

Inclusion Matters Advisory Board Meeting 3
Friday 12th June 2020

Minutes

In attendance : Susan Johnson, Chair (SJ), Bernadine Idowu-Onibokun (BI), Dorothy Monekosso (DM), Sarah Sharples (SS), Derek Wann (DW), Claire Warwick (CW), Patrik Ohberg (PO), Jeremy Sanders (JS)
 Rachel Archbold (RA), Simon Gardiner
 Julie Wilson (JW) (Board secretary)
 Julia Guy (JG)
 Javad Yazdani (JY) (present for the afternoon session)

Apologies : Cheryl Millington (CM),

	Item	Action
1.	Welcome	
2.	Minutes and Actions of the last meeting. Minutes agreed as correct. To be published on the project website.	JW
2.1	Review Actions arising from the last meeting. 2.1.1 Declarations list to be circulated and published on website. 2.1.2 ToR amended to include reporting and revised project end date. 2.1.3 Performance monitoring – request for dashboard style reporting including KPIs and progress. Due to COVID-19 impact, major revisions have been made to the timeline and activities of the project. As these have just been approved by the PI in the days before the Advisory Board meeting, new KPIs and detailed milestones are still to be developed. 2.1.4 EPSRC meeting summary report to be circulated prior to June meeting. 2.1.5 Workstream leads to attend Advisory Board meetings. 2.1.6 Arrange a call between the Chair and PI – arranged then postponed due to COVID-19 revision planning to project – to reinstate.	Complete Complete In progress Complete Complete In progress

	<p>2.1.7 Chair to write to PI & Project Leads.</p> <p>2.1.8 Stakeholder feedback to Advisory Board – challenges, opportunities, reactions.</p> <p>2.1.9 Resource plan – people and roles.</p> <p>2.1.10 Advisory Board to advise of networks or contacts they have which the project can access to increase visibility and support the success of the project.</p> <p>2.1.11 Recruitment support – with DW and BI – held due to COVID.</p>	<p>Complete</p> <p>Outstanding</p> <p>Complete</p> <p>Outstanding</p> <p>Outstanding</p>
3.	<p>Mid term review of constitution and working arrangements.</p> <p>The Board agreed the content of the Terms of Reference was appropriate and the following minor changes were requested:-</p> <ol style="list-style-type: none"> 1. Change BI title and role to ‘Senior Lecturer Biomedical Science, University of West London’. 2. The number of Board meetings amended to 6 to accommodate the extension to the project. 	<p>JW</p> <p>JW</p>
4.	<p>Proposed changes to Project.</p> <p>Due to the impact of the COVID-19 pandemic a number of changes to the project delivery have become necessary. The restrictions around movement and social distancing immediately impacted upon the ability to recruit participants and deliver planned activities to schedule and in the format planned. Project leads have met and reworked the activities to accommodate social distancing requirements whilst still meeting the original objectives outlined in the bid.</p> <p>The Board received a document outlining the key changes required in each Workstream, along with a revised timeline for activity. Key points are:-</p> <ul style="list-style-type: none"> • An 8 week, non-cost extension request, submitted to EPSRC 11/06/20; • Person hours and resources to be reconfigured to deliver over the extended period; • In person activities to be delivered via a blended offer; • Rework of in-person activities, including those unable to be delivered online replaced altogether with alternative activities; • Extension of activity period to January 2021 beyond original end date of September 2020; 	

- Commence evaluation 4 months later to accommodate a longer activity period.

COVID-19 impact - the Board discussed:-

- The additional pressures of working from home, and the significant ask on the academic community to work agilely to develop an online teaching offer;
- Multiple reports that this is a cause of stress for some colleagues and may impact on ability to set aside time for personal development in the short term;
- Participants with multiple responsibilities (and particularly those in senior roles leading institutional responses to the COVID-19 pandemic) having difficulty continuing engagement, at least in the short term;

Potential advantages arising through COVID-19:-

- Online delivery is potentially more accessible and preferable for some participants, including those with disabilities or caring responsibilities;
- Career development may be of greater value in the current climate, potentially increasing demand for project activities;
- The potential change to HEI culture for the long-term. Potential to break the presenteeism culture in many organisations who have found it is possible to operate successfully without excessive commuting and long hours in the workplace.

