



**Senate**

<b>Paper Title</b>	Vice-Principals' reports.
<b>Outcome requested</b>	Senate is asked to <b>note</b> the Vice-Principal's reports.
<b>Points for Senate members to note and further information</b>	N/A
<b>Questions for Senate to consider</b>	N/A
<b>Regulatory/statutory reference points</b>	N/A
<b>Strategy and risk</b>	N/A
<b>Reporting/consideration route for the paper</b>	N/A
<b>Authors</b>	Professor Steve Thornton, Vice-Principal (Health) Professor Matthew Hilton, Vice-Principal (Humanities & Social Sciences) Professor Wen Wang, Vice Principal (Science & Engineering) Professor Stephanie Marshall, Vice-Principal (Education) Dr Philippa Lloyd, Vice-Principal (Policy and Strategic Partnerships) Professor Andrew Livingston (Research and Innovation) Sheila Gupta MBE (People, Culture and Inclusion)



## SCHOOL OF MEDICINE AND DENTISTRY – REPORT TO SENATE NOVEMBER 2020

### Undergraduate and postgraduate recruitment

As of 13<sup>th</sup> November, total enrolments have exceeded target, largely due to over-recruitment at undergraduate level, including the MBBS in both London and Malta, and an increase in continuing students. The Malta MBBS has recruited exceptionally well with 89 firm acceptances against a target of 60. Postgraduate recruitment is currently 33 below target, with a decline in overseas recruitment impacting on the overall position.

Applications to SMD clinical and non-clinical undergraduate programmes have been strong, with increases in applications across clinical programmes.

Applications 2020	Applications 2021
<b>A100 – 5 year MB BS</b>	<b>A100 – 5 year MB BS</b>
2173 (H:1690, O: 483)	2679 (H: 1998, O: 681)
<b>A101 – 4 year GEP MB BS</b>	<b>A101 – 4 year GEP MB BS</b>
1482 (H: 1392, O: 90)	1803 (H:1602, O: 201)
<b>B960 – Physician Associates</b>	<b>B960 – Physician Associates</b>
327	498

Applications 2020	Applications 2021
<b>BDS Pre-clinical Dentistry</b>	<b>BDS Pre-clinical Dentistry</b>
Total: 609 of which Home: 507 Overseas: 102	Total: 806 of which Home: 671 Overseas: 135
<b>BSc Oral Health</b>	<b>BSc Oral Health</b>
Total: 146 of which Home: 127 Overseas: 19	Total: 123 of which Home: 107 Overseas: 16

Applications to the BSc in Pharmacology have increased on last year's figures, including in overseas recruitment. The BSc in Neuroscience currently has 174 applications against 202 applications in the 2019/20 cycle, although it is anticipated that this programme will meet target.

### Research Awards

SMD research awards to date for the 2020/1 are £31.5m, in line with awards value at the same point in 2019. Indicative successes in November include:

<b>MRC Programme Grant</b>	£2.8m Paul Kelly, Blizzard Institute
<b>MRC Programme Grant</b>	£0.9m Sussan Nourshargh [Co-I], WHRI
<b>MRC CRDF</b>	£1.5m Miguel Ganuza, BCI
<b>MRC NIRG</b>	£0.5m Adrian Biddle, Blizzard

<b>MRC Project Grant</b>	£0.7m Kairbaan Hodiwala-Diilke, BCI
<b>MRC Project Grant</b>	£0.65m Costantino Pitzalis, WHRI
<b>UKRI GCRF Covid</b>	£0.5m David McCoy, IPHS
<b>ESRC</b>	£0.4m Francois Van Loggerneberg, IPHS
<b>NIHR EME</b>	£3m Jonathan Grigg, Blizard
<b>NIHR</b>	£0.4m Katherine Myers-Smith, Wolfson
<b>NIHR</b>	£0.6m Bobby Mihaylova, IPHS
<b>BHF Chair Renewal</b>	£1.3m Federica Marelli-Berg, WHRI
<b>BHF DTP</b>	£1.7m Amrita Ahluwalia, WHRI
<b>BHF Project Grant</b>	£0.26m Adrian Hobbs, WHRI
<b>CRUK Programme Foundation Grant</b>	£1.5m Susana Godinho, BCI

The total value of bids submitted in the current financial year is £131,070,663.

## VP Report to Senate – Faculty of Humanities and Social Sciences

November 2020

### Education news

#### Pulse Surveys in HSS

With a view to understanding the student experience and satisfaction early on in the semester, Schools in HSS ran pulse surveys asking students questions about blended learning and how the provision could be improved. The students engaged positively with this, and Schools reported higher than expected response rates. From these surveys Schools chose different mechanisms of closing the feedback loop, some sent written reports to cohorts, and others conducted town hall meetings or focus groups.

#### Student-Staff Liaison

Working closely with the Students' Union VP HSS, discussions with Schools are exploring different options for development of the Student Staff Liaison Committees in HSS. Schools are setting up Teams channels for cohorts to communicate and feedback, staff presence on these allows for 'Myth busting' and quick resolution but also helps to foster a learning community when we are not physically together.

#### BAME Mentoring

In recognition of the content taught and the needs of our students we have developed a specialist mentoring provision with UMO (University Mentoring Organisation), which is a non-profit social enterprise, providing a specialised mental health mentoring service to students at UK Higher Education Institutes (HEIs). We wanted to offer support for students who may not see themselves represented in the support services within Queen Mary but need safe space to talk about the impact of certain topics on their mental health. Working closely with UMO and Niall Morrissey to roll this out, the pilot has been offered to four Schools within HSS: SPIR, History, SED and Geography.

#### NSS Task Force

There have been high levels of interest and engagement within HSS for the NSS Task Force consultancy provision. Tom Loya, a specialist NSS consultant, is working with six Schools within HSS (SBM, SEF, Law, SED, SLLF and Geography) to work with the Loya model in early 2021. SPIR were the first to engage Tom Loya and are now in the stages of planning next steps. From this SPIR model, Lucie Langley (Faculty Education Manager) will be able to carry out the next stage of work in the other Schools in HSS with a view to having an impact on both staff and student experience.

#### Senior Tutor Meetings

We have reinvigorated the HSS Senior Tutor meetings previously supported by a central team. We want to support those staff tasked with Pastoral support in the same way we do those tasked with Education. The meetings are being positively received and we learn a lot from talking with colleagues in similar roles across the Faculty. We are now looking at group training and other elements of showcasing Queen Mary excellence in support.

### Research news

#### Covid-19 related Research Awards

The Faculty has been successful in obtaining **over £1.5million** of Covid-19 related awards from UKRI. The precise details have been embargoed until early December but consist of 4 awards across

several schools, working in collaboration with some colleagues in other faculties. An announcement will be made shortly.

## **Staff news**

### **Dr Catherine Silverstone**

It was with great sadness that we learnt of the death of Dr Catherine Silverstone, Head of the School of English and Drama, on 4 October. A longstanding member of the Department of Drama, Catherine was loved and admired across the School and the Faculty. The School has received hundreds of condolences messages from past and present students, staff, and friends. These are now available to read on the School's website. A memorial bench for Catherine has been installed in the ArtsOne first floor quadrangle. The bench was funded and organised by a group of students, with an inscription from Catherine's article on Derek Jarman, "Images, texts, and memories are unable to stand in for the fullness of the presence that has been lost".

### **Professor Martin Laffin, elected as a Fellow of the Academy of Social Sciences**

Professor Martin Laffin, Professor of Public Management in the School of Business and Management has been conferred the award of Fellow of the Academy of Social Sciences. He said of the award " *I am delighted to be recognised by the Academy of Social Sciences in this way. Academy fellowship is a particular honour as it recognises not only the quality of fellow's research but also our wider contribution to the professional development and standing of the social sciences.*" Professor Laffin was elected alongside 72 other UK social scientists for their outstanding contributions to research, and for their application of social science to policy, education, society and the economy.

