

Inclusion Matters Advisory Board Meeting 4
Thursday 15th October 2020

Minutes

In attendance:

Susan Johnson (Chair) (SJ), Bernadine Idowu-Onibokun (BI), Cheryl Millington (CM), Dorothy Monekosso (DM), Sarah Sharples (SS), Claire Warwick (CW), Patrik Ohberg (PO), Jeremy Sanders (JS), Javad Yazdani (JY), Rachel Archbold (RA) (Project Lead), Julie Wilson (JW) (Board secretary) Julia Guy (JG).

Apologies:

Derek Wann (DW), Steve Scott (SSc), Jill Green (JGr), Vania Dimtrova (VD), Sharon Stewart (SSt).

	Item	Action
1.	Welcome	
2.	Minutes and Actions of the last meeting Agreed as correct. To be published on the project website.	JW
2.1	Review Actions arising from the last meeting	
	2.1.1 Revised reporting to be provided to the Board by 24 July 2020.	Complete
	2.1.2 Reschedule meeting between Chair and PI. Met 03/09/20.	Complete
	2.1.3 Stakeholder feedback to Advisory Board – challenges, opportunities, reactions. None received.	Closed
	2.1.4 Impact Outcome – confirm participants for the May Board meeting at the next Board meeting .	In progress
	2.1.5 Advisory Board to advise of networks or contacts. Not yet actioned, SJ repeated the ask to advise RA/JW of any appropriate contacts.	In progress
	2.1.6 Recruitment support with DW and BI – no longer required, recruitment complete for majority of workstreams.	Closed
	2.1.8 Contact Paula Bailey regarding the EPSRC Inclusion Matters website and outputs.	Complete
	2.1.9 Leeds to increase search prominence of the site and Platform in Google.	Complete

	2.1.10 WP4 to email SJ and BI regarding workshop. Deferred as workshop date now changed to January 2021.	In progress
	2.1.11 Additional Advisory Board date – confirmed as 05 May 2021.	Complete
3.	<p>Update on meeting with AB Chair and PI.</p> <p>The Chair confirmed the meeting was helpful. It is felt that lessons learned and toolkits will be outputs of value. Positive about the links with northern HEIs and the ability to spread the learning and capitalise on the network to embed good practice. The PI is positive about the Board's work. The challenges the WP leads have encountered were acknowledged. PI expressed he was less hopeful that IM round 2 funding would progress due to COVID.</p> <p>A further meeting is scheduled in February 2021.</p> <p>Discussion followed around further funding and it was confirmed that it continues to be high on the agenda for EPSRC. Despite the significant impact of COVID-19 EDI is one of 12 priorities and represents huge value for money. Further funding will follow around this strand of work.</p> <p>There is an expectation that the HEIs in this first round should absorb and continue to run the successful activities. EPSRC have a focus on evaluation on the learning and sharing of best practice and applying this within their own organisation. Evidence of impact is a stronger argument to continue the work – in Research Councils current hot topics are large grants data and leadership, support for women and increase in faculty representation and success in bids from this in ethnic minority groups. Any work within Universities which increases wider representation in bids, leadership, and better science, there would be an interest in case studies to evidence this.</p>	SJ
4.	<p>Future Meetings</p> <p>Meeting 5 - Tuesday 23 February, Online. Meeting 6 – Wednesday 5th May, TBC.</p> <p>ACTION: May meeting location to be confirmed</p>	JW
5.	<p>Advisory Board Member Updates</p> <p>Dorothy Monekosso (DM) awarded the title of Honorary Fellow of BCS, The Chartered Institute for IT. Noted, DM feels this achievement is connected to Inclusion Matters.</p> <p>Bernadine Idowu-Onibokun (BI) elected as Member of the Royal Society of Biology Council.</p>	

6. **General Project Update**

Extension

Project extension granted, formal notification received and circulated to partners. End of project date confirmed as 31st May 2021.

Meetings

Two Stakeholder meetings have taken place since the last Advisory Board meeting in June. Next meeting taking place in December then monthly thereafter until the project end.

