University of Brighton – Progress on 2016-2018 Concordat Implementation Plan

This plan was produced to address the implementation of the Concordat in January 2016. The progress to date column identifies progress against the original actions planned and the Progress Performance Measure (PPM) Column reports a Red, Amber, Green rating against our PPM. Green means completed on time as originally specified. Amber is either completed later than originally anticipated, or amended but we believe that the spirit of the action has been completed. Red is uncompleted. Both Amber and Red actions may have been moved to the new Concordat Implementation Plan (2018-20) and where this has occurred, the new action number has been referred to.

A. Recruitment and Selection

Action number	Concordat reference	Actions planned	Action initiated	Timescale for completion	Undertaking action	Progress to date	Progress performance measure
1	A2	Evaluation of E-Learning module to determine its effectiveness	Summer 2016	Spring 2017	Human Resources (HR)	A survey of the E-Learning module was completed in May 2017 with all responding that E-Learning was of some use and 59% stating it was extremely/very useful. Confidence levels were increased in all respondents and just under half (47.6%) said it was extremely/very effective at increasing their confidence. The outcome of the survey has been to renew the licence for the E-Learning module for three years. **Action complete.**	E-Learning module revised if necessary. **PPM achieved** Contract has been extended and revision was unnecessary.

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2	A2	Research staff recruitment data to be categorised separately from other academic staff in order to enable a standard set of reports to be produced for the Concordat Steering Group	Spring 2016	December 2017	HR	HR have made changes to recruitment data to enable us to distinguish between different groups of researchers. The CSG now receive these reports in the Autumn term in order to be able to identify and monitor trends so that issues can be raised if appropriate. **Action complete**	Regular reports on research staff recruitment to be received at each CSG. **PPM achieved**
3	A3	Produce new guidance on the use of particular contract types including fixed-term contracts and end dates	October 2015	2 years	Schools/HR	Consultation undertaken in Schools and guidance published (Autumn 2016). **Action complete**	Guidance published on time. **PPM achieved**
4	A4	Review of new recruitment and selection toolkit and guidance	December 2017	Spring 2018	HR	The review was undertaken and completed in Autumn 2017, and is currently under discussion with the Unions. **Action complete**	Review undertaken and with plans in place for amendments if required. Revised toolkit and guidance to be launched in Spring 2018. PPM partially achieved and on target for completion date.

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5	All principles are relevant to this.	Development of a set of resources for staff on fixed-term (F/T) contracts to be provided at the beginning of their employment which co-ordinates existing materials and signposts to support entitlements and mechanisms	Spring 2016	Spring 2017	Research Office (RO)/HR/ Careers/ Concordat Steering Group (CSG)	The Research Office facilitated a workshop for researchers to gather content for an induction pack in May 2016. New and revised web pages for new staff were launched in December 2016. Feedback to date has been positive. Hit rates for new staff pages since launch: 460 individual hits and 2120 page views. **Action complete**	Materials online and accessed. Evidenced by a hit rate of 60 unique visitors (66 staff on F/T contracts in 2015). **PPM achieved**

Key Success Measures

a) Goal: 90% of posts to be filled first time and 95% of those offered an appointment to take up the post.
Outcome: **Success measure achieved** - For the period 1st August 2016 – 31st Nov 2017 these figures were 95% and 98%.