Considerations:-

- Important to acknowledge how the various ways digital presence can impact on previously unequal communities.
- In the Athena Swan forum there is a focus on workplace culture concerns, organisations should not lose the opportunity to build on the positives of this change.
- Editorial statistics from at least one journal source show a notable drop in submissions from female and BAME, who are frequently primary care givers within the home. This hiatus in activity gives concern for the longer term effect on career progression for people in these groups.
- Early indicators are that female and BAME groups are being disproportionately impacted with regard to furlough and redundancy. This may translate to a significant generational gap, and could undo the progress made on gender pay gap with an effect lasting more than a decade.

	<p>The Board supported the approach taken by the partners in reworking the project. The suggestion to reorganise the staff and activities over an extended period was agreed as a pragmatic solution, adapting activities to fit the current environment, rather than stick to a project plan that was no longer relevant. It is anticipated EPSRC will be receptive of this shift in focus in response to the environment, expecting outcomes may differ from initial expectations.</p> <p>The Board discussed EPSRC’s potential launch of Inclusion Matters 2 call and would like to see the project team be in a strong position to demonstrate impact from this project, to underpin any further bid for funding. Bidders will need to demonstrate impact and be able to tell a strong story that evidences this.</p> <p>The Board requested that as an impact outcome focus, it would be useful at the final Advisory Board to meet invited participants to talk about their experiences, the impact and a case study be undertaken.</p> <p>The Board requested the minutes note their consensus that the governance of the project is honest, there is transparency and that cracks are not papered over. The Board are happy to provide statements of support which reflect their back up of decisions made during the course of the project particularly in response to COVID-19 changes.</p>	
5.	<p>Finances & Reporting</p> <p><i>5.1 Project Update reports</i></p> <p>The Board received Project Status reports for each Workstream along with an overall view of progress in the last quarter, and a detailed project timeline showing the revised activities and timings.</p> <p>It was noted that the reports are not as requested at the previous meeting, due to the revisions to the project agreed in principle this week with the PI. Work can now take place to redefine milestones and KPIs. It was agreed that comprehensive reporting would be provided to the Board by 24 July 2020 to allow sufficient time for Board feedback and any actions to be taken well in advance of the project end.</p> <p>The Board noted their congratulations to the Project Team, acknowledging that the project feels controlled, coherent and it is clear much effort has gone into this.</p> <p><i>5.2 Finance Reporting</i></p> <p>To follow.</p>	<p>JW</p> <p>JW</p>

6.	<p>Workstream Updates</p> <p>The Board reconvened for the afternoon session, joined by workstream leads from all partners for workstream updates. The Chair requested partners summarise risks, rework activity and any other key information.</p> <p>WP1 Leeds – Stephen Scott (SSc), Jill Green (JGr) WP2 Durham – Rachel Archbold (RA) WP3 Leeds – Vania Dimitrova (VD), David Broad (DB) WP4 Newcastle – Sharron Kuznesof (SK) WP5 Northumbria – Jenna Tudor (JT), Roger Penlington (RP), John Holmes (JH) WP6 Durham/Northumbria – Helen Cramman (HC)</p>	
7	<p>WP1 Shared Characteristics and Interests Mentoring</p> <p><i>Summary</i></p> <p>Eight pairs established, there are additional mentees registered but not as many mentors. It is possible to set up a further 6 pairs, subject to participants completing the SUMAC matching process and continuing with the project.</p> <p>For evaluation purposes 8 – 10 pairs should be a large enough group to gain meaningful data from, in a way that can be appropriately anonymised. WP6 – Evaluation confirmed this was correct.</p> <p>A final recruitment round may generate more participants, this would need to conclude by the end of July given the process length. This leaves a relatively short period in which mentoring can take place.</p> <p><i>Risks</i></p> <p>There are multiple layers to signing up, due in part to the research element of the project which requires informed agreement at each stage:</p> <ul style="list-style-type: none"> • Registration with baseline evaluation survey • SUMAC questionnaire for matching questions • Platform access <p>There is a danger of losing people at each stage. However it is recognised that this is required for ethics, consent and evaluation. In a non-research setting this process would be simplified with less data gathering.</p> <p>Mentoring sessions cannot currently be done in person so these will be online. The timeline has been extended. A final recruitment push will have to be done online or by email.</p>	

Board Comments & Questions

The Board queried what outputs are expected and how these would reach the right audience.

