Target date: Summer 2020</p> <p>Success measures: Session delivery with 50% of relevant staff attendance, with at least 75% reporting that the session is good or above</p> <p>OD Adviser/an HR Adviser/RDS to arrange a co-facilitated Supporting Induction & Probation session, targeted at managers of research staff</p> <p>Use of PPDP/Appraisal Brightspace resources by managers of research staff</p> <p>The approach and ownership is currently under discussion between relevant parties.</p>	HR, OD, RDS and Faculties (updates – Sally Driver and Julie Northam)	TBC
B.2.4a	To continue to operate the BU Bridging Fund Scheme, making improvements where appropriate.	BAU	2	Systems and processes	<p>Target date: Revise and implement the updated scheme by spring 2019. Review the scheme annually (each September) and complete an equality impact analysis (each August).</p> <p>Success measures: Increased retention of research staff between contracts/grants as, at present, the majority of those funded through the scheme leave BU after the bridging period. Also, aim to see an increase in the proportion of eligible female researchers who apply to the scheme.</p> <p>There will be an increasing level of promotion of this scheme to both research staff and their line managers with an additional aim of addressing the gender imbalance. We will ensure Executive Deans and Heads of Dept are informed about bridging fund awards and will ensure researchers and their managers are contacted c.6 months before the end of the FTC to invite them to apply for bridging funding.</p>	RDS, HR and Faculties (updates – Julie Northam)	Julie Northam
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>Target date: December 2020 (aligned with Athena SWAN action plan)</p> <p>Success measures: 100% of senior academics leaders to have participated in the forthcoming Talent, Performance and Succession Programme (launching 2019)</p> <p>Within the RCGS context, this action is currently under review with the updated action to focus on talent and succession planning, with 'workforce planning' now a business as usual function</p>	RDS, HR, OD and Faculties (updates – Sally Driver, Elaine Sheridan, Julie Northam)	OD
B.2.6a	<p>Review promotion and development opportunities for research staff</p> <p>(The RCGS 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.)</p>	KEY	2	Academic career framework for research staff	<p>Target date: TBC - This is an identified work stream under BU2025 which needs to be scoped and timeline agreed.</p> <p>Success measures: Implementation of a career framework</p>	RDS, HR, OD and Faculties (updates – Sally Driver, Elaine Sheridan, Julie Northam)	Sally Driver
B.2.6c	To produce and promote case studies on how academic and research staff have developed their careers using the RKEDF.	BAU	2	Induction, development and training	<p>Target date: Ongoing, with monitoring per each academic year</p> <p>Success measures: Aim for annual case studies of two per faculty and across different career stages</p> <p>RDS will continue to seek out the narrative, proactively. Given that the pilot for the learning logs was not sufficiently subscribed to continue as a mechanism for capturing this narrative, these actions will be based on focus groups, the annual RKEDF survey and other means to locate and develop suitable case studies.</p>	RDS (updates – Jo Garrad)	Jo Garrad (Emily Cieciura)

C.3.2a	To review and strengthen the implementation of the new RKEDF (linked to the BU ACF and the Vitae RDF). To continue to involve research and academic staff in the delivery of some of the training sessions for staff and PGRs.	BAU	3	Induction, development and training	Target date: Summer 2019 and annually thereafter Success measures: Ensure that, wherever possible, BU academics are involved in delivery Based on sources to include BU Staff Profiles, knowledge of staff expertise (such as being external panel members) and RKEDF attendance records, RDS will continue to encourage research staff participation, with a view to inviting them to present to their peers. This will include inviting Acorn Award holders to present at further BU events (for example, all Acord Award holders in 2018 delivered reviews of their internally funded research to the ECRN network and ECRs are providing sessional input within the ECRN 18/19 calendar of events).	RDS and OD (updates – Jo Garrad)	Jo Garrad (Emily Cieciura)
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	Target date: Mid to late 2019 and then ongoing Success measures: Depends on mechanism employed, with action plan to be updated when agreed During 2018/19, the Doctoral College will work with the new Engagement Officer (anticipated to commence employment within RDS in January 2019) to develop a number of mechanisms for increasing the number of PGRs undertaking public engagement activities, including promoting the importance of public engagement to PGRs and supervisors, providing sessions on how to engage with the public successfully, finding mechanisms for recording what activity is undertaken. This includes considering use of the HEBCI survey, case studies and, potentially, an internal survey, via the Doctoral College and the RSA, to explore and promote public engagement by research staff and PGRs. The new Engagement Officer, in consultation with the RDS Impact Officers (all four appointed in 2018) will develop strategies to monitor feedback from public engagement and impact activities.	RDS, Doctoral College & RCSG member (updates – Rebecca Edwards)	Rebecca Edwards and Fiona Knight