EPSRC Meeting

The Project team including PI met with EPSRC on 08 October 2020. The meeting went well, COVID Grant Extension Allocation (CoA) funding was discussed, a further meeting identified that it was not of benefit to pursue this alternative funding. Instead the partners will review budgets, repurposing some of the travel budget to cover extension of posts through the non-cost extension period of the project, and to fund online delivery of activities. EPSRC are taking forward discussions with partners regarding their interest in case studies, how to guides and evaluation associated with the project.

Northumbria

The project wishes to congratulate Jenna Tudor (JT) Research Assistant at Northumbria, who has now left the project to take up a new role at Northumbria. Jenna's contribution was hugely valued and plans are underway to cover her remaining WP5 activity within Northumbria, and to facilitate evaluation activity through Durham's team on WP6. To support this, partners at Durham and Northumbria are working together to ensure interpretation of conditions of funding are consistent at a local level, with the guidance of Durham's RIS team.

Recruitment

Recruitment across the majority of workstreams has now ceased:-
WP1 – fully recruited and mentoring activity due to end in December.
WP2 – RA has asked for a last push for Senior Leader participants by the partners, given the majority of Seniors are Durham staff. This is to be done on an individual approach basis. ECR recruitment has now closed.

WP3 – no recruitment required.

WP4 – PDP strand fully recruited, January workshop is fully subscribed but should places become available due to withdrawals then this will be reviewed and places offered to registered participants who are on other workstream activities.

WP5 – no further recruitment required.

Evaluation

Evaluation activity is now underway and the main, project wide evaluation questionnaire will launch in January 2021. One

evaluation strand is examining reasons for people not signing up to the project, and what activities would they potentially have engaged with. The impact of C-19 is also being considered in ability to engage.

The Board commented that it may be difficult to separate whether C-19 is genuinely a barrier. C-19 has disproportionately affected the workforce and is a big issue in all sectors. Could C-19 be used as an excuse for organisations not to engage in EDI activity? Workload and financial pressures mean EDI could take a backseat, however the Board agreed that we should not stop or postpone but aim to keep going and deliver over a longer timescale. If we do not push back on the view that EDI is 'nice to have' but not essential, then we could lose a generation.

The Board made reference to good practice and indicators of a move from debate and analysis to taking action. For example the recruitment drive spearheaded by Sue Black which has doubled the number of female Computer Science students this year at Durham, raising the percentage of female students to 30% compared to the national average of 16%.

Successes such as these are attributed to leaders who **want** to make a difference, the project should aim to provide leaders with a toolkit to assist them in driving change.

The subject of the Athena Swan review was discussed briefly by the Board in relation to providing a comprehensive framework for accountability and change which encompasses intersectionality.

Publications Board

The Board will increase the frequency of meetings to monthly from December until the end of the project, working on the dissemination and outputs plan.

First dissemination activity scheduled for November. Pop-Up Inclusion Matters, as part of an Inclusion Matters series hosted by Edinburgh University. Northern Power team will be discussing the importance of embedding evaluation into equality initiatives (3rd November 1-2pm GMT). <https://evidencebase.org.uk/pop-up-inclusion-matters/>.

7. **Finances & Reporting**

Project Management

Project Dashboard received.