A clear protocol has been issued by the Publications Board regarding authorship. WP1 will produce a narrative, aimed at Universities or those looking to implement a mentoring programme, in the form of a lesson learned document, or How To manual. The Evaluation team will focus on process and impact, and:-

- interview WP leads
- compile an overarching report
- disseminate through academic or practitioner outputs and at EDI conferences.

The Evaluation Report is at the core, with elements taken from this to produce outputs. The Publications Board will agree what will be taken forward and by who across the project. COVID-19 impact is being factored in, with some output expected.

The Board referenced the EPSRC Project website which will contain outputs from all Inclusion Matters projects, and advised that contact should be made with the EPSRC lead with regard to disseminating through that source.

The Board queried the geographic and career stage profile of the mentee pool. Mentee interest is predominantly female and BAME participants at early career stage. This directs the recruitment drive for mentors who will match. Mentors appear more likely to participate knowing that theirs is a profile which is needed.

The Board felt it would be useful for evaluation to examine the reasons why interest from LGBT+ participants and participants with a disability was less than female and BAME. Is this due to numbers within the organisations, a lack of awareness of the project, a feeling this was not relevant to them, or perhaps due to the fact that they are less visible. BAME or female participants are visible, therefore more likely to be approached, or self-identify.

Evaluation confirmed this was mapped in, with planned case studies regarding decisions around not signing up.

The project identity was raised by WP1 in that it includes all protected characteristics, in contrast with other IM projects which focus primarily on a single characteristic. The Board agreed that the granularity of data is important and that around intersectionality. It was confirmed that the

	<p>evaluation team collect detailed information from the outset and throughout from participants which lends itself to this.</p>	
8.	<p>WP2 – Reciprocal Mentoring</p> <p><i>Summary</i> An in-person training session was piloted to a group. The Group comprised project people, an evaluation lead and an external participant. Feedback was good, the training has worked extensively with senior leaders in the sector as a coach. Following lockdown measures the sessions were reworked for online delivery. To date, participant feedback has been good.</p> <p>The Platform is being populated with a series of bitesize videos to reinforce the key learning points. Learning resources around BAME, gender, LGBT+ and disability are almost complete.</p> <p>ECR recruitment is at capacity and will be closed. Some targeted Senior Leader recruitment is still necessary.</p> <p>4 pairs have been matched who are trained and ready to begin. Following training completed this week by participants, a further 4 pairs can be matched.</p> <p><i>Risks</i> Senior Leader recruitment – we have 8 seniors of which 7 are Durham participants, with no referrals from partner Universities despite attempts.</p> <p><i>Rework</i> 7 recruitment events in March at Durham were cancelled due to COVID-19. Planning for recruitment at Teesside, Hull, Lancaster and Huddersfield was paused due to the lockdown. Alternative ways to recruit are to be tabled for the next stakeholder meeting. Offers by the Advisory Board members to support may be called upon.</p> <p>Face to face interactions are to be replaced by online meetings. An increased in the number of groups/cohorts to 3, delivering over a longer timeframe.</p> <p>The hope is that this will allow for some face to face interactions in the latter stages of 2020 - early 2021.</p>	
9.	<p>WP3 – Platform</p> <p>The Board received a presentation on the project Platform and website.</p>	

Summary

There had been some personnel changes during the course of the project, the current Project Officer is the second person in this post, the EDI lead left Leeds in recent months and the Web Officer has just taken up post on 08 June. Leeds now has a full team in place for WP1 and WP3.

The initial Platform requirements were scoped in March 2019 and a provider appointed accordingly within budget. In July 2019 a decision was taken to have 2 online presences:-

1. Website – (Leeds hosted) to publicise the project, drive recruitment of participants, link to the Registration, hold the ethics and GDPR documentation for registration and other project documents (e.g. Advisory Board minutes)
2. Platform – Moodle application (Webanywhere hosted for a limited license period until September 2021). Includes a guest area and closed, user login areas for each activity. The Platform has forum functionality, events calendar and dedicated space for each Workstream.

Progress to date – the website was live in September 2019, the Platform enrolment process is agreed. Participant enrolment has commenced. Leeds are working on general Platform content, Workstream leads are populating activity areas.

The Platform is intended to support longevity and evaluation. Forums and activity areas can only be accessed with participant username and passwords. The Platform and its use will be evaluated.

