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Concordat Principles	Objectives	Lead	Actions	Success Measure	Time-scale	Review 2019
Recognition of the importance of recruiting,selecting and retaining researchers with the highest potential to achieve excellence in research - Concordat principle 1	**Review institutional recruitment and selection processes, including talent retention**	HR OD	Introduction of a new HR Strategy 2017-2021, with a focus on attracting and retaining high potential researchers	Introduce an institutional approach to the recruitment of researchers that takes account of local requirements.	Aug-18	A newly refocused HR Organisational Development team are working to deliver the HR Strategy introduced August 2018, with focus on attracting, nurturing and retaining high potential researchers.
		HR OD	Appoint Head of Recruitment.	Individual appointed.	Aug-18	As part of the refocusing of the HR OD team, a new Head of Recruitment was appointed in July 2018.
		HR OD	Review institutional approaches to talent attraction and retention, including researchers.	Implementation of an institutional approach to attracting and retaining talented researchers.	Aug-18	Currently a review of the institutional approach to advertising job roles is underway to assess effectiveness of job boards for all roles. This includes a project, already underway, to implement a new recruitment system which will allow for better tracking of applicants and successful candidates, including advertising sources. We are overhauling the onboarding journey to transform the new starter experience to support retention across the institution. Previously inductions were delivered termly and captured only 10% of new starters. New central inductions are now delivered monthly and already 10% of attendees are attending on their first day at UCL. To date the new approach has doubled the uptake amongst new starters. We now have, on average, 98 new registrations per month for an induction event. We also have a new Welcome App, which to date has been downloaded 167 times since it's launch in September 2019. A new focus on researcher experience has already delivered UCL's first ever Postdoc Appreciation Week, a festival to celebrate early stage researchers' contribution to research and discovery, which included the 'Postcard to a Postdoc' campaign, a broad range of professional development and wellbeing activities, and opportunities for early stage researchers to engage with senior leadership and influence the forthcoming Researcher Experience Strategy. The festival attracted over 500 participants. Our first print run of 1,200 postcards had to be repeated, owing to demand. The Talent Development team within OD have published a Career Experiences Framework to encourage staff to get the right experiences to prepare for their next job, whether through secondments, mentoring or other learning experiences such as Erasmus+. We have a new secondments page, which makes access to secondment opportunities much more transparent. Since February 2019 we have published over 138 secondments and the page has had over 20, 909 views.

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		HR Policy	Review effectiveness of the redeployment process to retain research expertise within UCL	Increase number of redeployed researchers who use the redeployment process by 10% (in 2016-17 there were 64 redeployed researchers).	Sept 2018/ Annually	Currently it is not possible to extract reliable data on this from our databases. We've recognised that it is an area for development, so redeployment process has been reviewed and a new Policy is under consultation. The revised Redeployment Policy and new recruitment system (also under development) will make it easier for managers to identify researchers suitable for redeployment and make it easier for researchers to identify new opportunities via redeployment.
		HR Reward	Improve guidance and publish information on how to use the new Academic Career Framework (ACF) which was launched early 2017.	20% increase from the 2015 Staff Survey (30% of researchers said that UCL's promotion's criteria are clear). Publish and disseminate guidance documents	Feb 2018	We have updated our promotions guidance to try and ensure that discussions around career progression in relation to the ACF routinely take part in appraisal. We added FAQS to support the ACF and a document 'Building a case for Academic Promotion' which helps summarises the approach to promotion within the various academic pathways. In our guidance we have sought to ensure that all indicators of impact are seen as examples only and convey the fact that all academic, research, teaching staff will likely have their own personal examples of impact, which may be relevant to the ACF criteria. In addition, open science is outlined as a key principle of the ACF and that approach has been positively acknowledged internally and externally. We will look to embed this further in future promotion rounds. We have seen a 48 per cent upsurge in views of the revised promotions criteria webpage, from 11, 253 in the year from November 2017 to October 2018, compared to 16, 641 in the year from November 2018 to October 2019.