### **Faculty Leadership Roles**

Marie Gallagher has been appointed as interim Faculty Operating Officer. Marie was previously School Manager in the School of Business and Management since January 2018.

### **Deputy Dean for Research (PGR)**

Dr Costanza Russo, Senior Lecturer in International Banking Law and Business Ethics in the Centre for Commercial Law Studies, has been appointed as Deputy Dean for Research (PGR). Dr Russo will replace Professor Adrian Armstrong from January 2021.

### **Head of School, SLLF**

Professor Parvati Nair, the current Head of School, has kindly agreed to extend her term of office for a further year, taking her up to the summer of 2022.

### **HSS in the news**

Thirty years on from German reunification, Dr Anna Raute, School of Economics and Finance, has published a working paper which sheds new light on the impact it had on women. This received widespread coverage including a feature in the *New York Times* and an opinion piece for *The Conversation*.

Dr Daniel Lee, School of History has received critical acclaim for his book about little-known SS officer Dr Robert Griesinger. The book, *The SS Officer's Armchair*, tells the story of the life of Dr Robert Griesinger from Stuttgart, a low-ranking Nazi official who, like most Nazis outside of Hitler's inner circle, has remained relatively unknown. This received coverage in the major nationals as well as follow-up interviews with the BBC.



## Senate

<b>Paper Title</b>	Vice-Principal Science & Engineering - update
<b>Outcome requested</b>	Senate is asked to note the report
<b>Points for Senate members to note and further information</b>	This report provides an update on activities relating to key priorities between September 2020 - November 2020, detailing developments in Education, Research and Transnational programmes.
<b>Questions for Senate to consider</b>	N/A
<b>Regulatory/statutory reference points</b>	N/A
<b>Strategy and risk</b>	Relates to all aspects of QMUL strategy and all sections of the Risk Register.
<b>Reporting/consideration route for the paper</b>	For Senate only
<b>Authors</b>	Elizabeth Powell. Faculty Governance & Planning Manager
<b>Sponsor</b>	Professor Wen Wang, Vice Principal Science & Engineering

## **Summary**

Since my last report the Faculty has been engaging in its annual planning round discussions with schools to consider both short and long term plans for growth and improvement in Research, Education and International activities. During Semester 1, the Faculty have worked hard to ensure that students are offered a high quality and rewarding experience through blended learning. The Faculty have been successful in bidding for and securing a number of prestigious grant awards. We continue to support the wider University in our work on Equality, Diversity and Inclusion, and have undertaken initiatives to engage staff in this area, such as our People Profile Series for Black History Month. Working with the VP-PCI and her team, EECS submitted its proposal to DeepMind for a Black Academic Fellowship in Computer Science/AI.

## **Education**

Thanks to the hard work and dedication from all members of the Faculty, we are confident that Semester 1 is offering a high quality, rewarding experience both to students and to staff. The Faculty have undertaken a Faculty-wide pulse survey to better understand the students' experience of blended learning over the first 5 weeks of this Semester. Across all five schools, 677 students completed this pulse survey. As might be anticipated, opinion was divided: some students reported that they find the new mode of blended learning very rewarding, while others report that they do not enjoy working online and remote from their peers. We are currently reviewing all data with a view to making appropriate changes for Semester 2. Where changes cannot be made, we will respond to students so that they are reassured that we have heard their feedback and enacted change wherever practicable. It is intended to survey students again to assess their experience in the second half of the Semester once they are more familiar with blended learning and have overcome any initial challenges.

I am delighted to announce that we have received 10 nominations for the Education Excellence Awards and for the President and Principal's Prizes. The applications highlight and celebrate the commitment and innovation of staff across Science and Engineering to enhancing the education experience during a very challenging time.

## **Research**

The Faculty has continued to be successful in bidding for substantive grants, including a £10M application from SBCS submitted to the NERC on its Changing Environment call. In SEMS, Dr Ana Sobrido received her UKRI Future Leader Fellowship, bringing our FLF fellows to 4 in Science and Engineering. In addition, two applications were selected by VPRAG to be submitted to Round 6 of the UKRI future leader fellowship call.

I am delighted to report that Professor Sean Gong from EECS has been awarded a highly competitive Medal of Achievement in Vision Engineering by IET. Professor Sasha Sodin from SMS has been awarded a prestigious Phillip Leverhulme Prize by the Leverhulme Trust for his research in Mathematical Physics.

In November, Dr Chris Eizaguirre, our Deputy Dean for Research Impact, has brought together individuals involved in industry engagement in Schools and Institutes to collectively develop S&E's Industry Engagement Strategy. The industry enabling group will drive forward our industry strategy that builds on our expertise in schools.

Since my last report, the Environment statements for the REF submission have been reviewed by the REF coordination group. Feedback will be provided to UoAs at the next UoA coordination group meeting. A review of all impact case studies is currently underway. All UoAs are on target to complete and submit in all areas of our REF submission.

## **International**

Our TNEs are progressing well with online teaching and preparations for the winter examinations. Colleagues have been working extremely hard to ensure teaching runs as smoothly as possible. As students are all on campus, they will be sitting physical exams as usual, and student surveys will take place at the end of the month.

Final enrolment figures for Year one JPs/JEI students for 20/21 are: BUPT JP 670, NCU JP 247, NPU JEI 229 (total 1,146). This brings our TNE total number of students to more than 4,600.

In November, Queen Mary and BUPT Presidents signed a MoU on a joint Confucius Institute. A Joint International Teaching and Learning Centre will be launched between the two universities.

I am pleased to report that the NPU programme was recently nominated for a British Business Award. Planning continues on the four new Masters programmes and we are also working on creating a programme of study for NPU students to study in London for their final year.

### **Change in Faculty Leadership and staff development**

I am delighted to announce that following a consultation within the School of Electronic Engineering and Computer Science and selection interviews, Professor Steve Uhlig has been offered and accepted the role of Head of School. Steve joined Queen Mary in 2012 as Head of the Networks Group and has been a member of the School's senior management team. I am confident that Steve can lead the School in its next phase of growth and towards Queen Mary's 2030 Strategy.

I would like to take this opportunity to thank Professor Simon Lucas for the work he has done whilst Head of School since August 2017. Simon's leadership has particularly aided the growth of data science and game AI in the School and the enhancement of industrial partnership.

I am pleased to announce that we have two new Queen Mary Academy Fellows; Dr Lesley Howell (Lecturer in Pharmaceutical / Medicinal Chemistry) and Dr Steven Buckingham (Senior Lecturer in Biomedical Sciences), both based in SBCS, will contribute to the development of blended learning and Peer-Led Team Learning.

### **Equality Diversity and Inclusion**

In October, S&E led the way in marking Black History Month 2020 at Queen Mary, celebrating the work of historical and contemporary Black scientists, researchers and contributors through our People Profile Series. We are currently reviewing the workload allocation, support and recognition awarded to those working on EDI within the Faculty. We hope this review will result in staff feeling well supported to engage effectively with EDI work and help embed EDI across the Faculty. Finally I am delighted to report that colleagues in EECS, by working with the VP PCI and her team, have submitted a funding proposal to DeepMind for a funded fellowship in Computer Science/AI, targeting applicants from backgrounds that are underrepresented within this field through positive action and the use of equal merit recruitment.