Risks

The Platform is licensed at a cost for a 2 year period. Alternative funding to extend the license would be required. In the event this is not viable, all content will be migrated to the Leeds website to ensure longevity beyond the project end.

Rework

COVID-19 has had little impact due to the online nature of the work, save for delaying the appointment of the Web Officer which is now resolved. There is an awareness that there may be greater reliance on the Platform by the workstreams due to the inability to carry out face to face activities.

Board Comments/Questions

The Board queried ownership of the content and interactions in forums in the contract with WebAnywhere. It was confirmed that ownership sits with the project.

	<p>The Board queried if there was a perceived increased difficulty around recruitment due to COVID-19. Acknowledgement was given to the additional stressors involved, but it is hoped the guest space within the Platform may encourage recruitment.</p> <p>The Board noted that in Google search the project does not show up until way down the list, not on the first page. It was confirmed that this would be rectified now the Web Officer is in post.</p>	DB/VD
10	<p>WP4 – Networking and Leadership Development</p> <p><i>Summary</i></p> <p>There is now a revised timeline and method of delivery. The in-person workshop on 23 September is to be replaced with an online event, focussing on the individual's Leadership style and personal narrative. Using Tetra maps, participants will complete pre-workshop booklets in the two weeks before the event. There is a cost associated with this which limits the number of participants we can accommodate.</p> <p>An intern has been appointed to complete the majority of the work for the September event, to be carried out during July.</p> <p>The schedule for the day is yet to be finalised, suggestions from the Board would be welcomed along with their involvement.</p> <p>The PDP strand is fully recruited. The pilot to set up PDPs remotely will conclude in July. Following this the remainder will be rolled out. Its likely these will also be done remotely. WP4 intends to support development activities for as long as possible and it is likely this will extend into the evaluation period.</p> <p>Embedding learning into Newcastle practices for staff training is an intended outcome. There is the potential to develop a best practice toolkit with findings from the Leadership programme.</p> <p><i>Risks</i></p> <p>The lack of certainty around types of development activities is a concern. Its very likely there won't be as many in-person opportunities due to COVID so careful consideration will be given to how to support development needs identified in the PDP.</p> <p><i>Rework</i></p> <p>Extended timelines for both activity strands, bringing event delivery online, and appointing an intern are the changes made to support the revised deliver of this workstream.</p>	

	<p><i>Board Comments/Questions</i></p> <p>The Board iterated their role as ambassadors of the project, expressing a willingness to facilitate networking and open doors to contacts who could support the project, and specifically the online workshop. The Chair requested the WP leads make contact with the Chair and Deputy Chair to take forward.</p>	SK
11	<p>WP5 – Industry Collaborations</p> <p><i>Summary</i></p> <p>The Being Prepared for Business workshops launched then was paused due to the lockdown. Alternatives ways to deliver have been considered to ensure the activity still meets the bid objectives.</p> <p>Workshadowing industry partners are engaged but at present there is no scope for in person activity, this leaves 2 choices - delay until this can resume in person, or create these connections online instead. This remains under review, scheduled to run from September to January.</p> <p>Platform resources are in the final stages of development. Case study production is in progress from now until the end of October. The EDI in EPS forum will run in either December or January.</p> <p>Additional activities planned, for example virtual breakfast events and writing retreats focussing on discussion generators around inclusion. These will be rolled out dependent upon demand.</p> <p><i>Risks</i></p> <p>Aware industry partners are under pressure in the current climate, maintaining contact with them is a priority.</p> <p><i>Rework</i></p> <p>Extended project timeline, reconfiguring of workshops, introduction of breakfast events and writing retreats subject to demand. Converting work shadowing placements into an online interaction to give some exposure and networking for participants with industry partners.</p> <p><i>Board Comments/Questions</i></p> <p>The Board queried if industry partners had remained engaged. The level of engagement from each partner has largely remained the same, with no partners withdrawing at this stage, however one partner has gone into liquidation. Engagement has increased due to a widening range of contacts and introductions within organisations.</p>	