Researchers are recognised and valued by their employing organisation as an essential part of their organisation's human resources and a key component of their	**Recognise and value researchers as an essential component of the overall strategy**	HR OD	Introduce the new UCL Research Staff Development Strategy, recognising the role of researchers and researcher development in achieving UCL's strategy.	Strategy sign-off by Senior Management Team	Nov-17	Research Staff Development Strategy signed off by Senior Management Team in November 2017 and monitored via the Research Staff Consultancy Group termly.

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overall strategy to develop and deliver world-class research - Concordat Principle 2	**Work with Principal Investigators (PIs) and other senior research staff, to engage them in developing their Early Career Researchers**	HR OD	Promote the UCL Research Staff Development Strategy.	Publication on website and UCL wide promotion of the new Strategy and Code of Practice.	Term 2017-18	Research Staff Development Strategy published online and disseminated via the Research Staff Consultative Group as above. Research Staff Development Programme Annual Report published online and commended by the Research Staff Consultative Group. Research Staff Development Strategy also published on enhanced Researcher Development webpages. HR Business Partners have delivered a series of Bitesize Management Essentials lunchtime courses to PIs in support of their development of research teams and early-stage research staff.
		HR OD RSCG	Introduce the Code of Practice for Research Staff stating expectations of researchers and their PIs Agree researcher development KPIs with Faculties Vice - Deans Research	Annual review of both documents. Annual review of KPIs with Faculties Vice – Deans and submission of annual reports to RSCG.	2nd term 2017-18 July 2019 onwards Start 2nd term 2017-18 and then annually.	New Research Staff Code of Practice introduced in second term of 2017-18. Revised in July 2019, published online and disseminated at the start of the academic year, copies sent to every department ahead of Postdoc Appreciation Week. The Research Staff Development Programme has been reviewed annually via the Research Staff Consultative Group. From Autumn 2019, operational oversight of the RSDP will be carried out through Researcher Development Training Board, where KPIs will be set, engagement figures monitored and development ideas discussed.
	Increase researchers' satisfaction with the appraisal process as a vehicle for identifying career development opportunities	HR OD.	Launch and promote the new Online Appraisal Training – it will emphasize the importance of career development and the use of the new Academic Career Framework.	10% improvement from 2015 Staff Survey (47% said that appraisals helped identify opportunities for career development). 10% increase of researchers who've had appraisals (CROS 2017 - 72% of researchers said they have had an appraisal in the past two years).	Feb 2018. 2nd term 2019.	Online appraisal training has been delayed but will launch in November 2019. Specific content that addressed the appraisal process as a vehicle for identifying career development opportunities and the Academic Careers Framework features in the module. We are rolling out an interactive online learning module to all staff, including content on how to have great developmental conversations, called The Essentials Guide. In 2019 we achieved a much higher response to Careers in Research Online Survey, 856 unique responses in comparison to 368 in 2017, a 234% increase in engagement. In response to questions around satisfaction with appraisal, the results were as follows: - 74% said they have had appraisals in the last two years, a 2% increase on 2017. - 59% said that their appraisal was useful in 2019, up from 50% in 2017. - 56% said it was useful in helping them focus on career aspirations and how these are met by their current role, up from 49% in 2017.

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		Faculty Vice-Deans Research	Engage UCL Vice-Deans Research in communicating with PIs and researchers.	Annual review of KPIs with Faculties Vice – Deans and submission of annual report to RSCG.	Start 2nd term 2017-18 and then annually.	We are currently working via the Research Staff Consultative Group, which has Faculty representation, to continue to create more opportunities for communication with senior leaders on the researcher experience. The Terms of Reference and membership of the RSCG are reviewed and refreshed annually as necessary to ensure the membership facilitates communication between Research Staff and senior leadership.
Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment Concordat Principle 3	**Design a Global Competency Framework capable of supporting UCL staff, including researchers, develop international partnerships and to work in an increasingly global research community.**	HR OD	Introduction and launch of *UCL Global Competency Framework*	Framework launched and embedded in key policies and processes	Oct 2018.	The postholder working on this project left their role and following significant restructures within HR overall and in OD. This work was, as a result, paused and refocused. In its place now exist 'Ways of Working' (Wow), a behavioural framework that addresses specific international competencies that supports colleagues to be successful and happy at UCL. WoW was shaped in consultation with the Global Engagement Office. Communities of Practice, which aims to unite in learning staff working in similar domains. Career Pathways is a project to deliver a series of careers frameworks to help staff - including research technicians - to plan their careers. Since it's launch in May 2019, Phase 1 Ways of Working (WoW) has been rolled out across Professional Services, including research technicians and research support staff, Phase 2 will be extended to academic, research and teaching staff. WoW has been widely promoted across the institution, over 100 people have been trained in the framework, and anecdotally we know that teams are using WoW in appraisals, interviews and induction. Additionally, job descriptions now reference WoW and over 200 nominations were recieved for the Ways of Working Awards. Career Pathways work continues to be developed in Profesional Services, and its import for Research Staff is being considered, for instance how it might work alongside the Academic Careers Framework. We have set up four Communities of Practice under the Research Support umbrella: Research IT, Engineering Technicians, Pre-Award Management and Post-Award Management.
	Work with PIs to further develop their leadership skills in managing and leading their research teams.	HR OD	PIs included in refreshed UCL Leadership Development Framework and which will underpin UCL's future approach to providing leadership development programmes and activity.	Introduction of new leadership development event(s) suitable for PIs. Launch new online programme in 2017-18.	1st Term 2018-19.	We have focused on expanding the breadth and accessibility of a leadership programmes. A new in-house Women in Leadership programme was developed and rolled out, which is open to all female-identifying staff including academic women leaders. In 2018-19, 200 women completed this programme, compared to just 30 in previous years. We have also expanded from 8 to 40 the number of places available on Stella HE a leadership programme for BAME women. OD also provides executive coaching for senior leaders at UCL, and in 2019-20 has for the first time opened up it's newly redeveloped Provost's Leadership Programme to senior principal investigators, in charge of large research groups.

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		UCL Arena	Expand scope of new online 'Supervisors Programme' to include awareness raising of the Concordat. Centrally run appraisal training for PIs to include use of new Academic Career Framework.	Launch new online programme in 2017-18. Appraisal training run once a month throughout the year.	October 2018. Monthly	The online 'Supervisor's Programme' was launched in September 2018 and is mandatory for all new supervisors at UCL – both those with no prior supervisory experience and those who have supervised at other institutions. Between September 2018 and August 2019, 564 UCL staff members have completed the course. The course includes information about the Concordat and UCL's commitment to it. Since the course launched 762 researchers have engaged with the resource and 528 have completed the entire module. New online appraisal training module (mentioned above) includes content on the use of the Academic Career Framework.
	Raise PIs awareness of the bespoke opportunities available for their development and their researchers	HR OD	Develop a communications campaign to promote the existing PI related workshops on the Research Staff Development Programme through Faculty Vice-Deans Research to enable further engagement.	Newsletter – sent monthly (view count monitored annually). Bi-annual promotion of the workshops to the Vice-Deans Research. ***Annually review the effectiveness of the communications campaign with the Vice-Deans (Research) and take action as required.***	Monthly Dec 2017 & March 2018. Annually.	The new Research Staff Digest, an online news bulletin designed to be informative, brief and engaging, - was introduced in January 2019 and is sent to all Research Staff fortnightly. The Digest includes opportunities for Principal Investigators and is proving to be a highly effective channel for the promotion of Researcher Development opportunities at UCL. It is well recieved by researchers. Per edition we average 4,400 opens and 500 clicks, suggesting that many researchers are learning about new training opportunties directly through this channel. Furthermore the UCL Liaison Committee, the meeting of the chairs of the early stage research networks within UCL's 9 Research Domains has developed as a forum for collaboration and awareness raising of developmental activities for researchers available across the institution. The committee was intrinsic to building Postdoc Appreciation Week as a festival co-created with researchers. One of the key objectives of the week was to raise awareness of the contribution to research and discovery of early stage researchers, and the opportunities available via the Research Staff Development Programme, many of which were showcased within the week's activities, which included a Town Hall with senior leaders, including a Dean and Vice-Dean (mentioned above). Research Staff Briefing events also provide essential information on opportunities for development to Research Staff.