### Senate

<b>Paper Title</b>	Vice-Principal (Education) – Update
<b>Outcome requested</b>	Senate is asked to note the report
<b>Points for Senate members to note and further information</b>	<p>This paper provides an update on:</p> <ul style="list-style-type: none"> <li>• Education Leadership</li> <li>• Education 3.0</li> <li>• Education 3.1</li> <li>• The National Student Survey</li> <li>• Student Surveys</li> <li>• The Queen Mary Academy</li> <li>• Office for Students regulatory matters</li> <li>• Student Engagement</li> </ul>
<b>Questions for Senate to consider</b>	N/A
<b>Regulatory/statutory reference points</b>	N/A
<b>Strategy and risk</b>	Relates to the Education and Student Experience aspects of Strategy 2030, and associated risks
<b>Reporting/consideration route for the paper</b>	For Senate only
<b>Authors</b>	Robert Cashman, Executive Officer (Education)
<b>Sponsor</b>	Professor Stephanie Marshall, Vice-Principal (Education)

## **Vice-Principal (Education) Update – November 2020**

### **Education Leadership**

1. The Programme Director and Director of Education fora have now resumed for the new academic year. The first meetings of both presented an opportunity to review the early successes and challenges of blended learning in 2020/21, and to take a forward look to Semester B. The two fora will be meeting monthly.
2. The Education Excellence Awards for 2020/21 have now closed for nominations. We have had an encouraging response, with 32 nominations received across all three Faculties. Nominations were reviewed first by the respective Faculty panel, and then by the central panel. Decisions will be announced at a presentation on 8 December and then shared through E-Bulletin.
3. At its away day in October, SET reviewed the updated Education Enabling Plan and the strategic initiatives which will underpin the Plan. An ESAT away day has since taken place at which plans were developed for the delivery of these strategic initiatives.
4. Professor Sian Bayne (Professor of Digital Education, University of Edinburgh) has accepted an invitation to deliver the Drapers' Lecture on Teaching and Learning in 2021. This will be taking place on 24 March 2021 at 18:30, and representatives of the Drapers' Company have been invited to attend.
5. Professor Janet De Wilde has been re-elected to the Executive Committee of the UK Council for Graduate Education. The UKCGE is the national representative body for postgraduate education and research.

### **Delivering education during 2019/20 in response to the Coronavirus (Education 3.0)**

6. Since the last meeting of Senate, the work of the Coronavirus Response – Education Support Sub Group (Education 3.0) has now concluded. The group has already reported to Senate on its work, with a particular emphasis on the measures put in place during 2019/20 to support students and to maintain academic quality and standards.
7. At its final meeting, the group considered the lessons learned from the response. It was felt that the group had been flexible in its approach and had had appropriate membership. I would like to reiterate my thanks to all those involved across campus, from all faculties and professional services directorates.
8. The group has noted that targeted support for those students who progressed into 2020/21 who would not ordinarily have done so will be needed. This will be overseen by the Deans for Education and by ESAT.

### **Education in the 2020/21 academic year (Education 3.1)**

9. Since the last meeting, Education 3.1 has also completed its work and undertaken a review of the lessons learned from the project. A considerable volume of work has been undertaken within the scope of Education 3.1 and I am grateful for the contributions of all colleagues involved.
10. Since the beginning of the 2020/21 academic year we have received considerable positive feedback from students which has demonstrated the success of our on-line provision, to include such comments as 'really forces you to think', through to 'the quality is good, with much more interactivity such as quizzes, voting, and break out activities'.

We continue to refine our overall blended learning approach, where students have asked for more in-person teaching, which has posed its own particular challenges in some areas.

11. Planning for Semester B continues, and is a feature of educational leadership fora as detailed above. EQSB has made a number of decisions on assessments in light of the experience of 2019/20, and these have been disseminated to Schools and Institutes.

### **National Student Survey**

12. The NSS Taskforce has been meeting regularly and has secured funding to engage Thomas Loya Consulting Ltd (who had been commissioned by SPIR to support its student experience and NSS improvement programme) to provide independent input for nine Schools/Institutes. It is expected that this work will be completed by the end of 2020 or in early 2021.
13. The Office for Students issued a stakeholder survey as part of the review of the NSS. An institutional response was prepared in consultation with ESAT, the NSS Taskforce, PSLT, faculty executives, and SET before submitting.
14. While the Office for Students have advised that institutions are not required to promote the NSS in 2021, a QMUL plan for promoting the survey will be developed in time for early 2021 to reflect its importance to the student voice.

### **Student Surveys**

15. Reports on the 2020 UKES and PTES were considered by EQSB at its last meeting. Participation in both had been low, but the PTES results had remained similar to those in 2019. The UKES participation was particularly low, and it was noted that the overall number of institutions participating in the UK had been decreasing.
16. During 2020/21 Queen Mary will be participating in PRES, PTES and UKES. Schools/Institutes will have discretion over how they publicise the UKES.
17. The Arrivals Survey was carried out between September and October has been revised for this year to take account of the changed context. There has been a positive response rate of over 17% (compared to 5% last year). Early indications from the data are positive. Full analysis of the results is being undertaken by ITS and Student and Academic Services.

### **Queen Mary Academy**

18. Dr Angela Gallagher-Brett will join the Queen Mary Academy on 7 December 2020 as 0.4fte Academic Practice Taught Programmes Manager working alongside Dr Stephanie Fuller.
19. A funding round for the [Westfield Fund](#) has been conducted. This round is being jointly administered by the Queen Mary Academy and QM Online. A range of different types of projects are being considered and which are aligned to the strategic priorities for the development of our digital capabilities, in support of our strategic ambition to provide a world-class digital and physical learning environment for students. 23 applications were made for projects to take place during 2020/21.
20. In conjunction with ELU, ITS, QMSU and SAS, the Academy has made available a series of new resources covering support for managing online sessions. This includes [practical guidance](#) as well as training sessions (for which [recordings](#) are now available).

21. The Academy will be hosting the Queen Mary Festival of Education 2021: Celebrating our Blended and Innovative Learning Approaches in Week 7 of Semester 2 (8-12 March 2021). This will be a celebration of the many achievements of recent months, with particular focus on online and blended learning, innovative approaches and successes, flexibility and student voice. The Festival will include daily keynotes (to include senior global university leaders) between 12noon and 2pm each day, as well as a series of thematic workshops throughout the week. Contributions are very welcome, and any suggestions should be directed to Janet De Wilde.
22. Over the course of 2020/21, the Academy will be developing the Queen Mary Academy Fellows scheme, student engagement activities, and launching a new student internships scheme. Guidance on inclusive curriculum practice, building on the work undertaken through Going for Gold, is in development and will be brought to a future meeting of EQSB.
23. Last year Queen Mary was one of 17 successful institutions that received funding from Research England and the Office for Students to improve support for the mental health and wellbeing of postgraduate research students. The project ran between April 2018 and January 2020 and [the project webpage](#) has been updated to include a set of open-access training resources developed with the Charlie Waller Trust.
24. The Researcher Development team has developed a new set of QMplus resources [Wellbeing for Researchers](#). This resource, created with PhD students and supervisors in mind, aims to help increase mental health awareness through four asynchronous online courses and to signpost to training and support at Queen Mary. The online courses were developed by the University of Durham as part of their own Catalyst Fund project.

### **Office for Students**

25. The Office for Students has now published its business plan for 2020/21. The plan covers the remainder of the year to 31 March 2021 and sets out the priority areas of work for the OfS.
26. The business plan sets out a plan to resume currently suspended consultations (covering monetary penalties, and harassment and sexual misconduct in higher education), and to consult on changes to the overarching approach to funding.
27. The OfS has launched a consultation on the approach to quality and standards. The consultation is proposing to set numerical baselines for student outcomes and assess institutions' performance in relation to these. A response is being drafted by ARCS prior to wider consultation and will be submitted by the deadline of 12 January 2021.
28. The OfS has informed providers of its intention to publish a Start to Success indicator. This measure would bring together data on projected non-completion with graduate outcomes data. A preview of the data has been received and reviewed by SET.

### **Student Engagement**

29. Work is continuing between QMSU, ARCS, the Faculties and the Queen Mary Academy to enhance the Student-Staff Liaison Committee system.
30. The second day of the QMSU Executive Officers' orientation took place in October and provided an opportunity for discussion with SET members on QMSU priorities for this academic year.

