University of BRISTOL

Research Culture at the University of Bristol

IMPLEMENTATION PLAN

	Focus	Strategic aim / objective	Action / initiative / project	Responsible	Accountable	Outputs / deliverables	Outcomes	Measures of success and impact
	Priority area (openness and transparency, leadership and management, stable career opportunities, diversity in research, external and internal collaboration)	*What are we aiming to achieve?*	*What action / initiative / project will support this?*	*Who is responsible for overseeing the delivery of the initiative or action?*	*Which governance body is accountable for ensuring the action is delivered*	*What outputs or deliverables will be generated as a result of this action or initiative?*	*What outcomes will the generation of these outputs or deliverables lead to?*	*How will we know whether the action or initiative has been successful? What measurements will we put in place and who monitors these?*
1	**Promoting openness and transparency in how we work**	Promote and increase uptake of open research practices	1. Open research train-the-trainer programme 2. Open research workshops	Lavinia Gambelli (open-research-community-mgr@bristol.ac.uk)	Research Culture Committee	1. Staff and students attend open research train-the-trainer courses 2. Staff and students attend open research workshops 3. Staff and students engage in open research practices	Increased awareness of and engagement in open research practices	1. Proportion of UoB funded gold OA articles with a data availability statement 2. Open research survey 3. Train-the-trainer statistics 4. Train-the-trainer feedback 5. Completion rates of UoB open research module 6. Proporton of staff with Pure profile with ORCiD
		Promote and increase uptake of open and transparent communication and decision making	1. Work with major UoB committees to ensure minutes are published online and in accessible formats 2. Develop strategy for regular communications about research culture programme of work via existing mechanisms (SharePoint, webpages, blog)	Yasmine Rhoseyn (y.rhoseyn@bristol.ac.uk)	Research Culture Committee	1. Dates of meetings published and viewable to all staff and students 2. Papers and previous meeting minutes published and viewable to all staff and students within 4 weeks of meeting date for each committee 3. Communications are clear, regular and engaging	Increased awareness of and engagement in institutional decision making	1. Published minutes of University Research Committee 2. Published minutes of Research Culture Committee 3. Published minutes of Enterprise and Innovation Committee 4. Published minutes of Postgraduate Research Committee 5. Regular communications via sharepoint, external webpages and regular posting on research culture blog

2	Empowering staff and students through effective leadership and management at all levels	Improve leadership behaviours and capabilities	1. Develop the capability of all staff and students to demonstrate effective leadership through Leadership Ethos framework 2. Use understanding of transformative leadership principles and develop resources for the Leadership Ethos	Emily Pitt (emily.pitt@bristol.ac.uk)	Research Culture Committee	1. Embed Leadership Ethos in university leadership development initiatives 2. Increased engagement and use of leadership ethos among research community 3. To develop a 360 tool to support engagement in the Leadership Ethos 4. Work with BDC team to see how Leadership Ethos can be embedded in PGR development programmes	Increased leadership skills across UoB Shared expectations of good leadership behaviours	1. Engagement with Leadership Ethos resource (webpage views, gauge downloads, feedback contacts) 2. Number of leadership development initiatives that reference Ethos 3. One case study or story per behaviour gathered from the community and published on the webpages
		Improve line management practice	1. Monitor implementation of research leave policy by Schools across the University 2. Monitor line management engagement with their direct reports	Yasmine Rhoseyn (y.rhoseyn@bristol.ac.uk)	Research Culture Committee	1. Monitor implementation of research leave policy by Schools across the University 2. Monitor line management engagement with their direct reports (see academic line management project - Maria Hanks)	More effective workload management, and increased quality research and enterprise time	1. Proportion of Schools that have a research leave policy 2. Proportion of annual reviews completed via Develop
3	Providing a range of stable career opportunities for those involved in research	Increase dialogue with relevant communities about possible future workforce structures	1. Work with Faculties / Schools level to review balance of core and externally funded positions 2. Explore models that support a larger number of core funded positions 3. Hold second employment precarity dialogue event with PS / technical staff in 24/25	Marcus Munafò (pa-apvc-researchculture@bristol.ac.uk)	Research Culture Committee	1. Alternative models of core and external funding to explore internally and externally	Discussions with internal and external groups (e.g., ALB, UKRI) of alternative models	1. Position paper on internal options to explore and external options to advocate for (e.g., with funders)
		Improve engagement with and uptake of career development opportunities and support	1. Monitor engagement with CPD opportunities 2. Monitor uptake of CPD guidance 3. Monitor uptake of guidance on P2 teaching	Claudia Gumm (claudia.gumm@bristol.ac.uk)	Research Culture Committee	1. Increased engagement with and uptake of CPD opportunities 2. More consistent and equitable approaches to P2 teaching activities	Increased uptake of CPD activity, including teaching among P2 staff	1. Number of Schools with mechanisms in place to support CPD activities 2. Number of grants that include costs to support CPD activities (other than e.g. conference attendance) 3. Proportion of Schools that centrally advertise and record teaching opportunities available for P2 staff