C.3.3e	To hold a public engagement event as part of the Festival of Learning for researchers to present their work.	BAU	3	Induction, development and training	Target date: Summer 2020 Success measures: Event delivered by the RSA The RSA plans to engage with the Festival of Learning, subject to event requirements. These will, potentially, be in collaboration with the ECR Network.	University Research Staff Reps	Emma Pullen and TBC
C.3.6c	To develop better support for local induction of academic and research staff.	KEY	3	Induction, development and training	Target date: December 2020 Success measures: Improved induction experience for new starters with, aligned to Athena SWAN, the aim for at least 80% of women to be satisfied with each element of their induction experience. The current process is currently under review within OD and RDS. The aim is to link this action with other initiatives within BU to ensure that these central processes support and encourage local processes. Processes will be reviewed and updated in line with the approval of the 'Induction and Mandatory Development' paper at ULT in October 2018 and the launch of the new Core Programme in 19/20.	OD (updates – Chloe Scholey, Sarah Cronin)	Chloe Scholey
C.3.7	To develop and implement documentation on research staff career pathways.	KEY	3	Academic career framework for research staff	Target date: TBC - This is an identified work stream under BU2025 which needs to be scoped and timeline agreed. Success measures: Implementation of a career framework	HR (updates – Sally Driver and Elaine Sheridan)	Sally Driver

C.3.8a	Develop the BU Mentor Network	KEY	3	Induction, development and training	<p>Target date: Spring/Summer 2019</p> <p>Success measures: A pilot is underway within two of the four BU faculties, with success measures to be agreed as part of the pilot.</p> <p>RDS and OD are in discussion regarding using the ECR Network as a pilot using SUMAC to allocate mentors.</p> <p>There are also local schemes within faculties which need to be drawn into this planned BU-wide initiative.</p> <p>Within the BU2025 context, action 66 states that <i>we will strengthen leadership across BU by repositioning current and future leaders, including the Professoriate, to act as leaders consistently, including via coaching and mentoring, building teams around them and succession planning</i></p>	OD and RDS with Faculty consultation (updates – Michael Staunton and Jo Garrad)	Michael Staunton
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	Systems and processes	<p>Target date: October 2019</p> <p>Success measures: 100% of research staff to be having appraisals that are also logged on CoreHR (iTrent)</p> <p>With the issue of accurate logging of appraisal activity being highlighted, OD plans to raise awareness of the need to record appraisal activity and provide greater information of what constitutes a 'good appraisal'. Importantly, this is within the changing context for appraisals, where the process is under review at a BU-wide level. Depending on the outcome of this, there will be a greater requirement for stakeholder buy-in to new processes and the appraisal ethos.</p> <p>This action is subject to change, as the approach to PPD and appraisal is currently under review, with this action to be updated accordingly.</p>	OD (updates – Chloe Scholey and Sarah Cronin) and Faculties	Chloe Scholey
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	Systems and processes	<p>Target date: CoP to be reviewed annually or more often, if required</p> <p>Success measures: Updated CoP</p> <p>Within this, there is a review of probation procedures which has been delayed to align to BU2025 activity. This is an identified work stream under BU2025 which needs to be scoped and a timeline agreed, in addition to identifying a suitable person to lead. This review may lead to changes in the CoP.</p>	RDS, HR and OD (updates – Julie Northam)	Julie Northam & Sally Driver
C.3.9d	To successfully deliver the RKEDF. To monitor research staff engagement with the programme. RDS 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	Induction, development and training	<p>Target date: Ongoing - reporting to faculties and relevant BU committees biannually</p> <p>Success measures: Based on BU2025 KPIs - predominantly meeting internal research bidding and income targets, along with attendee feedback being 75% good or above</p> <p>BU's research staff are to be specifically monitored within the reporting matrix for the RKEDF, allowing groupings of research staff accessing the RKEDF to be monitored and reported to faculties, to ensure equitable access to opportunities, where access requires approval from their Head of Department. In addition, dialogue will continue with the RSA in this regard.</p>	RDS and OD (updates – Jo Garrad)	Jo Garrad (Emily Cieciura)

C.4.11	To review the content and delivery of the development schemes on a regular basis.	BAU	4	Induction, development and training	<p>Target date: Ongoing Success measures: Aim for at least 75% of attendees to have found each event good or above; awareness of provision to be enhanced</p> <p>Through the RKEDF and ECRN, the RSA will be promoted, with an increased targeting of those staff transitioning to the next stage in their career (from PGR to post-doc to the first established post) with reference to staff retention and succession. This will require working across BU functions to include, HR, Organisational Development, the Doctoral College, the Careers Service and RDS.</p> <p>From the meeting on 27/4/18, research staff requested support with funding applications - access to examples of applications and the opportunity to talk to previous applicants at BU. Both these provisions are already in existence, through the RDS Bid Library and records of applications. For this action plan, promotion to research staff will be improved as a lack of awareness has been identified.</p>	RDS and OD (updates – Jo Garrad)	Jo Garrad (Emily Cieciura)