## Senate update: VP, Policy and Strategic Partnerships – October-November 2020

### COVID-19

I have continued to liaise with Tower Hamlets, and more recently Camden and Islington, as appropriate, working closely with Sarah Cows, Director of Student and Academic Services, and others as appropriate across the institution. Between us, we attend the key local authority meetings where the latest data, key messages, updates on Government policy and interventions are shared and considered. I also chair a weekly meeting with the Students' Union, which Sarah also attends, along with representatives from Estates, Communications, Security, and Health and Safety.

### Degree apprenticeships/Institute of Technology

The latest on the Institute of Technology is that following consultation, the Mayor of London has now formally decided to move some GLA offices to the Crystal facility, finally ruling out this location for our IoT. The good news is that following an assessment of space at the nearby London City Island development in Canning Town, we believe the space, location and transport connections would enable a successful IoT to launch at the back end of 2021. As things stand, we have tabled an offer to the developer and hope to enter the New Year with greater certainty on the facility location.

On Degree Apprenticeships:

- Since my last update, we have begun recruitment to the Economics Master's Apprenticeship Programme with 187 civil servants from all major departments attending the launch event for the Programme.
- We have relaunched the Social Change Degree Apprenticeship with a renewed focus on helping the charitable/ voluntary sector upskill/ reskill existing staff whilst retaining our commitment to help diversify the sector workforce. Unicef and Crisis and new confirmed employer partners for September 2021 entry.
- Goldman Sachs, KPMG and Morgan Stanley have all committed to expanded cohorts of apprentices on our undergraduate software engineering degree apprenticeship. Discussions are underway with EY and PWC about a potential partnership for September entry also.
- Work is now underway to scope the development of two new Degree Apprenticeship programmes, a lv.7 Solicitor Apprenticeship with the School of Law and a lv.6 Financial Services Professional Apprenticeship with School of Economics and Finance.

### Executive Education/CPD/Enterprise Activities

The Enterprise Process Improvement and Change (EPIC) project continues to codify and formalise working policies and processes for short courses and executive education, degree apprenticeships, consultancy, and summer schools. Two policies are now completed, with the final two in the final draft stage. There are five processes at the first draft stage, along with two supporting documents. Once all are complete and ratified by the project board, they will be submitted to SET for endorsement and rolled out to schools and institutes.

This year, we have been working hard to deliver government funded training for local SMEs and entrepreneurs as part of the University Enterprise Zone project. This October, we welcomed our first cohort for two one-day courses: Your Business DNA and Success on the Pitch. Feedback has been overwhelmingly positive, with one participant stating: “This course was tailored to our specific needs. Our coach was able to make sure we understood the topics and materials. We were coming no experience or knowledge, yet it was easy to follow and understand the course.”

## **Public engagement and civic responsibility**

Under my sponsorship, the Centre for Public Engagement (CPE) is applying to the National Coordinating Centre for Public Engagement (NCCPE) for a renewed Engage Watermark assessment, with the aim of being the first University to be reviewed as offering ‘Platinum’ support for public engagement in 2021 – after being the first to receive ‘Gold’ in 2016. Evidence has been submitted to the NCCPE, and we are now at the stage of collecting views from staff and students across Queen Mary – a survey [is open now](#).

Recommendations provided by the NCCPE, as part of the Engage Watermark process, will form the basis of a refreshed strategic direction for public engagement at Queen Mary. Alongside the Watermark assessment, the CPE is launching a new:

- Public Engagement Enabling Plan [currently in development];
- Public Engagement Leadership Forum – to provide strategic support and collective accountability for public engagement across Queen Mary [I am chairing, first meeting 18<sup>th</sup> Dec];
- Engaged Topics Network – to build a public engagement community, enable learning, and foster new collaborations across Queen Mary [launching early 2021].

The CPE supported the development of the Strength in Places funding proposal to develop a data-driven health research hub in Whitechapel, co-producing a community engagement roadmap with external stakeholders. Social Action for Health, Tower Hamlets Council for Voluntary Service, Barts NHS Trust, Centre of the Cell, Tower Hamlets Council and London Citizens all contributed to the development of a strategy covering three key areas: inspiring young people and families through outreach, building home-grown talent through skills and jobs opportunities, and working together with local people to improve health through engaged research.

Planning for the 2021 Festival of Communities is underway, with a need to develop a flexible event which can work within the confines of any potential social distancing regulations. As such, the current proposal suggests the Festival could take place across five days in the May school half term (as opposed to a June weekend) and involve a range of activities both on and offline, subject to consultation with community partners.

A successful [Being Human](#) festival took place in November, with seven online events hosted by Queen Mary staff and students covering topics such as Covid-19 themed art, reproduction, and the history of colonialism.

As mentioned in the previous Senate report, we are in the process of developing a Civic University Agreement (CUA), to recognise our role and responsibility within east London. The CPE has launched a programme of [community listening](#) across east London boroughs, gathering insights on local priorities and opportunities through a series of 1:1 interviews, focus groups and an online survey. This insight will be analysed in early 2021 and will form the basis of the CUA commitments.

When applying to be a Partner member of the Civic University Network, we committed to forming a London Forum to bring together universities across London who are exploring their

civic responsibilities. I chaired the first London Forum meeting on the 11<sup>th</sup> November, with the NCCPE as our co-host. Representatives of 28 different universities were in attendance, with presentations from our own CPE on our community listening plans, London Met and City University collaborations, and the Institute of Community Studies, alongside opportunities for attendees to meet each other. Notes from the meeting are [available online](#) – there was a strong call for building a better understanding of the geographical and thematic areas different universities cover, in order to explore opportunities to collaborate. London Higher is interested in leading this mapping process, as a voluntary membership body of London universities.

I also chaired the ‘Reimagining the relationship between universities and the NHS’ webinar on the 30<sup>th</sup> November, hosted by the Civic University Network in partnership with the NHS Confederation. 300 attendees from across the NHS and HE joined us to hear from Lord Victor Adebawale (Chair of NHS Confederation), Dame Jackie Daniel (CEO of Newcastle NHS Trust), Dr Farzana Hussain (GP and Clinical Director of Newham Primary Care Network), and Peter O’Brien (Executive Director of Yorkshire Universities). Notes and a recording will be made available in due course.

## **Sustainability**

The environmental sustainability policy and the environmental sustainability action plan, which is the operations plan for the next 2-3 years, have been approved by the Senior Executive Team and should be published on the website shortly. We will report progress against the action plan at the Sustainability Committee and SET during the year. The Sustainability Committee met in early October and received a number of reports, including on public engagement and business development, where we were benchmarking ourselves against the sustainability leadership scorecard to identify where we currently stood and how we might do better in these areas.

## **Other items**

The Industry Forum has met during this period, and the alumni and development team presented on their work on engagement with alumni and the foundations we are laying on fundraising and the development of links with trusts, foundations and corporate sponsors. Other parts of Queen Mary could see through this presentation how they might work to and more closely with the alumni and development team.

Strategic partners Donmar Warehouse are hosting 10 student consultants this term and are also delivering exclusive self-presentation skills training to students on the Student Consultancy Project (SCP). LinkedIn will also be delivering an exclusive training session to the student consultants focused on maximising their online profiles to impress employers. Overall 90 students are completing 18 external consultancy projects in the autumn 2020 programme.

The SCP team also hosted a practice-sharing webinar on 3 November aimed at sharing best practice with other HEIs around supporting students and SMEs through student-led projects. 66 colleagues at other HEIs signed up and 35 attended. As a result the SCP team is now working collaboratively with colleagues at Southampton, Oxford and LSE to more regularly share best practice in student-led consulting.

Partnerships Board met in early November and an update is provided separately. I chair the Memorandum of Agreement review panel which keeps under review and oversees the

operation of the memorandum of agreement between the Students' Union and the University, with one meeting on 21 October and the next on 16 December. The Honorary Degrees and Fellowships Working Group, which I chair, met on 21 October, and the Honorary Degrees and Fellowships Committee met on 23 November to consider nominations and recommendations of the Working Group. I also chaired the Charterhouse Square Projects Board, where we are making progress on a collection of separate but interdependent estates projects funded by Barts Charity on that campus.