Finance

	<p>Finance reports – outstanding. The Board advised that the difficulties encountered with delays in finance processing should be borne in mind for future projects.</p> <p>ACTION: Escalate report request to RIS section Head and forward reports to the Board when received. Request directly from the Board can be made if helpful.</p> <p>Underspend – travel and dissemination budget are largely untouched, dissemination activity will commence, but there is currently an estimated underspend of around £49k primarily in travel. Publications board to determine detailed dissemination and outputs plan and associated costs.</p> <p>The UKRI CoA fund was discussed. https://www.ukri.org/files/funding/coa-master-policy-final/</p> <p>ACTION: Project to look at fund and criteria and determine if this would be more beneficial than continuing with the current budget. Project and PI to meet with RIS to determine viability and report back to the Board.</p> <p>End of project finance report and submission to EPSRC to be complete and closed by September 2021. RIS led activity.</p>	<p>JW/RA</p> <p>JW/RA</p> <p>RA/RIS</p>
8.	<p>Workstream Updates</p> <p>The Board reconvened for the afternoon session, joined by partners for workstream updates.</p> <p>WP6 Durham/Northumbria – Helen Cramman (HC) WP1 Leeds – David Broad (DB) WP2 Durham – Rachel Archbold (RA) WP3 Leeds – David Broad (DB) WP4 Newcastle – Sharron Kuznesof (SK) WP5 Northumbria –Roger Penlington (RP), John Holmes (JH)</p>	
8.1	<p>WP6 – Evaluation</p> <p>The Board received a presentation from HC on evaluation, giving an overview of the evaluation plan and summary of progress to date. Overall evaluation has 2 main strands:-</p> <ol style="list-style-type: none"> 1. Impact on participants - focus on participants' feelings (confidence, likelihood of applying for senior positions, feeling involved in communities, attitude changes etc.) 2. Process and how it was implemented - investigating how activities were delivered with project aims in mind (how activities have been received, participant numbers, feelings of 	

	<p>impact, barriers, did participant use advice, any issues with delivery etc.)</p> <p>Evaluation to be conducted in a number of ways, including the baseline survey, end survey, HEI policy and practice audits, recruitment audits, participant evaluation within each activity.</p> <p>Individual evaluation conducted per activity is as follows: WP1 - Observation, reflective report, WP interview, end survey WP2 - Observation of training session, participant reflective report, online survey, WP lead interview, end of project survey. WP3 - Web and platform analytics, WP lead and administrator interview, end of project survey. WP4 Networking - Attendance data, PDP review, WP lead interview, end of project survey. WP4 Leadership - Attendance, observation of workshop, post workshop survey, WP lead interview, end of project survey. WP5 EDI - Attendance data, observation, post workshop survey, WP lead interview, end of project survey. WP5 BPB- Attendance data, observation of workshops and online materials, WP lead interview, industry partner survey, end of project survey.</p> <p>The timeline has adapted to reflect activity and wider project changes have been factored in such as C-19 impact:-</p> <ul style="list-style-type: none"> • Data collection at midway point • End of project survey in January 2021 • Data analysis February/March 2021 • Draft report April 2021 • Final report released May 2021 <p><i>Risks</i> Participants remaining engaged with whole-project evaluation throughout the project.</p> <p>To reduce this risk the general project evaluation questionnaire is to be delivered as a single survey at the end of the project. This is expected to ensure better engagement for the final survey, which is essential for effective evaluation. The majority of individual evaluation activities (interviews, reflective reports) within workstreams will take place towards the end of 2020.</p>	
8.2	<p>WP1 – Shared-Characteristic Mentoring</p> <p>Due to WP1 leads not being able to attend, JW provided brief update on stats from WP reporting.</p>	

	<p>Total of 10 successful mentoring pairs. Relationships on track and being monitored. Each mentoring pair set a target of a minimum of 4 meetings. WP1 scheduled to end in December 2020.</p> <p>ACTION: Leeds to provide a full update progress at next meeting.</p>	VD/JGr
8.3	<p>WP2 – Reciprocal Mentoring</p> <p>12 active mentor pairs, a further pair did not get off the ground as the ECR did not respond following registration and allocation, the Senior has now been reallocated a match.</p> <p>Target of 10 pairs exceeded, ECRs are over-recruited so additional Senior Leader recruitment is still underway in the hope of being able to match at least some of these participants.</p> <p>RA advised that while engagement of Seniors is good at Durham due to being able to access people directly to recruit, partner organisation participation for Seniors is lower than anticipated.</p> <p>SK advised Newcastle had 2 potential participants, 1 left, the other is heavily involved in C-19 management and the cyber attack has had further impact and people are beyond capacity with business critical activity. Others were recruited and about to start.</p> <p>RP advised Northumbria leaders were unable to prioritise for the same reasons.</p> <p>Evaluation – good representation of identities amongst junior participants.</p> <p>RA plans to embed and evolve Reciprocal Mentoring at Durham to include PIs and junior researchers, and to include a committee shadowing programme.</p> <p>Informal feedback to date has been good, with one industry - academic pairing meeting multiple times, and both parties getting a great deal from the process.</p> <p><i>Board comments</i> The Chair advised partners to make a final plea to senior leaders to prioritise as part of their commitment to EDI and the project, the Board are happy to contact directly to persuade if this will help.</p>	RA/All
8.4	<p>WP3 – Online Platform</p> <p>Development work on platform is ongoing and a number of updates have been made, the homepage has been amended, navigation improved, WP4 course developed and uploaded, and Padlet introduced. Guest space relabelled and now provides freely accessible content for those not formally enrolled on activities.</p>	