B. Recognition and Value

Action number	Concordat reference	Actions planned	Action initiated	Timescale for completion	Undertaking action	Progress to date	Progress performance measure
6	B2	University management via the Joint Negotiating Committee (JNC) to review best practice and management of rolling fixed-term contracts for researchers	Agreed at JNC December 2015	Summer 2016	University Executive Board (UEB)/JNC	UEB agreed in principle to reduce use of rolling fixed-term contracts and make staff permanent where possible after four years when two successive contracts have been issued in June 2016. HR Advisers now work with Heads of School to review all staff to whom this situation applies. In June 2016, there were nine staff in that situation, of whom five have been made permanent. **Action complete**	Agreement reached by 2016 and implemented by December 2016 **PPM achieved**
7	B3	Standardised role profiles for Assistant Heads (Research) to be introduced	Autumn 2015	Approval by UEB in March 2016 with full implementation by Oct 2017	HR/UEB	New job descriptions have been written to standardise the roles further and to broaden the remit to include Enterprise. Approved and implemented April 2017. **Action complete**	All Deputy Heads (Research) in post in Oct 2017 to have consistent role profiles **PPM achieved**
8	B3	SDR process to be revised. The new process will include the components of the RDR process. Both reviewers and reviewees to be trained.	Review commenced	2019	HR	The SDR review is complete and the proposed process is under consultation with the Union.	Heads of School to report that at least 80% of research staff have

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						Implementation of the scheme is on 2018-20 implementation plan (Actions 5 and 19 2018 Concordat Implementation Plan)	had either an RDR or SDR annually Ongoing issues with data collection mean that we currently do not have accurate data across the whole institution. The completion date for this action was 2019, by which time data will be available.
9	B3	Collect data on research staff having SDRs each year	December 2016	Annually	Concordat Steering Group/ Deans	Heads of School asked each December by the Research Office and data received from most Schools is reviewed by the Concordat Steering Group. **Action complete**	
10	B3	Development of a support programme and materials for managers of research staff which includes a clear articulation of responsibilities	Spring 2016	October 2017	RO/CRDs/ HR	Web pages for research leaders and managers launched December 2016. Feedback is positive. 1292 total hits since launch; 223 unique page views. **Action complete**	Support materials online and accessed by 60 'unique users' (68 staff were PIs in 2015) **PPM achieved**
11	B3	Introduce a revised workload planning model which allocates time for research and the processes for operationalising it.	2014	Spring 2016	HR	In May 2017, a new workload allocation model was signed off with Unions and a new electronic system was rolled out across all Schools from September 2017. **Action complete**	Planning model operational for 100% of research staff **PPM achieved**

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12	B3	Ensure that research time within the new workload model can be allocated in blocks, if appropriate, to enable focused attention	Spring 2016	Autumn 2016	Heads of School (HoS)	The workload planning model recommends in the guidance to Heads of School that research time may be best allocated in condensed blocks (e.g. one full day per week) to allow focused and uninterrupted attention. The degree to which this is implemented will continue to be monitored. **Action complete**	
13	B4	Review the new redeployment policy to ensure that it appropriately supports the aims and objectives of the University HR Strategy	June 2016	September 2016	HR	A review of the staff going through redeployment suggests that it is working as we would expect. Wider organisational change and potential greater use of redeployment in coming months suggests that wider discussions with Unions may become appropriate, but no policy revisions would currently be appropriate. **Action complete**	Policy reviewed and revised if appropriate **PPM achieved**
14	B6	Consider whether promotions readiness workshops (such as the one outlined in Bvi) above) should be adopted more widely	Spring 2016	Autumn 2016	CSG/Heads of School	Workshops on research career development and planning, open to all research staff, were run in 2016/17 and received positive feedback, with 100% of feedback respondents	Extension of good practice to other Schools. **PPM amended and achieved**

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						saying they would recommend them to others. The programme has been further extended for 2017/18 with the addition of a promotions readiness workshop led by the Pro-Vice Chancellor (Research and Enterprise). **Action complete**	University workshop programme extended to include more workshops on promotions, to ensure critical mass of attendees.
15	B6	Review the academic promotions process from preparedness through to the provision of feedback for applicants	Summer 2016	December 2016; original deadline now revised to October 2017	HR	A full review of the process is underway. Outcome now expected Summer 2018. Promotions workshops now in place, see action 14. This action has been moved to Action 8 of the 2018-2020 implementation plan	Revised process published and implemented **PPM not achieved. Action ongoing.**

Key Success Measures

b) Goal: CROS survey results show 5-10% improvement in all 'recognition and value' responses.
Outcome: **Success measure achieved** - CROS results showed an average of 17% improvement across all 'recognition and value' responses.