## Senate

<b>Paper Title</b>	Research Environment Update
<b>Outcome requested</b>	Senate is asked to <b>note</b> the update on the Research Environment as at December 2020.
<b>Points for Senate members to note and further information</b>	<p>The purpose of this paper is to update Council on:</p> <ul style="list-style-type: none"> <li>• Submission of KEF Narratives</li> <li>• Submission of Strength in Places Fund (SIPF) bid</li> <li>• Appointment of DERI Director.</li> <li>• The arrangements being made to support penultimate year UKRI funded PhD students whose research is affected adversely by the COVID-19 pandemic</li> <li>• The support being provided for our researchers to mitigate the effects of the restricted access to laboratories from March-June 2020</li> <li>• Utilisation of the Research Capital Infrastructure Fund (Paper agreed at SET 3 November 2020)</li> <li>• Research Overheads Policy and Governance (Paper agreed at SET 24 November 2020)</li> </ul>
<b>Questions for Senate to consider</b>	N/A
<b>Regulatory/statutory reference points</b>	n/A
<b>Strategy and risk</b>	9 Increased Research Volume; 10 Research Quality
<b>Reporting/consideration route for the paper</b>	N/A
<b>Authors</b>	Andrew Livingston, VP Research and Innovation Sharon Ellis, Director Research Enterprise and Partnerships
<b>Sponsor</b>	Andrew Livingston, VP Research and Innovation

### Knowledge Exchange Framework 2020 final dates and submission

The final submission of full narrative statements for KEF took place on 16 October 2020, led by Prof David Lee, Deputy Vice Principal Research (Enterprise). Thanks to David and team for this work.

### Strength in Places Fund bid (SIPF)

We submitted an outline bid to UKRI for the 2020 Strength in Places Fund call, which was successful. This led to the development and submission on 25 November of a full proposal for £22M for development of infrastructure and research capacity at Whitechapel to UKRI. The title neatly captures the purpose: *BRIDGE - Barts Life Sciences Research and Innovation in Digital Precision HealthCare and economic Growth for DivErse Communities*. The full bid team was drawn from SMD, EECS and Barts Health, and levered in > £30m of match funding from the Department for Health and Social Care, Nvidia, Iquvia and over 20 East London companies. Many thanks to the whole team for this bold, big, ambitious proposal.

### University Research Institutes – DERI Director

The 2030 Strategy envisages 4-6 new University Research Institutes (URIs). The Director of the first of these, the Digital Environment Research Institute, has been appointed, with Professor Greg Slabuagh taking up the role. Greg joins Queen Mary from Huawei Technologies Research and Development where he was Chief Scientist in Computer Vision (EU). Following his PhD in 3D Computer Vision at the Georgia Institute of Technology in Atlanta, USA, Greg worked in Computer Vision and medical image analysis across both academia and industry with roles at City, University of London, Medicsight and Siemens.

### Arrangements made to support penultimate year UKRI funded PhD students whose research has been affected by the COVID pandemic

In November, UKRI has announced a further tranche of support for UKRI funded **students in their penultimate year**. In this case HEIs have been asked to distribute an allocation made to them based on the registered numbers of eligible UKRI funded students, and following a Governance Plan which must be submitted in December. Preparation of the Governance Plan and considerations of assistance for non-UKRI funded penultimate year students are in hand.

### Funded Grant Extensions - UKRI COVID-19 Grant Extension Allocation (CoA)

Wherever possible we have engaged with sponsors on the potential for grant extensions. The Wellcome trust has agreed to consider case-by-case requests, as have several other major charities. We have agreed hundreds of contractual changes with funders to enable extensions, some funded, some un-funded, to ensure we minimise as far as we can the non-completion of funded work. At this point, with these mitigations, it appears that most grants can complete successfully.

Nationally, UKRI has introduced the CoA grant to provide resources to sustain UKRI grant-funded research, research and technical staff and research infrastructures during the period of pandemic disruption and its immediate aftermath. The CoA award is based on an algorithmic allocation under which Queen Mary received £2.79M. The Governance Plan for allocating this funding was submitted to and approved by UKRI, and includes two phases of supporting grants with three month extensions – Phase 1 for grants ending before 31 March 2021, and Phase 2 for grants ending before 30

September 2021. In addition we allowed for grantholders to make cases for further discretionary awards based on especially large impacts on specific grants. To date £1.27M has been allocated through an algorithmic uplift for every eligible grant of 3 months staff costs and a competitive process for those researchers who felt they had experienced further disruption. We are now considering options for further allocations given the 2<sup>nd</sup> national local lockdown and further disruption being experienced. We need to report on how these additional funds have been spent by 30<sup>th</sup> September 2021.

## Research Capital Infrastructure Fund (Paper agreed at SET 3 November)

### **1.0 Background to RCIF**

Each year HEIs in the UK receive QR funding, which comprises a number of streams including HEIF funding and Research Capital Infrastructure Funding (RCIF). The purposes of this funding are:

- Contribute to the long-term financial sustainability of an HEI's research and the supporting physical infrastructure
- Contribute to replacement of premises or infrastructure, improved space utilisation, and increased sharing and utilisation of research equipment
- Promote collaborative partnerships between HEIs, industry, charities, Government and NHS Trusts
- Promote world-leading research capability in all disciplines with the capacity to respond to developing national priorities.

For the 2020/2021 year the RCIF is £6.123M.

### **2.0 Agreed Uses of RCIF**

SET endorsed the Research and Innovation Enabling plan, which is clear on the need to invest more in our research infrastructure if we are to remain competitive and increase our research impact and income.

Previous fractional RCIF allocations passed to VP RAG have bought mainly equipment and we have not fully exploited the opportunity to use RCIF where necessary to invest in physical infrastructure, alongside equipment. It is proposed that going forward allocations must be informed more closely by research capital and research IT plans, together with information from Faculties/URIs on which of their equipment/facilities is becoming obsolete and how they plan to fund their replacement or develop new strategic facilities.

Research England have indicated that they are incubating a call for refreshing of research infrastructure in 2021, through projects of up to £10M. Through VP RAG the Faculty Research Deans have been asked to prioritise within their faculties projects for research refreshment that might utilise this fund. We anticipate that this fund may have requirements for institutional match funding or institutional contribution. Many UKRI equipment schemes also have a requirement for match funding, or for institutional commitment to infrastructure around equipment investments.

It has been agreed by SET that the RCIF for 2020/21 is used to support strategic research needs for refreshment of facilities, and creation of new capabilities, where these are interpreted broadly as equipment and infrastructure.

### **3.0 RCIF allocation process 2020/21**

VP RAG will be the key governance group overseeing the allocations. Current membership includes the VP Research & Innovation, Faculty/School Deans for Research, Deputy Vice Principal's for Enterprise, Ref, and Impact, the Director of the Doctoral College and Director of Research, Enterprise and Partnerships.

#### A) Support of Key Research Facilities

It is proposed that approximately 75% (£4.6M) of RCIF will be used for:

- 1) funding refurbishment and refreshment of key research infrastructure – where feasible, used as match funding with Research England or other funds that are bid for institutionally.
- 2) VP RAG will work with the DERI Director and any associate Directors (we are seeking at least one per School/Faculty) he will appoint over the next few months, to identify capital investment needs for the URIs. The annual allocation for 2020/21 is capped at £1m – this figure will be reconsidered as more University Research Institutes are developed.

Projects for key research infrastructure funding will be developed by the Research Deans and brought to VP RAG, where they will be considered alongside each other, and prioritised in early December 2020. At that stage we will seek to establish prospects for additional funding from institutional schemes such as that under incubation at Research England.