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, RCGS and URPPCs.	KEY	4	Other	<p>Target date: April 2019 and then meeting no less than once annually Success measures: All faculties will have at least one RSA Rep and there will be two University reps in post</p> <p>The current recruitment round was commenced in November 2018. Once all post holders are in place, there will be a meeting with all representatives, hosted by RDS, to communicate policies and procedures. This will then be repeated annually, or as required by the changing membership of this group.</p> <p>The RSA Guide will be made available as soon as practicable.</p>	RDS and Research Staff Reps (updates – Julie Northam, Emma Pullen, TBC)	Julie Northam
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	Induction, development and training	<p>Target date: Summer 2019 (CROS data) Success measures: CROS19 data to show an increase from 17% to 85% for the proportion of research staff who have heard of the Concordat.</p> <p>Subscription to UKRIO (2019), with exploration of the training opportunities offered as part of this. See Integrity toolkit (http://ukrio.org/wp-content/uploads/UKRIO-Royal-Society-Integrity-in-Practice.pdf).</p> <p>A gap analysis has been undertaken, which highlighted the lack of information known on activities undertaken within Faculties to support students. The Analysis highlighted a gap between policy and operational activates (staff and student levels). Action to work with URPPC to secure buy-in and to agree to embed Integrity as part of the mentoring process.</p> <p>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> <p>Embedded into all ethics based training session run by RDS (ongoing).</p> <p>Investigate Epgiuem e-learning modules (2019):</p> <p>Research Integrity: Concise (Published April 2016)</p> <p>Research Integrity: (Published July 2012).</p>	RDS and Ethics Chairs (updates – Paul Lynch)	Paul Lynch

D.5.1b	To produce an annual statement outlining our activities in supporting the Concordat to Support Research Integrity and presented to URPPCs for approval; this will be shared with research and academic staff.	BAU	5	Systems and processes	Target date: Annually, with the next report due in October 2019 with URPPC to ratify this report Success measures: Annual review built into existing processes To be compliant with the Concordat to Support Research Integrity an annual statement must be made publicly available (https://blogs.bournemouth.ac.uk/research/researcher-toolbox/the-concordat-to-support-research-integrity/). The latest report was ratified by URPPC in Oct 2018	RDS (updates – Paul Lynch)	Paul Lynch
D.5.2a	To finalise the updated commercialisation and IP policy.	BAU	5	Systems and processes	Target date: Summer 2019 Success measures: Finalised IP policy plus an agreed plan for strengthening IP/commercialisation support to be in place (BU2025 action).	DVC (updates – Julie Northam)	Julie Northam
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	Systems and processes	Target date: May 2019 for ratification with workshops to be delivered in 19/20 Success measures: 0% ethical complaints Working with UREC and Panel members to provide a suite of workshops targeted at research governance (to include ethics/clinical governance, data management) which will fit with the RKEDF. (2019) BU currently subscribe to Epigeum's Ethics 1 & Ethics 2. A paper will be submitted to UREC in May 2019 for ratification and implementation.	RDS and Ethics Chairs (updates – Paul Lynch)	Paul Lynch
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	Induction, development and training	Target date: Summer 2019 (CROS19 and PILRS19) Success measures: Evidence within the support and career development sections of CROS19 and PIRLS19, showing percentages maintained or improved With reference to GEN1 and relevant RKEDF actions, such provision is monitored and evaluated as part of standard reporting to relevant committees and senior management. In addition, there is regular consultation with faculties, via Deputy Deans for Research and Professional Practice (DDRPPs) and Heads of Department. Through the year, there is an annual RKEDF survey, feedback requested after each event in the programme and via cross-departmental focus groups, which include non-faculty staff with researcher development interests. In 2019, this will be supplemented by the responses to the CROS and PIRLS surveys.	RCSG (all) (updates – Julie Northam)	Julie Northam
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	Induction, development and training	Target date: Summer 2020 Success measures: 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%) This provision is currently in development with the next meeting scheduled for 28/01/19. This will include consideration of enhanced provision before the next Vitae meeting at BU planned for 2020 (see action GEN1).	RDS and OD (updates – Jo Garrad)	Jo Garrad
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.	BAU	5	Induction, development and training	Completed OD to keep this resource updated.	OD (updates – TBC, Chloe Scholey, Sarah Cronin)	Chloe Scholey