C. Support and Career Development

Action number	Concordat reference	Actions planned	Action initiated	Timescale for completion	Undertaking action	Progress to date	Progress performance measure
16	C1, D	Development of a set of resources for researchers detailing support mechanisms available	Spring 2016	October 2017	CSG/RO/HR/ CRDs	The Research Office facilitated a workshop for researchers to gather content for an induction pack in May 2016. Web pages for new staff launched in December 2016. 2113 hits since launch of which 310 are unique visits. Feedback is positive. **Action complete**	Materials online and accessed with a hit rate of 300 per year. **PPM achieved**
17	C5	Investigate whether the HR system is suitable for reporting on internal progression	Pending	January 2020	HR	The capability of system was investigated and it was determined that it is not appropriate for this reporting. Other approaches now being undertaken. This action has been moved to Action 11 of the 2018-2020 implementation plan	Progression data for research staff available and monitored **PPM not achieved** The completion date for this action is 2020 and therefore this has been moved to the new implementation plan (Action 11).
18	C5	Clarifying responsibilities of line managers including holding SDRs will form part of the review of management capacity and performance management projects	Spring 2016	2019	HR	The Leadership Development Programme was launched in May 2017. The majority of Deputy Heads of School (46) have now participated in it. Over 2017/18, the wider leadership group will also have the opportunity to go through this programme, with a target	Managers are issued with clear information about their responsibilities and accountabilities **PPM partially achieved**. Managers explore through the Leadership

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						of 120–140 people completing it. The aims of the programme include the development of key leadership competencies and to explore the organisational culture required to deliver the strategy. DHoS (Research and Enterprise) now convene termly, and exchange good management practice (e.g. Induction in December 2017) **Action complete**	Development Programme how their roles best support individuals and the delivery of the University strategy rather than being 'issued' with information. It is felt that this is a more appropriate method of ensuring buy-in from those with management roles.
19	C7	Identify relationship between training workshops and the RDF to make it easier for staff and their managers to identify support needs	Spring 2016	October 2017	RO/CSG	The Researcher Development Programme 2016-17 mapped all workshops to the RDF. The 2017-18 Research and Enterprise Development Programme extends this by signposting to other training including that provided by the Doctoral College (supervision), Information Services and the Centre for Learning and Teaching. Number of unique visitors since launch is 1438, total number of hits is 4266 **Action complete**	Workshops linked to RDF online with 500 hits on the web pages per annum **PPM achieved**

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20	C14	Training programme for mentors and mentees	Spring 2016	Ongoing with a review of the programme after one year	CRDs	Training has been delivered to 57 mentors and 32 mentees since 2016. The Research Mentoring Framework was updated in summer 2017 to align it to a new University-wide scheme. **Action complete**	25 mentors and 40 mentees to have attended training. **PPM partially achieved.** PPM for mentors achieved. Further training for mentees is planned.

Key Success Measures

c) Goal: Another two cohorts to complete the Research Leadership Programme, 40 researchers to benefit from Rising Stars Awards and 40 staff to benefit from the revised Sabbatical Scheme

Outcome: **Success measure not achieved**

- Since the last Concordat submission there have been two cohorts of the Research Leadership Programme (26 participants).
- The Rising Stars Scheme has supported a total of 29 staff since the last Concordat submission.
- The Sabbatical Scheme has supported a total of 22 staff since the last Concordat submission.

We have another round of both the Sabbatical Scheme and the Rising Stars Scheme scheduled for February 2018 which should enable us to meet this KPI. Normally these panels would take place prior to Christmas 2017. They have been delayed this year due to some changes to the schemes.

d) Goal: 200 staff to participate in mentoring under the Research Mentoring Framework.