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The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career Concordat Principle 4	**Further expand the personal and professional development for researchers currently supported through the Research Staff Development Programme (RSDP).**	HR OD	Continue to expand the RSDP to provide a wider range of development activity supportive of researcher's career aspirations. Work with the Research Networks to ensure a comprehensive central and local development provision supportive of researchers' requirements.	Increase number of events (currently 130 per year) and monitor levels of participation (currently 60%). Regular meetings with the ECNs chairs to monitor requirements, engagement and progress against action plan – scheduled to take place every six months.	October 2019; review annually. Meetings booked every six months.	In 2018-19 the newly refocused Organisational Development launched the Learning and Development Portfolio which includes all learning and development opportunities offered to all staff across UCL, including the Research Staff Development Programme. The Research Staff Development Programme includes over 300 events specifically focused on researchers. Additionally, Researcher-led Initiatives provide the opportunity for Research Staff to design, develop and deliver peer-to-peer training. This does not include a large number of training opportunities provided within early stage researcher networks. The growing Researcher Hub will make all such development opportunities relevant to researchers across UCL visible in one place. New development opportunities available throughout the year were showcased within Postdoc Appreciation Week. OD work closely with the UCL Liaison committee, a committee led by early stage researchers, to ensure comprehensive central and local development provision supportive of researchers' requirements. The Committee meets regularly, including 5 meetings in 2018-19.
	Develop relationships with industry and other sectors to provide internships, secondments and public engagement opportunities for Early Career Researchers and to provide experience in alternative career routes for research.	UCL Careers	UCL Careers enhanced industry liaison through employer networking events and opportunities offered through the UCL Talent Bank (a targeted recruitment shortlisting service). Promote available career development support from the start of researchers' career at UCL to encourage career planning from the beginning	Engagement with employer networking events and increase by 10% (140 Research Staff attended employer-led events and fora in 2016-17). 20% increase in those who initiated an application through Talent Bank (in 2016-17, 34 researchers shortlisted through Talent Bank out of 54 researcher-specific posts advertised). Use of "Target Connect", an online data collection booking system for Research Staff to capture biographical data and career support access periods.	End of year review: Sept 2018/2019 End of year review Sept 2018/2019	During the past academic year 274 Research Staff accessed employer led events, an increase of 76% on the numbers of individuals accessing the programme of events in 2017/18. Two years ago we moved to advertising researcher – targeted internships opportunities onto 'Target Connect' that allows researchers to apply direct to the recruiter. A minority of roles are still shortlisted by UCL Careers directly. In 2018/19 we posted 238 researcher – targeted internship opportunities via Target Connect (a 300% increase on 2016/17). As a measure of how this translates to applications, between 1st – 31st July 2019, 21 internships were posted with an average of 47 views and 8 'apply clicks' per internship. Research Staff now access UCL Careers' services by creating an account on our Target Connect system. By August 2019, 1079 Research Staff had a live account. Career development support is promoted to newly appointed Research Staff in regular Research Staff Briefing events. UCL Careers has also been working with a range of discipline – specific Early Career Networks at UCL to promote the offer.

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		Public Engagement Unit (PEU)	Increase ECR engagement with UCL Culture and the Public Engagement Unit.	15% increase of ECR-led public engagement related project through PEU (in 2016-17, 17 ECRs have been involved in public engagement projects.)		Public Engagement Unit's work with early stage researchers has continued steadily. The 15% increase was achieved: 17 projects led by early stage researchers were completed in 2016-17, 12 in 2017-18 (partly owing to an internal restructure within the team) and 17 in 2018-19. More work with researchers is planned for 2019-2021.
Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning Concordat Principle 5	**Ensure central support for Early Career Network events, including funding to deliver locally- identified development needs**	HR OD	Continue to develop strong links with the UCL Research Domains ECNs and other researcher-led networks. Post-doctoral staff to apply to central fund to deliver local events as part of their networks, i.e. writing retreats, inviting external speakers, external coaching, day-long events etc. Invite Research Staff to apply for funding to design and deliver workshops as part of the RSDP.	Regular meetings with the ECNs chairs to monitor engagement and progress against action plan – scheduled to take place every six months. £10,000 funding on offer; if successful increase by 10% each year. Number of funding applications will be monitored and used as a success measure. A gradual annual increase (1- 2) of proposed programmes; currently one programme of nine workshops ECR- designed and ECR-delivered and funded through the RSDP.	Meeting booked every six months. Scheduled to take place annually. May 2018	Strong links exists with UCL Research Domain early stage researcher networks, including regular meetings of the UCL Liaison Committee. Funding opportunities have been increased and formalised through the expansion of the Researcher-led Initiatives Awards. RLIs provide the opportunity for co-creation and more inclusive programming. RLIs were piloted in 2017-18 with postgraduate research students and expanded to include Research Staff in 2018-19. In 2018-19 20 RLIs were offered. Sample feedback from an award holder: “As part of my award, I gained direct experience of organising an event, including elements such as catering, setting up a WiFi code, inviting speakers, promoting and advertising. As panel chair at the event, I also gained experience in skills such as time management and guiding discussion which were crucial in this role. Additionally, I have developed confidence in approaching speakers to invite them to participate. These benefits will be applicable to my academic career going forwards, particularly for organising many types of event such as conferences, stakeholder meetings, and summer schools.” Researchers are invited to contribute to the Research Staff Development Programme each year during the Call for Applications process in May. In 2019-20 we have incorporated a further 2 early stage researcher-led activities included in the L&D Portfolio, bringing the total to 4.

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	Build specialist coaching and mentoring capability and capacity to facilitate researchers' pro-active participation in their own development.	HR OD	Offer accredited coaching programmes to Research Staff. Increase the number of qualified coaches available to coach Early Career Researchers. Develop local mentoring capability and training support. Develop coaching skills of line managers/PIs.	Accredited Coaching Programme for researchers forms part of the RSDP. 18 accredited Research Staff coaches to join the wider UCL Coaching Network. 55 coaching engagements per year for the new pool of research coaches. Delivering local mentoring sessions for researchers included UCL's Coaching and October 2018 Mentoring Framework; two events planned termly. Coaching skills for line managers, including PIs, incorporated into both the October 2018 UCL Coaching and Mentoring Framework and also the UCL Leadership and Management Development Framework and embedded in future leadership development programmes.	Annual: ongoing March 2018 March 2019 October 2018 October 2018	Following a number of departures of qualified coaches we have rebuilt our network of internal coaches, whom we now require to coach 3 clients per year each, in exchange for the specialised training they receive. We also have a Study Assistance Scheme in place which staff can use towards the cost of a coaching qualification. We are currently developing the coaching capacity of our leaders within the new blended learning approach to appraisal. The new online learning component is entitled 'Great Developmental Conversations'. This provides content on using a coaching methodology to have career development conversations that are inclusive, open and ongoing. We intend to test this model with a focus group of principal investigators to ensure it's suitability for researchers' career planning conversations. We have published new mentoring guidance including a mentoring handbook to support local mentoring allocations and networks to develop at a departmental level. We also provide support via a training session on how to deliver mentoring which we offer locally.