E.6.1	To annually review equality, dignity and diversity at BU.	BAU	6	Systems and processes	Target date: February 2019 Success measures: Report is approved and published with the planned programme of work for the following year is undertaken with at least 80% to agree that BU is committed to this agenda (CROS19 / PILRS19)	Equality and Diversity Steering Group (updates – James Palfreman-Kay)	James Palfreman-Kay
E.6.3a	All departments to achieve at least bronze by 2025, under the expanded criteria of the new Athena SWAN charter, with the aim of achieving an institutional silver award in 2022	BAU	6	Systems and processes	Target date: 2025, with interim target of three departments per year, all achieving at least bronze recognition Success measures: BU2025 KPI is for all departments to achieve at least bronze by 2025 BU2025 and the national review of Athena SWAN may result in amendments to this action. Currently, the aim is for all Departments to obtain at least bronze by 2025.	Athena SWAN SAT (updates – James Palfreman-Kay)	James Palfreman-Kay
E.6.3b	To make an institutional submission for a bronze Race Equality Charter award.	BAU	6	Systems and processes	Target date: July 2019 for submission, 2021 for action plan Success measures: Submission to the Race Equality Charter with the aim of securing their Bronze Award, followed by adherence to the submitted action plan	Race Equality Charter SAT (updates – James Palfreman-Kay)	James Palfreman-Kay
E.6.4	To review family leave policies.	BAU	6	Systems and processes	Completed Although noted as complete, this action will require further consideration following the outcome of the Athena SWAN submission in November 2018 and the action plan will be updated accordingly.	HR (updates - Sally Driver)	Sally Driver
E.6.9	To evaluate the Dignity and Respect Policy and Procedures.	BAU	6	Systems and processes	Target date: Ongoing Success measures: CROS19 evidencing increased engagement to 50% The <i>Respect at BU</i> video, which is updated annually, is being promoted to target groups across BU. Please see https://youtu.be/C-LkzU31L3U . Work will continue with regard to the Hate Crime project. We will increase the number of research staff engaging with equality and diversity training from 29% in CROS17 to 50% by CROS19.	Equality and Diversity Adviser (updates – James Palfreman-Kay)	James Palfreman-Kay
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	Systems and processes	Target date: Summer 2019 then annually thereafter Success measures: The RCSG will have stability in terms of this action which will be fit for purpose to the end of this plan period At the meeting on 28/11/18, the role and membership review was commenced with review planned to be completed by mid 2019.	RCSG (all) (updates – Julie Northam)	Julie Northam (Emily Cieciura)

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	Systems and processes	Target date: February 2019 and then annually Success measures: Production and circulation of briefings at least annually A briefing note is to be produced as part of 6 year review, with future briefings to be made available according to a schedule to be agreed with the RCSG, with a briefing produced at least annually.	RCSG (updates – Julie Northam)	Julie Northam
F.7.1d	To increase the proportion of academic/research staff who feel integrated into their Faculty, University and disciplinary communities.	KEY	7	Other	Target date: Summer 2019 (CROS19) Success measures: CROS19 to show all categories above 75%, with reference to CROS17 below CROS 2017: 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)	RDS, RCSG and Faculties (updates – Julie Northam)	Julie Northam
F.7.2b	To run CROS and PIRLS in spring 2019.	BAU	7	Systems and processes	Target date: As per CROS and PIRLS survey release dates Success measures: Response rates - CROS 35% and PIRLS 40% The CROS and PIRLS surveys are planned to run in 2019, with RDS taking the lead in promotion. <i>2017 response rates:</i> 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%.	RDS, RCSG and DDRPPs (updates – Julie Northam)	Julie Northam
F.7.3	To continue to monitor the expectations of signatory funders in relation to the implementation of the Concordat.	BAU	7	Systems and processes	Target date: Ongoing Success measures: Review dependent, with action plan to be updated in response to consultation outcome This ongoing action is being managed by RDS and awaits the result of the consultation into the review of The Concordat, with recommendation 13 (<i>a revised Concordat should include a new Principle for funders. Funders should ensure that the Principles of the Concordat are adopted through changes to funding processes</i>) being of particular note and driving the response to this action in the period to 2021.	RDS (updates – Jo Garrad)	Jo Garrad (Emily Cieciura)
F.7.4	To continue to engage with Vitae and colleagues at other universities to share good practice internally and externally.	BAU	7	Systems and processes	Target date: September 2019 and on-going Success measures: This will differ depending on the action From the DC perspective, for PGRs, we will continue to engage with VITAE and identify and introduce best practice from other HEIs, aim to influence the sector by presentations at relevant conferences, and showcase evidence of benefits of our programme to the PGR community. We will aim to engage the ECR community as facilitators on the PG RDP programme to both enhance their development opportunities and enhance those of the PGRs. Staff in DC, OD and RDS plan to attend the Vitae annual conference and other relevant events to maintain professional awareness and knowledge.	RDS and the Doctoral College (updates - Julie Northam and Fiona Knight)	Fiona Knight