	<p>The Board queried if there was potential for pursuit of anything with a healthcare partner, in light of the Government focus on healthcare technologies converging with digital technology.</p> <p>Concern was expressed that activity based on financial gain may not be in the interests of the project. The objectives of the workstream are to build sustainable, transferable researcher skills, relevant in industry. To shift focus to an end product may be detrimental to that process.</p> <p>The Board commented that there is a disproportionate impact of COVID-19 on those with protected characteristics, with people being systemically disadvantaged.</p> <p>The resources within the workstream are excellent and it is critical we build these skills and ensure the maximum amount of participants are able to benefit from these, using virtual means to support activities such as conventional shadowing.</p> <p>The Board commented that in the post-COVID world, guidance on how to support shadowing in this way could be invaluable, and recommended this was considered as an output.</p> <p>WP leads agreed, specifically focussing on how to prepare people will be important, given the difficulty in reading a situation when in-person interaction is missing. Materials could be developed and speakers be approached to facilitate sharing.</p> <p>The running of weekly virtual drop in sessions as a cross-project activity, for all early career people involved in the project were being considered. Intended to facilitate networking and sharing ideas – for example using Twitter to share initial findings, and facilitate conversations about sharing EPSRC knowledge.</p> <p>The Board supported this idea and felt it would be welcomed by EPSRC.</p>	
12	<p>WP6 – Evaluation</p> <p><i>Summary</i></p> <p>Evaluation activity is ongoing alongside activities as they take place. Beyond specific WP evaluation, the team are measuring changes to policies and practices in HEI and industry as a result of COVID-19. Auditing of recruitment and reluctance to sign up is due to begin.</p>	

	<p><i>Risks</i> Collecting institutional data and information is slow, there is lack of evaluation information being returned, this may be because the data is not held, or for other reasons.</p> <p>Recruitment – In order to report effectively approximately 10 participants are needed for each activity. This will allow presentation of findings which are not just narrative and will secure anonymity of participants.</p> <p>Platform analytics are due to be live from w/c 15 June. Some early activity on the Platform was not captured due to the analytics not being set up. This is now in place, but there will be data which was missed during the time first users accessed the Platform until the analytics were set.</p>	
13	<p>Closing Remarks</p> <p>The Chair expressed the Board's gratitude to the participants for the progress made against the previous meeting. It is clear that there has been engagement across the network, and much work has gone on with regard to adaptations made in response to the external environment. The Board asked these comments be passed on to project members who were not in attendance at the meeting.</p> <p>Prior to the next meeting the Board would like to get a sense of outcomes. This will be achieved by partners producing KPIs for the project and individual workstreams.</p> <p>It is clear there is good activity in train, the project team has stepped up and responded on the COVID-19 impact, and the challenges of operating within a virtual environment. The Board again offered their support and assistance for events.</p> <p>The Board were thanked for their continuing role to support and inform the project.</p>	
14	<p>ACTIONS</p> <p>14.1 Revised reporting to be provided to the Board by 24 July 2020. To be presented dashboard style, showing progress against milestones and KPIs.</p> <ul style="list-style-type: none"> • Hard KPIs relating to milestones and progress • Soft KPIs to be developed around culture change and positivity, measured through evaluation • RAG rated reporting <p>JW to work with WP leads to produce.</p>	JW/WP leads

14.2 Reschedule meeting between Chair and PI	JW
14.2 Stakeholder feedback to Advisory Board – challenges, opportunities, reactions	WP leads
14.3 Impact Outcome – identify participants to attend the final Advisory Board meeting in April 2021 to discuss the impact of the project.	WP leads
14.3 Advisory Board to advise of networks or contacts they have which the project can access to increase visibility and support the success of the project.	Board
14.4 Recruitment support with DW and BI – WP leads to determine alternative recruitment plans and consult with Board members accordingly.	JW/WP leads
14.5 Distribute articles and resources shared during the meeting with minutes. Article - https://www.chemistryworld.com/opinion/why-we-must-redefine-success/3009572.article . Article - https://www.theguardian.com/education/2020/jun/10/if-universities-struggle-financially-bame-academics-will-lose-their-jobs-first . Article https://www.ergonomics.org.uk/common/Uploaded%20files/Publications/CIEHF-Creating-a-Safe-Workplace.pdf - section 9.	JG
14.6 Contact Paula Bailey regarding the EPSRC Inclusion Matters website and any their plans to collate outputs and findings from all the projects.	RA/JW HC/JT
14.7 Leeds to increase search prominence of the site and Platform in Google.	VD/DB
14.8 WP4 to email Susan Johnson and Bernadine Idowu about the September workshop.	SK
14.9 Schedule additional Advisory Board meeting for end of April/beginning of May before project closure.	JW
14.10 Circulate all presentations from the meeting.	JW