	Continue to increase the available learning and development provision and opportunities for researchers in support of the Vitae Researcher Development Framework and the Concordat.	HR OD	Expand the Expand the provision of courses/workshops through the Research Staff Development Programme (RSDP). Expand the leadership and management development provision for PIs through the RSDP.	Increase by 10% the number of places available on researcher development courses (2017-18, RSDP offered 130 courses with around 3,000 places). Increase by 10% the number of places on programmes aimed at PIs (2017-18, 15 courses offered through RSDP with 350 places for PIs).	Annually - reviewed at start of term; next one in Sept 2018	As described above the Research Staff Development Programme has been reviewed and developed and now sits within the Learning and Development Portfolio which creates a more transparent and holistic view of the full entirety of training available to all staff and early stage Research Staff in particular. Over 300 events and more than 6,000 training places offered within the Portfolio focus on Researcher Development specifically (RSDP).

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	UCL Careers	Expand UCL Careers provision for Research Staff.	Increase by 15% the number of researchers undertaking career support per year through UCL Careers (in 2016-17 around 1,148 Research Staff appointments/course places were accessed via UCL Careers provision).	Annually - reviewed at start of term; next one in Sept 2018.	There was an increase of 39% in the numbers of Research Staff accessing one to one appointments between 2017/18 and 2018/19 (185 unique service users in 2018/19). There was an increase of 76% in the numbers of Research Staff accessing an employer –led event between 2017/18 and 2018/19 (274 unique users of events in 2018/19). Since 2016/17 three new workshop topics have been provided to Research Staff including a collaborative activity with UCL Research Facilitators on funding applications. In 2017/18 and 20/19 UCL Careers has collaborated with the Institute of Child Health and its associated Early Career Network to deliver a day – long careers conference 'Professional Careers Beyond Academia'.

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UCL Arena	Increase Higher Education Academy fellowships among Research Staff.	Increase by 20% the number of Research Staff holding HEA fellowships (currently 351).	By Nov 2019; reviewed annually	We have significantly expanded our developmental provision for UCL research supervisors. From September 2018, new supervisors must complete an online course introducing them to regulations, processes and sources of support; they then attend a face to face session which focuses on developing effective supervisory relationships. Experienced supervisors engage with our programme of face to face events, such as our Enhancing Supervisory Practice sessions, or visits from external speakers. In response to significant demand from postdoctoral researchers at UCL about their development as educators, we run a series of two workshops that introduce them to teaching and learning and allow them to put this into practice. The sessions are very well-received: in 2017/18, there were 116 participants who rated the sessions on average 4.7/5. At both sessions, we introduce participants to the UK Professional Standards Framework and discuss how they can use their experience to evidence success at D1. We receive many successful applications at D1 from Postdocs and have also supported those with significant teaching experience and responsibility to work towards D2. Since 2014, UCL Arena has awarded a little over 1200 fellowships, c450 at AFHEA level to early stage researchers and c.500 at FHEA level to researchers, lecturers and teaching fellows.

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Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers Concordat Principle 6	**Review equality and diversity data for researchers and include disability section in Athena SWAN reporting.**	HR Equality, Diversity and Inclusion	Apply to the Business Disability Forum for the Disability Standard charter mark, in support of which a cross-institutional project team had been formed.	Obtain Disability Standard.	Aug 2018	We did not obtain the Disability standard in 2018, however, we will reapply in 2020. This area is supported by new Data Analysts working in the EDI and HR OD teams who will help us to maintain an accurate picture of the profile of staff and their needs.