Outcome: **Success measure achieved -** as of November 2017, 330 staff have participated in mentoring either as mentor or mentee.

D Researchers' Responsibilities

Action number	Concordat reference	Actions planned	Action initiated	Timescale for completion	Undertaking action	Progress to date	Progress performance measure
21	D	Workshops on the use of the RDF for managers and researchers	Spring 2016	Ongoing	RO/CRDs	86 staff have attended a workshop with an RDF component since January 2016. These include at the Future's Bright Conference for the development needs of Early Career Researchers 2016 and 2017, workshops on 'Planning your Research Career' and a session in the Research Leadership Programme. **Action complete**	40 staff to have attended RDF workshops with 50% of respondents to CROS reporting an understanding of the RDF **PPM achieved**
22	D3	Conduct review of research integrity processes	Spring 2016	Autumn 2016	RO	The University's research integrity processes were reviewed in 2016, and a set of recommendations including a new policy, a new website and training and workshops for staff were approved in June 2016 and fully implemented by July 2017. As a result, 140 staff have been trained and the website has had 904 hits. **Action complete**	Review complete and implemented **PPM achieved**

Key Success Measures

e) Goal: Number of responses to CROS survey to be increased to 50 respondents.
Outcome: **Success measure achieved** - In 2017, the University of Brighton had 86 CROS respondents.

E. Diversity and Equality

Action number	Concordat reference	Actions planned	Action initiated	Timescale for completion	Undertaking action	Progress to date	Progress performance measure
23	E1, E2, E3, E7	Review, revise and communicate institutional Equality and Diversity Policy and Equality Objectives.	July 2015	April 2016: Publication of policy and interim Objectives (pending review following development of Institutional Strategy). April 2017: revised Objectives published	Equality and Diversity Manager	Interim Equality Objectives and the Equality, Diversity and Inclusion Policy approved and published in March 2016. The Objectives were reviewed and revised as part of a wider new Equality, Diversity and Inclusion Strategic Plan for 2017-21 following publication of the new University Strategy (21/10/2016), and were approved by the University Executive Board in October 2017. Implementation plans for the Strategic Plan under development and the Strategic Plan will be published early in 2018. **Action complete**	Policy and Objectives published. **PPM achieved**
24	E1, E2, E3, E7	Review and update Institutional Equality Strategic Plan, taking into account the new Objectives and Policy, and the new Institutional Strategy.	September 2016 (start date for this work)	April 2017	Equality and Diversity Manager	See action 23 above. **Action complete**	Publication of Equality strategy **PPM partially achieved**

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							Final strategy titled: Equality, Diversity and Inclusion Strategic Plan to be published early 2018
25	E1, E2, E3, E4, E5, E7, E8, E10	Continue to participate in initiatives designed to address disincentives and direct obstacles for certain groups, including the expanded Athena SWAN (AS) Charter and the Stonewall Workplace Equality Index (WEI).	2012 (AS) September 2014 (REC) 2014 (WEI)	2020	Equality and Diversity Committee and relevant sub-groups (AS Steering Group, Race Equality Charter (REC) self-assessment team, WEI working group)	The University has held an institutional Athena SWAN Bronze award since 2013, having successfully applied to renew this in April 2016. Two Schools hold departmental Athena SWAN Bronze awards, one of which applied for an upgrade to Silver in November 2017 and is awaiting the outcome of this. A third School applied for Bronze in November 2017, and all other Schools at the University working towards departmental awards. The University amended its WEI benchmark target after this plan was drafted and was not aiming for the top 150 employers in 2017. In September 2016, the University put in a submission to the 2017 Stonewall Workplace Equality Index (WEI). We scored 88/200 ranking us 196 out of 439	Maintain institutional Athena SWAN Bronze award (2016). All Schools to have applied for Departmental Athena SWAN awards at Bronze level or above by 2020. Achieve WEI benchmark position in the top 150 employers in the 2017 Index, and in the top 100 by 2020. **PPM partially achieved** WEI and Departmental PPMs are due in 2020 so this action has been moved to Action 34 of the 2018-2020 implementation plan.