			Activities	Lead	Oversight	Outputs	Outcomes	Metrics
4	**Embedding diversity in research and those involved in research**	Increase diversity of PIs and others involved in research	1. Develop policy / guidance to support and align with UKRI People and Teams Action Plan 2. Review hiring and promotion practices for inclusivity 3. Recognising technician contributions 4. Continue to further understanding of research activities of Professional Services staff	Marcus Munafò (pa-apvc-researchculture@bristol.ac.uk)	Research Culture Committee	1. Increased diversity of PIs on grants	Wider range of staff leading on research projects	1. Number and percentage of grant applications by technical staff and PS staff 2. Number and percentage of grant applications by EDI data (e.g., age, sex, disability and ethnicity) 3. Number and percentage of successful / awarded grant applications by EDI data (e.g., age, sex, disability and ethnicity) 4. Number of Research Reps outside of Faculties
		Increase inclusivity and diversity of research practices	1. Develop and deploy Inclusive Research Toolkit	Caroline McKinnon (C.M.McKinnon@bristol.ac.uk)	Research Culture Committee	1. Increased awareness of inclusive research practices 2. Hosting the toolkit on an external platform for sharing with the sector	More inclusive research practices embedded within our research activity	1. User engagement data from Develop platform for accessing Inclusive Research toolkit 2. Web access/usage 3. Qualitative/ anecdotal evidence of changed practices
5	**Encouraging internal and external collaboration and fostering innovative approaches**	Promote and embed collaborative and inclusive working practices within UoB	1. Develop and deploy the Working Well Together resource	Claudia Gumm (claudia.gumm@bristol.ac.uk)	Research Culture Committee	1. Increased awareness of effective approaches to teamworking	More effective teamworking within and between groups supporting research activity	1. Working Well Together resource website user metrics 2. Groups engaged and working with the resource 3. Case studies of changes to working practices
		Increase collaboration, community and transparency within the HE sector for research culture	1. Participate in sectoral activities (e.g., research culture enablers network, Warwick National Research Culture Centre, Cambridge's research culture network, metascience unit) 2. Share outputs of culture programme with sector	Yasmine Rhoseyn (y.rhoseyn@bristol.ac.uk)	Research Culture Committee	1. Increased profile of the University's research culture activities 2. More collaborative approach to improving research culture	Increased mutual learning and sharing of effective practice across the sector	1. Events attended (e.g., International Research Culture Conference) by members of Research Culture Committee 2. Outputs shared by Research Culture Committee (including means of sharing)
6	**Additional activities**	Reduce bureaucracies and improve working and consistencies across the University	1. Develop recommendations for a university approach to running internal funding calls to reduce inefficiencies and inconsistencies	Marcus Munafò (pa-apvc-researchculture@bristol.ac.uk)	Research Culture Committee	1. More efficient and effective internal funding mechanisms	Reduced bureaucracy, greater efficiency, and better / more equitable outcomes for internal funding calls	1. Guidance document on running and delivering internal funding mechanisms

Collaborate with us

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**Find out more about research culture
 at Bristol via our Shareoint**
https://uob.sharepoint.com/sites/researchculture

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