#### B) Strategic Equipment Projects > £100K

Approximately 25% (£1.5m) of RCIF will be deployed for match funding external capital grants bid for competitively by groups of investigators, such as UKRI equipment grants, in quanta of greater than £50K, and where match funding is a maximum of 50% of project (equipment plus infrastructure) costs, so that projects will typically be > £100K. It is noted for some areas of research equipment investment may not be available at all and these exceptional cases will be considered on their merits by VP RAG.

Requests for match funding from groups of Investigators must pass through the relevant faculty Research Deans to VP RAG. Bids must be accompanied by a short clear statement of how the researcher(s) or research group(s) that will benefit from the funding represent our most productive research groups in terms of research quality, impact and income (relative to their peer community).

School/Faculty central offices will provide their current capital upgrade plans to ensure no duplication takes place. Plans for the ongoing technical support of purchased equipment will be required including grant and overhead funding available to the named investigators on the bid. A clear statement that any additional costs required for space or services to house and operate the equipment are either (i) included in the project costs; or (ii) available from faculty budgets. Faculty Research Officers should provide a list of all active or planned calls for 2020/21, and 2021/22, and likely bids that are planned. Each bid should be prioritised against this list, so that some indication of overall likely demand through financial years can be made by VP RAG.

### **4.0 Note to Schools/Faculties**

RCIF has insufficient budget to meet wider capital needs and an element of general QR allocated to School/Faculties, or grant funding, should be used for capital needs of less than £100K.

It is appreciated that Faculties may wish to monitor how the RCIF is being divided between the individual Faculties, and between Faculties and the URIs; and to compare this to research volumes and origin of the QR allocations. This information will be monitored by VP RAG and provided quarterly to SET.

## Research Grants and Contracts Overhead Policy and Governance (Paper agreed at SET Nov 24 2020)

### Introduction

1. Queen Mary University of London's mission is to create an excellent environment for research and researchers. Dedicated to the public good, we will generate and share new knowledge, challenge existing paradigms, and engage locally, nationally and internationally to create a better world.
2. The purpose of this policy is to ensure that we are recovering the appropriate overhead on our research grants and contracts, to enable us to continue to maintain and invest in high quality facilities and equipment, and maintain the excellence of our academic research.
3. A further purpose of this policy is to ensure equality of treatment of grants and contracts with respect to overheads, so that grants and contracts from similar sponsor groups with the same levels of obligations and conditions will carry the same level of overheads across the university. This ensures equality between investigators.
4. Moreover we aim to reduce the time spent on internal discussion on appropriate overhead rates by allowing grants which clear the hurdles to proceed rapidly through the system, thus freeing academic time for research.
5. This policy provides guidelines that cover financial and legal aspects which determine an appropriate overhead recovery.
6. Most research projects at QMUL are costed using Full Economic Costing (FEC); exceptions being some EU funded programmes or industrial collaborations. Full Economic Costing (FEC) is a government-directed standard costing methodology used across the UK Higher Education sector for the production of consistent and transparent research project costs. The underlying principle of FEC is to establish the true cost of research, and for this to inform the amount requested from funders (the price).
7. In simple terms, FEC aims to capture all of the running costs of the research project, including consumables, travel costs, facility access, staff costs, estates, infrastructure costs and any other day-to-day project costs.
8. Understanding the true cost of a research project is critical to securing the correct level of funding in support to a project's research objectives. All research projects at QMUL are costed and approved using the Worktribe grant management system. Worktribe uses budget templates to make capturing the cost of conducting research easier, helping to ensure that we adhere to FEC principles.

### Scope and Definitions

9. This policy is applicable to all Queen Mary initiated and managed research grant applications, collaborative bids with industrial or other partners, and to working with subsidiaries and to charity funders where overheads are recoverable. Any project costing must comply with the relevant funder's regulations and frameworks.

The list below sets out the definitions of terms used within this policy.

1. **Overhead:** Overhead is calculated on Worktribe as the total grant income from sponsor less 100% FEC Directly Incurred Costs (fixed term staff, consumables, equipment, travel and other directly incurred costs).
2. **Overhead % Rate:** is calculated as  $[(\text{Overhead}) / (100\% \text{ FEC Directly Incurred Costs})] \times 100\%$
3. **Full Economic Cost (FEC) Categories**
  - a. **Directly Incurred costs are project-specific** - they arise as a direct consequence of the project taking place and must be auditable at the project level (e.g. supported by supplier invoices)
  - b. **Directly Allocated costs are not project-specific** - they are incurred whether or not the project takes place and are estimated at project level e.g. Investigator time, Technician time (where not directly incurred) and Estates costs.
  - c. **Indirect costs** represent the costs of central and distributed services shared by other activities that are not project-specific e.g. Library services, Finance, Human Resources, and IT.
4. **Transparent Approach to Costing (TRAC)** defines researcher, as "A Researcher in a project is anyone who will make a significant intellectual contribution to a research project. Typically, such a person would be qualified to carry out independent or supervised research, might provide an academic lead for research, or could provide expert advice to a research project. A researcher has a thorough understanding of what they are doing, can interpret results and devise appropriate ways forward (rather than, for example, carrying out a set of routine operations under carefully supervised conditions)". TRAC rates are updated each year and become effective from 1 February in each year.
5. **The following broad categories of grants/contracts/projects are described to assist in determining the appropriate overhead:**
  - a. **Charity Funded Research** – Where the Investigator conceives and develops a programme of work and approaches a charitable organisation for financial support. QMUL will own any foreground IP including results and data, which is unencumbered. There are no restrictions on publication. There are a small number of charities who do not comply with our policy and we encourage you not to apply to them, e.g. Rosetrees Trust. If you do you should be ready to explain why they are the only potential funders of your proposal.
  - b. **Studentships partially funded externally** – Where an external funder may provide financial support, materials, data and other in kind benefits to a research student or students. There are no IP obligations and no restrictions on publications.
  - c. **UKRI/NIHR/Govt funded research** - Where the Investigator(s) conceives and develops a programme of work and secures funding from UK Government sponsors. QMUL owns any foreground IP including results and data, which is unencumbered. There are no restrictions on publication.
  - d. **Clinical Trials Non Commercial Research** – Where QMUL are involved in a clinical trial that is funded by a non- commercial organisation such as MRC, NIHR or where the protocol is owned by another HEI or NHS Trust. Publication is permitted.
  - e. **Industrial / Commercial funded Investigator Initiated Research** – Where the Investigator conceives and develops a programme of work

and approaches commercial organisations for financial and or other support. QMUL owns any foreground IP including results and data. There may be arrangements for joint IP, licensing and support of patent costs. The work produced can be published after a maximum of 6 months delay to allow sponsor to assess IP.

- f. **Collaborative Industrial Research** – Where there is a degree of general collaborative interplay between parties that may lead to joint outcomes such as, publications, joint publications, and licences for data usage for academic purposes, possible data sharing and extend to licences and royalties and other IP considerations.
- g. **Studentships fully funded externally** where an external funder may provide financial support, materials, data and other in kind benefits to a research student or students. There are no obligations on IP and no restrictions on publications.
- h. **Industrial Research with IP** – Where QMUL are approached by a private sector organisation to conduct research following the external organisation’s programme or protocol. The Company own any foreground IP. The work produced can be published after a maximum of 6 months delay to allow sponsor to assess IP.
- i. **Technical or Expert Service Provision** – Where QMUL are providing technical or expertise to another party for a research project and where QMUL are not a collaborative party. Examples include work delivered through the Genome Centre, AI Bayesian Unit, laboratories or Clinical trial units. QM do not own the IP and publication is not permitted.
- j. **Clinical Trials Contract Research** – Where QMUL are approached by a sponsor (a commercial organisation or subcontracted by a NHS Trust to conduct a clinical trial, in which the protocol belongs to the commercial company and where the commercial company are the legal sponsor).