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						participating organisations (last submission 247/396). In 2016, the University joined the Race Equality Charter, and will be putting in a submission for a Bronze award in February 2019. The University is a level 2 Disability Confident employer and a Time to Change Pledge signatory (mental health). **Action complete**	
26	E1, E3	Further enhance approaches for embedding equality considerations within decision-making processes, including: introduce a new process and guidance for clearly indicating equality considerations within committee papers; developing a pro-forma and guidance for operational managers; continue to carry out and implement equality impact assessments/equality analysis where appropriate.	2016/2017 academic year (committee process and pro-forma for managers). Ongoing (impact assessment /equality analysis.)	July 2017 Ongoing	Equality and Diversity Unit	A new template for committee papers which includes a standard 'equality impact' heading is being piloted in three committees (University Executive Board, Research & Enterprise and Learning & Teaching) from November 2017 (approved by UEB in November 2017). The pilot will be reviewed in the 2018/19 academic year, and it is anticipated that the new requirements will roll out to all committees after that. Comprehensive supporting guidance for committees and operational managers has	All University Committees to have received and considered the new process. All operational managers to have been sent the proforma and guidance. **PPM partially achieved** Pilot of new process in three University Committees currently underway. This action has been moved to Action 38 of the 2018-2020 implementation plan

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						been published. Briefing sessions for relevant committees are being provided and sessions open to all staff on the new requirements will be introduced from February 2018 to support committee members and contributories with this. Equality impact assessments/ equality analysis continue as standard for major organisational changes, policy developments, restructures, etc. This action has been moved to Action 38 of the 2018-2020 implementation plan	
27	E1, E3	Pilot a 'positive action' staff development conference with the specific purpose of supporting the development needs of female staff.	July 2015	March 2016	Head of HR/ Equality and Diversity Manager/ conference working group	The 'Make it Happen' Conference for the development of female staff took place in March 2016 and included 118 participants. Feedback was generally very positive. An evaluation paper was taken to the Equality and Diversity Committee in July 2016. A new women's leadership programme is currently under development. **Action complete**	120 participants at conference **PPM partially achieved** 118 participants

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28	E3	Roll out Unconscious Bias training across the University.	To begin Summer 2016	To be confirmed – may become a rolling programme	Equality and Diversity Unit	53 members of staff attended face-to-face Unconscious Bias training in November 2015, 14 of whom were from academic Schools. Three further Unconscious Bias sessions were provided for staff targeting professional services departments in July and August 2016. New Unconscious Bias E-Learning was available to all staff from December 2017. A new equalities session, with a major unconscious bias focus, has been included within the Leadership Development Programme for line managers and supervisors since the start of the 2016/17 academic year, and a standalone session is also available for managers that are not involved in that programme. **Action complete**	Two sessions run per annum **PPM achieved** for 2016 E-Learning available to all in 2018 and will be mandatory for some categories of staff.
29	E4, E5	Development of guidance notes for carers on relevant policies and support available	September 2015	March 2016	HR	New guidance for carers sign-posting them to relevant policies and support, developed as a partnership initiative between the Parents	Guidance notes published **PPM achieved**

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						and Carers Network and HR, was published and communicated in Spring 2016. A new staff Carers' Policy is currently under development. **Action complete**	

E. Diversity and Equality

Key Success Measures

f) Goal: Maintain CROS results on the University's commitment to Equality and Diversity (86% in 2015 believed that the institution is committed to E&D).
Outcome: **Success measure not achieved** - CROS responses to this question fell by 5% which in absolute numbers means that 69 staff responded positively to this question compared to 43 last time (response rates were different). A staff survey is being planned which will also address questions relating to Equality and Diversity and issues arising from that will be picked up in 2017/18.