	Improve data on researchers reporting bullying and harassment at work in Athena SWAN reporting.	HR Equality, Diversity and Inclusion	A number of actions have been included within the Athena SWAN and Race charter marks relating to reporting discrimination, bullying and harassment.	Institutional Silver Athena SWAN success. Bi-annual institutional EDI reporting, leading to a greater awareness of the situation and facilitating corrective action.	Sept 2018	Preventing Sexual Misconduct Manager, now Behaviour and Cultural Change Manager, appointed in June 2018. A conference, Full Stop: Developing an institution-wide strategy for addressing sexual harassment, was held in July 2017 and chaired by Provost to address sexual harassment. The Preventing Sexual Misconduct group was established in September 2017 with Professor Becky Francis appointed by Provost as Chair, and Professor Nigel-Titchner Hooker as deputy. In February 2019 the UCL-wide Support and Report online tool was launched for students and staff to report unacceptable behaviour, including anonymous reporting. Reports from the tool are run on a quarterly basis allowing the institution to take targeted action to address problems. There will be annual Report + Support public reports from March 2020 onwards. However, internal reports are run on a quarterly basis and shared at Faculty level. Further progress includes engaging staff and PhD students in 'Where do you draw the line?': training on preventing harassment and bullying. Delivering 'Taking the Lead' to 160 managers across UCL from Sept 2018 – January 2019.

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	Develop the B-Mentor cross-institutional London-wide mentoring scheme for academic and Research Staff from Black and Minority Ethnic (BME) backgrounds.	HR Equality, Diversity and Inclusion	Promote and develop the scheme at UCL. Develop an 'Inclusive Advocacy' sponsorship scheme for Early Career BME Researchers.	The scheme enables UCL to meet its commitment to increase the 'net diversity' of senior staff in grades 9 and 10 at UCL – primarily looking at disability, gender and race - to achieve a 5% increase by 2019. Deliver workshops for 'sponsors' in February 2018 and launch scheme in May 2018.	By Sep 2019. May 2018	B-Mentor programme continues to run as a cross-institutional collaboration. 2017/18 – 9 mentees from (All mentees BME, 6 female) UCL (4 from QMUL and 1 form LSE) 2018/19 – 10 mentees from (all mentees BME, 9 female) UCL (5 from QMUL and 1 from Kings) Staff progression is not directly tracked from the B-MEntor scheme and is only one of a number of contributory factors. Inclusive advocacy sponsorship scheme is now established. Workshops for sponsors were held throughout 2018 and 10 BME ECR's were matched in 2019.
The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK. **Concordat Principle 7**	**Continue to survey and monitor researcher's views on their career development, to inform our future provision.**	HR OD RSCG	Increase participation of researchers in development surveys. Obtain researcher-specific feedback from the 2017 UCL Staff Survey. Take steps to increase participation levels from ECRs and PIs in all surveys.	10% increased response rates CROS 2017 n=368 (14%). PIRLS 2017 n=313 (8.5%)	2019 January 2018	CROS responses improved by 234 %., as responses rose to 856. A decision was taken not to pursue PIRLS but to engage Principal Investigators directly in a series of focus groups where conversation was focused around understanding the unique development and support needs of research leaders. The Staff Survey was paused owing to withdrawal of the provider from the sector. We propose instead a new approach to the way we measure the engagement of our staff, providing deeper insights to drive higher engagement through simplified, targeted action planning. A new provider has been secured, and new staff surveys will resume from 2020.

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	Engage with the Faculties and the researcher community to fulfil the HRERA Action Plan requirements.	RSCG Vice-Deans Research	Distribute the HRERA Action Plan to Academic Faculties. Annual Review by the RSCG of the researcher development KPIs with each Vice-Dean Research.	Through Annual Reporting	March 2018; monitored annually through the RSCG.	This action was completed.The Action Plan has been monitored through the RSCG annually and this review has relied on the partcipation of the RSCG, Faculty leaders and the UCL ECR Liaison Committee.
	UCL will continue to liaise with Vitae and other institutions and organisations to share, publicise, and implement practices to support individual researchers' development and the overall sustainability of UK research careers.	HR RSCG	Support the 2017 Research Councils UK review of the Concordat to Support Researcher Career Development through input from Prof David Bogle, chair of the group.	Publication of information and UCL wide promotion of the new Concordat.	Aug-18	UCL participated fully in the review of the Concordat, including through the chairship of Professor David Bogle. New Concordat published on the Researcher Development webpages. UCL expects to sign the new Concordat 2019 imminently and will use the HR Excellence in Research Award process to monitor progress against our committment.