

- a) 90% of posts to be filled first time and 95% of those offered an appointment to take up the post. For the period 1st August 2016–31st November 2017 these figures were 95% and 98% (Principle 1);
- b) CROS survey results show 5-10% improvement in all 'recognition and value' responses. CROS results showed an average of 17% improvement across all 'recognition and value' responses (Principle 2);
- c) Another two cohorts to complete the Research Leadership Programme (RLP), 40 researchers to benefit from Rising Stars Awards, and 40 staff to benefit from the revised Sabbatical Scheme. Since the last Concordat submission there have been two cohorts of the RLP (26 participants). The Rising Stars Scheme has supported 29 staff and the Sabbatical Scheme has supported 22 staff since the last Concordat submission. We have another round of both the Sabbatical Scheme and the Rising Stars Scheme scheduled for early 2018 which should enable us to meet this KPI (Principle 3);
- d) 200 staff to participate in mentoring under the Research Mentoring Framework. 330 staff have participated in mentoring either as mentor or mentee (Principle 4);
- e) Number of responses to CROS survey to be increased to 50 respondents. In 2017 the University of Brighton had 86 CROS respondents (Principle 5);
- f) Maintain CROS results on the University's commitment to Equality and Diversity. CROS results to this question dropped by 5%, which in absolute terms is 69 staff responding positively as opposed to 43 in 2015 due to different response rates and is not considered to be a statistically significant drop (Principle 6).

In addition, the University is pleased with the success of our new online Research Orientation for New Staff and Resources for Leaders and Managers. These webpages have had 310 and 60 unique hits during the first year. We have also developed a new Recruitment and Selection Policy that strengthens commitment to open and transparent recruitment based on skills and experience, a new Research Integrity Policy which revises and expands on our previous Code of Good Conduct in Research, and a policy on the employment of fixed-term staff. We have incorporated, extremely popular workshops on planning for a research career to enable staff to consider their research careers using the RDF and to prepare for promotions panels. We have a new Equality and Diversity and Inclusion Strategic Plan which will be published early in 2018. We retained institutional Bronze under the expanded Athena Swan Charter (2016) and are a Disability Confident Level 2 employer (2016). We are also members of the Race Equality Charter (2016), Stonewall (2013) and are signatories to the Time to Change pledge (2016).

3 Next steps, strategy for the next two years and success measures

Our strategy for the next two years has three main elements:

This stream of work builds on existing ECR support, including the ECR Ambassador Post, Future's Bright annual conference and has been guided by input from the focus groups. We commit to:

- a) a focus on the development of enterprise and knowledge transfer skills and support for these activities through the newly created RESP department and with the support of a newly created Enterprise Champion position (Actions 8, 9 and 10);
- b) enhancing personal career support through research mentoring. The University has set ambitious targets for mentoring and it is hoped that this focus on individuals and their needs will contribute to the delivery of many of our strategic ambitions (Action 26);
- c) enhancing the understanding of academic quality of research. For example, we will use the quality assessment of outputs in preparation for our REF submission to spread an

- understanding of quality levels within individual disciplines through calibration exercises facilitated at a local level (Action 17);
- d) the development of specific research induction and training provision for the significant proportion of staff at Brighton who are ECRs but who have a professional background (Action 13);
 - e) encouraging peer support through our ECR network (Action 30);
 - f) a focus on building PGR supervisory experience for ECRs through a new self-directed professional development approach to supervisor development, and through targeting University-funded studentships at less experienced supervisors (Action 31).