**Table 1: Appropriate Overhead Rates to be applied by sponsor category**

Funder	Rate	Allowable variances
a) <b>Charity funded research</b>	No overheads obtainable	
b) <b>Studentships partially funded externally</b>	No overheads sought	If there are any restrictions on IP or publication, overheads to be sought <sup>1</sup> .
c) <b>UKRI/NIHR/Govt funded research</b>	80% FEC Minimum rate of 45% on DI staff FEC Where no DI staff exist, and only DA staff exist no rates apply	Minimum rate of 45% on DI staff can be discussed <sup>1</sup> if there is equipment on grant.
d) <b>Clinical Trials Non Commercial Research</b>	80% FEC Minimum rate of 45% on DI staff FEC Where no DI staff exist, and only DA staff exist no rates apply	Minimum rate of 45% on DI staff can be discussed <sup>1</sup> if there is equipment on grant.

e) <b>Industrial / Commercial funded Investigator Initiated Research</b>	100% - 110%v FEC depending on IP (any license granted, exclusive/non-exclusive and publications terms (length of delay))	Discussion <sup>1</sup> if you plan to bid lower than the stated rate
f) <b>Collaborative Industrial Research</b>	100% - 110%v FEC depending on IP (any license granted, exclusive/non-exclusive and publications terms (length of delay))	Discussion <sup>1</sup> if you plan to bid lower than the stated rate
g) <b>Studentships fully funded externally</b>	100% - 110%v FEC depending on IP (any license granted, exclusive/non-exclusive and publications terms (length of delay))	Discussion <sup>1</sup> if you plan to bid lower than the stated rate
h) <b>Industrial Research with IP</b>	120 % FEC	Discussion <sup>1</sup> if you plan to bid lower than the stated rate
i) <b>Technical or Expert Service Provision</b>	130% FEC	Discussion <sup>1</sup> if you plan to bid lower than the stated rate
j) <b>Clinical Trials Contract Research</b>	130% FEC	Discussion <sup>1</sup> if you plan to bid lower than the stated rate

<sup>1</sup>Discussion means discussion and agreement with [VP R&I **OR** Director Research Enterprise and Partnerships] **AND** Relevant Faculty Executive Deans

Governance

Oversight

10. The Vice Principal Research and Innovation Advisory Group (VPRAG) is responsible for oversight of research overhead recovery. Current membership includes the VP Research & Innovation, Faculty/School Deans for Research, Deputy Vice Principal's for Enterprise, REF, and Impact, the Director of the Doctoral College and Director of Research, Enterprise and Partnerships.
11. VPRAG will monitor, review, and when necessary challenge the level of overhead recovered through grants. In addition, they will where necessary form views on whether Schools and Institutes are bringing in sufficient grant overhead to offset their costs and support an excellent research environment. Rolling averages (3 year) will be created as it is acknowledged that available funding varies from year to year and that a portfolio approach to funders is more resilient. Research Deans will feed back any concerns raised at VPRAG to the wider School/Institute leadership and vice versa.
12. QMUL pre-award staff have been instructed to return certain applications from Investigators where overheads judged not at appropriate levels. They will also return applications where restrictive elements form part of the funder's standard grant terms and conditions (at the moment The Rosetrees Trust is the only funder where this applies). For any level of overhead below those given in Table 1, the reasons for the reduced level will be shared with the Vice Principal Research and Innovation and Director Research, Enterprise and Partnerships, who will not refuse reasonable requests. Justification for requests will be



entered onto Work tribe (QMUL's grant management system) and authorised by the pre-award team, after consulting the Director and VP as necessary.

#### Regulations

13. All grants will abide by the funder's terms and conditions, and this policy to recover the appropriate overhead.

#### Financial Management

14. Grants that have been submitted without being registered on Work tribe for approval and are subsequently found to be costed at less than the minimum overhead at Annex A, could be cancelled or the School/Institute will be required to make up the difference from their own funds.
15. Clinical Trial Units use senior management grade Professional Staff to carry out research delivery support. These staff need to be graded as research staff to attract allowable overheads. HR are in the process of attempting to change this for existing appointments and JRMO will cost future posts in line with this policy.
16. Overhead rates will be reviewed at least annually, and will be updated within 1 week if funders change their rates
17. Work Tribe costing questionnaires will be updated to deliver this policy and minimise work from academic or Professional Service staff working on grant applications.

## Vice-Principal (People, Culture and Inclusion) – Update December 2020

### Introduction

Since the meeting of Senate in October 2020, I have worked with colleagues across the University, and in close collaboration with the Reward and Equality, Diversity and Inclusion (EDI) Teams, to advance a range of projects and initiatives in support of Strategy 2030 and the objectives of the People, Culture and Inclusion Enabling Plan.

### Our Values in action framework

A major new initiative that we have progressed as part of the People, Culture and Inclusion Enabling Plan, is the development of “Our Values in action” framework, which translates the University’s values into the behaviours that we should exemplify ourselves and can expect from each other. In this regard, the framework has been designed to apply to all of us equally. I am pleased to report that this new framework was launched this week. The framework was endorsed by the Equality, Diversity and Inclusion Steering Group (EDISG), as reported to Senate at a previous meeting, and has been the subject of University-wide consultation. It is intended to offer a practical means by which we can ensure fair, equitable and respectful treatment for every member of the University community; hold staff to account when they do not uphold the University’s values; and recognise the very many instances when colleagues demonstrate those behaviours that will contribute to the success of Queen Mary. The design of this model is intended for its use as a practical tool and we have therefore created a new ‘*Our Values in action*’ webpage on Connected, which offers guidance to all staff on how to apply the framework in carrying out their roles; and information for managers on how to embed these values in the day to day work of their teams. We are also offering an interactive Question and Answer for managers to understand how to apply the framework in practice and the outcomes of which will inform a set of evolving FAQs for the new website.

### Academic Promotions and Career Pathways Review

In my last update to Senate, I reported that an Academic Promotions and Career Pathways Task and Finish Group had been set up, chaired by Professor Amrita Ahluwalia, to review Queen Mary’s academic pathways, promotions criteria, processes and guidelines. A major objective of this work was to explore how to embed the principle of citizenship and introduce processes for enhancing diversity throughout our academic structures. The recommendations of the Task and Finish Group were informed by more detailed work undertaken by three sub-groups which were established to review:

- i) Research and Education, chaired by Professor Tim Warner
- ii) Citizenship and EDI, chaired by Christina Perry
- iii) Professional Practice and training and mentoring, chaired by Professor Ian Walden.

I am pleased to report that the newly developed Academic Career Pathways were considered and approved by SET at its meeting on 1<sup>st</sup> December 2020 and have been launched this week. The revised process has been enhanced to reflect good practice and be used in a number of related ways to help faculty plan their career development to support their academic aspirations. The Task and Finish Group was keen to ensure that different Human Resource (HR) processes were linked to ensure coherence across practices that have hitherto often operated independently of each other. Thus, the Academic Careers Framework has been designed to support staff in:

- Preparing for appraisals and annual reviews
- Discussing career trajectories and plans to achieve career development objectives

- Identifying development opportunities; and importantly
- Building a case for promotion

In all, the Task and Finish Group made 19 separate recommendations, all of which were endorsed by SET. In addition to the changes described above, some of the most notable new additions to the process included the requirement for annual mandatory (refresher) training in inclusion and unconscious bias for panel members and decision-makers; consistency of promotion panel membership across Schools, Institutes and Faculties; mandatory training for all promotion panel members on the application of the criteria; a requirement for panels to review and account for performance against the previous year's EDI data; the offer of workshops to those applying for promotion on how to prepare their applications against the criteria; enhancement of appraisal guidance to cover consideration of 'readiness for promotion'; a new process for obtaining structured feedback from Faculty panels; and an annual review of the efficacy of the process, to update it in the light of any recommendations for improvements.