	<p><i>Visits/Usage</i> Number of participants who have used the site: 53 Numbers of administrators and staff who have used site: 21</p> <p>Platform usage peaked in June/July/beginning of August.</p> <p>Sustainability – content planned for migration from the Platform to the Leeds site, due to the Platform license expiring September 2021.</p> <p><i>Board Comments</i> The Board observed that sustainability of the tool within an organisation had potential to be problematic beyond the end of the project when funded support had ceased. It was flagged that EPSRC will have multiple IM projects all with outputs and possibly the same issue. The question should be raised with them about the viability of a single shared space for resource deposits from all projects.</p> <p>ACTION: RA to raise the question with EPSRC about the viability of a single online hub for content.</p>	RA
8.5	<p>WP4 – Networking</p> <p>Participants receive 1-1 support to produce a development plan and identify development and networking opportunities and training and are provided with financial assistance to support this.</p> <p>Target stands at 8-10 participants. 4 confirmed and progressing. 3 participants have had their first meeting. 2 participants have had their second meeting. Follow up invites for 4 participants. 1 participant unavailable (moved HEI) and 1 withdrawn.</p> <p>Newcastle University was severely affected by the recent cyber-attack, which impacted on the project. The cyber-attack restricted email and communication access to other HEIs which meant participants and colleagues could not be contacted for a number of weeks. This is now resolved.</p> <p>WP4 – Leadership</p> <p>Leadership workshop was postponed until January 2021. Northumbria University to provide online support for workshop delivery as they have technical infrastructure to host event.</p> <p>Online content developed for the platform. Newcastle hired a student to help produce activity content and resources. SK confirmed Networking and Leadership content on the Platform will be open to all.</p>	

	<p>ACTION: SK to confirm date of Leadership workshop to Advisory Board members as soon as possible, (re previous request to SJ and BO for input).</p>	SK
8.6	<p>WP5 – Collaboration with Industry</p> <p>JT has left the project to undertake a new role at Northumbria University as a Race Equality Manager. RP is currently covering the workload until alternative arrangements are in place. Arrangements will include the appointment of a Research Assistant, evaluation activity moving over to Durham team and the Corporate Events team at Northumbria providing administrative support for online project activities.</p> <p>RP noted thanks to DB at Leeds for his significant development of the Platform which had greatly improved the look and feel of the site and WP5 space in particular.</p> <p>Events are now being delivered online. A webinar is scheduled for Tuesday 20th October. The Academic / Business Relationship: How academics can engage with businesses, and the value of these relationships, with guest speaker Professor Eileen Harkin-Jones OBE. 4 more sessions are signed up with good uptake for the events which end mid-December. A policy and outcomes event is planned in the Spring.</p> <p>Piloting of personalised training is taking place w/c 19th October, then opening up to wider participants for full engagement. 2 participants scheduled to take part in pilot.</p> <p>WP5 are conducting an increased number of case studies, target of 20 by end of project. At various stages of completion, some are finished already and others are about to start.</p> <p>COVID has impacted WP5 activity with furlough and redundancy, industry partners have also cited lack of clarity re Brexit as a further factor in capacity to engage. Work shadowing activities have been unable to go ahead due to restrictions. So although there is commitment there, deep engagement has been difficult.</p> <p>RP stated that their contacts with industry have expanded and Northumbria are reaching the ‘right’ people for EDI initiatives and opportunities.</p> <p><i>Board Comments</i> Noted – the Board’s congratulations to Jenna on her new role and thanks for her contribution to the project. The Board commented the transfer would retain corporate memory, and hoped this would help with continuity for the project during the transition period.</p>	