## **Equality, Diversity and Inclusion Steering Group**

### **Presentations by Schools, Institutes and Directorates of their EDI Action Plans**

I am pleased to report that a proposal was taken to EDISG recommending that Schools, Institutes and Professional Services Directorates present their EDI Action Plans to EDISG on a rolling timetable over the course of the 2021/2022. The intention is for the action plans to focus on the EDI work in progress within individual Schools, Institutes and Professional Services (PS) Directorates to:

- i) support the realisation of the University's EDI Key Performance Indicators to enhance diversity at all levels of the University;
- ii) identify the actions that are being taken to tackle bullying and harassment in response to the findings of the Staff Survey 2019.

The proposal was positively received by EDISG and as an outcome of the discussion, it was agreed that a clear briefing document would be developed for Schools, Institutes and PS Directorates to explain what they should cover in their presentations to EDISG including:

- i) the schedule for presentations to EDISG
- ii) the purpose of the presentation
- iii) a suggested structure for the presentation

The briefing document was discussed at the October meeting of EDISG. A suggestion was made and accepted that prior to presenting to EDISG, appropriate consultation should take place at School, Institute, Directorate and Faculty EDI Committees, as well as at Faculty Executive Groups or PSLT, as appropriate, to maximise local ownership and engagement with the local EDI agenda in order to ensure that the presentations to EDISG fairly reflected the area's work and challenges of the relevant area.

### **Dignity at Work and Study Policy**

EDISG also received an update on revisions to the Dignity at Work and Study Policy, reflecting the introduction of Report and Support and a range of new initiatives that have been launched to address harassment and bullying. These include:

- The soft launch of our new Dignity Disclosure Officers (DDOs) in Estates and Facilities and the School of Medicine and Dentistry. The network will be launched across the institution shortly.

- The introduction of fourteen mediators to help facilitate and resolve issues at an early stage.
- The training of over 150 Mental Health First Aiders.
- The availability of the Employee Assistance Programme to support staff seeking confidential counselling, support or advice in relation to harassment and bullying.
- A programme of new training for staff and students which has been rolled out including Active Bystander Training: how to stand up to bullying/harassment; and sexual consent training.

EDISG welcomed the range of new initiatives that have been developed to address harassment and bullying and agreed that there was a need to promote these initiatives to staff through a communications programme to be launched in the new year to help raise awareness of the range of provision now available.

### **Gender Equality Self-Assessment Team (GESAT)**

The revised Gender Equality Self-Assessment Team (GESAT) had its first meeting on the 9<sup>th</sup> November 2020. One area of particular concern that was raised was that the gender representation of the new GESAT was 75% women. Following discussion, it was agreed that additional members could be added to improve the gender presentation if they also had a clear role and remit within GESAT and recruitment was undertaken in conjunction with progressing other GESAT work.

GESAT also reviewed and approved a new action plan, which has been extended to cover the additional year that the University has been granted by Advance HE to take account of the impact of Covid-19 on institutions, to work towards seeking retention of its Silver institutional award; and to also demonstrate the progress and impact of our work to promote gender equality across the University since our 2016 institutional Silver award. The new action plan takes account of the need to adopt a more intersectional lens in shaping and informing our initiatives. The opportunity to benefit from a wider range of equality groups across the University that will work in collaboration to advance the University's EDI goals was recognised, e.g. with respect to the Gender and Ethnic Pay Gap.

In September, the National Institute for Health Research (NIHR) announced that they will no longer require academic partners to hold a Silver Award of the Athena Swan Charter; this change predominantly affects colleagues in the School of Medicine and Dentistry, who have already committed to continuing advancing their Athena Swan work. Colleagues on GESAT expressed their disappointment in the decision by NIHR and endorsed the proposal to publish a statement of support for Athena Swan which confirmed that Queen Mary remains firmly committed to progressing gender equality work regardless of the changes in Government and NIHR funding requirements. Professor Steve Thornton, Vice-Principal Health and I both published statements on the University website to express the University's full ongoing commitment to promoting gender equality.

GESAT was pleased to receive updates on the success of the School of Electronic Engineering and Computer Science in achieving a Bronze (renewal) award in the April 2020 submission round. At present Queen Mary has 10 School awards, four Silver and six Bronze. The University continues to keep abreast of external developments, in particular, that Advance-HE is currently reviewing Athena Swan and is setting up short-life sub-groups to work alongside the new Athena Swan Governance Committee. GESAT will report on any recommendations that may have an impact for the University and our future work on Athena Swan. The University also continues to ensure active engagement with developments in the sector, for example, a Russell Group Athena Swan Practitioner Working Group has been established co-chaired by the University's EDI Manager (Gender) alongside a peer at UCL.

## **Stonewall**

The Stonewall Task and Finish Group met to review the new marking criteria and question set for the Workplace Equality Index (WEI). Actions have been identified to enable Queen Mary to achieve Bronze status. Some examples of these actions are to:

- publish our transitioning at work and study policies and guidance
- roll out communications about specific communities.

The University has submitted three subsections of our Stonewall 2022 application to our Client Manager for feedback. The three subsections submitted were 'Policies and Benefits', 'Monitoring' and the 'LGBTQ+ Staff Network'. This process has informed our action plan for the three subsections, in addition to the above outlined actions we will be taking steps to formalise the LGBTQ+ Staff Network as a Committee with a published strategy, reviewing HR policies to ensure they are LGBTQ+ inclusive, and making updates to our data collection and management systems. Our Client Manager meeting has been scheduled to take place on the 3<sup>rd</sup> December 2020 in which we will receive feedback on other priority areas. This is an important step for the University in demonstrating progress towards becoming more inclusive through our policies, processes and practice for our LGBTQ+ community. Significant work has been progressed over the course of this year to enhance this area of our EDI work and initial feedback from the Stonewall Client Manager has acknowledged this progress against the current WEI criteria.

## **Trans inclusion**

The University recently marked Trans Awareness Week (13-19<sup>th</sup> November 2020) and Transgender Day of Remembrance (20<sup>th</sup> November 2020), with communications to all staff and students, including a summary of our work on trans inclusion in the last year. The trans flag was flown at the Mile End Campus during the week, and was lowered to half-mast to mark the Day of Remembrance. The EDI Team planned a virtual panel event with guest speakers to mark Trans Awareness Week, to explore the topic of 'Black Trans Lives Matter'. However, due to unavoidable changes in speaker availability, the event could not go ahead in November and so has been postponed until February 2021. The event will be included in the LGBTQ+ History Month programme.

In November, the EDI Team delivered 'Introduction to Trans Inclusion Training', to students in Residences, with positive feedback on the content and delivery. I am pleased to report that the Residences Manager has requested that this session be delivered again in Semester 2.

The EDI team are working with colleagues in HR to plan and deliver changes to the way we collect, store and manage equalities related staff data to enhance our data sets and make them more consistent and inclusive. One of these key changes will be the ability to report in relation to gender identity, pronouns and trans status. This will support the University in our Stonewall WEI submission, inform the development of our guidance documents, as well as support our ongoing commitment to trans inclusion.

## **Disability**

The University will be marking the International Day of Disabled People on 3<sup>rd</sup> December 2020, by celebrating our disabled community at Queen Mary. The EDI Team have worked with disabled staff and students to develop a series of disabled role model profiles, which will be published on the EDI

webpages and promoted next week. The aim of promoting these profiles will help increase the visibility of our disabled community at Queen Mary. I am pleased to report that we have already received several enquiries from staff and students interested in developing their own role profiles.

The EDI team is developing a proposal for Queen Mary to become a Disability Confident Committed Employer, Level 1 of the government's [Disability Confident Scheme](#). This proposal will be discussed at the next EDISG meeting in January 2021.

## **External Engagement**

### **The Network of Equality, Diversity and Inclusion Academic Leads (NEDIAL)**

I am pleased to report that I have recently become a member of the Network of Equality, Diversity and Inclusion Academic Leads (NEDIAL). The network was established to form a community of those involved at a strategic level in their institutions in designing, implementing and sustaining EDI interventions across higher education institutions. It has proved invaluable in providing links to external bodies, such as UKRI and has been an excellent forum for sharing good practice.