10.	<p>Any Other Business</p> <p>The Board asked for the following risk to be noted: Contract end dates approaching – Increase risk of staff members leaving to find other work, there is a need to manage this risk for a smooth transition to ensure strands of work are completed.</p> <p>ACTION – Log, monitor, review.</p> <p>The Board wished to note their appreciation for the Inclusion Matters team’s ongoing effort, passion, commitment and progress during difficult circumstances. The Board commented that they would like partners to consider the following key areas in the coming months:</p> <p>Impact, as we approach the output stage, the focus should be sustainability in HEI’s. How we respond to the challenge of embedding values, behaviours, processes, policies and attitudes, and understand the bottom line and the impact.</p> <p>Stakeholder group to further develop the toolkits idea and update on progress at the next Board meeting. Can the toolkits support future interventions and assist in driving change.</p> <p>ACTION – Agenda item for next stakeholder meeting – feedback at AB Meeting 5</p> <p>Define what the lasting impact of the project should be, how do we ensure embedded activities have lasting cultural and personal change.</p> <p>The Board commented they expect HEIs will absorb some of the activities into existing resources after the project end, think about longevity and how we work within our own organisations to ensure this is possible.</p> <p>Evidence of Impact – if project can clearly demonstrate evidence of impact, it provides a stronger argument for return investment and future funding.</p> <p>The Board commented on 2 areas, one that due to COVID-19, EDI initiatives will be seen as non-essential and other business will take precedent. The other, that the impact of Black Lives Matters and COVID-19 means EDI will be a necessity for institutions moving forward.</p> <p>There was general agreement that more needs to be done to support BAME colleagues and students, particularly BAME women.</p>	<p>RA/JW</p> <p>JW/JG</p>
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	Issues of reporting – Concerns with reporting demographic and protected characteristic data. Having to declare protected characteristics can make interventions and involvement difficult.	
11.	ACTIONS	
	11.1 Impact Outcome – Case study people to be confirmed at Advisory Board 5 (February). To attend Advisory Board 6 (May).	JW/All
	11.2 Advisory Board to advise of networks or contacts. SJ repeated the ask to advise RA/JW of any appropriate contacts.	Advisory Board
	11.3 Confirm location of May meeting – online or in person.	JW
	11.4 Schedule a meeting with RIS finance team, Colin Bain (CB) and project team, for clarity on finance and funding.	JW
	11.5 Look at CoA fund and criteria and determine if this would be more beneficial than continuing with the current budget. Project and PI to meet with RIS to determine viability and report back to the Board.	CB/RA/ JW
	11.6 Outstanding Finance reports. Escalate to section Head and forward reports to the Board when received. Board to intervene if required.	RA/JW
	11.7 WP1 - Leeds to update progress at next meeting.	VD/JGr
	11.8 WP2 – Senior Leader participants. The Chair requested partners to make a final plea to senior leaders to prioritise as part of their commitment to EDI and the project. The Board are happy to contact directly to persuade if this will help.	NBRIA LEEDS NCL
	11.9 Contact EPSRC regarding viability of a single online hub for resource deposits from all IM projects.	RA
	11.10 SK to confirm date of Leadership workshop to Advisory Board members as soon as possible, (re previous request to SJ and BO for input).	SK
	11.11 Toolkit development - table as an agenda item for next stakeholder meeting.	JW/JG
	11.12 Log, monitor & review risk of personnel leaving project.	JW/RA
	11.13 All workstream leads/key activity leads to be present at the next Advisory Board meeting.	All