HREiR Action plan template for institutions 2024-2027

Details

Institution name:	**Brunel University London**
Cohort number:	**Four**
Date of submission:	**26/01/2024**
Institutional context:	Brunel University London was established in the 1960's to be the home of technical education, championing innovation and enterprise and supporting the knowledge base the UK needs to compete on the international stage. That core motivation remains to this day, and our strategy is to combine a technical focus with research excellence. We are proud of our record of industry collaboration – most of our externally funded research is collaborative – and of our researchers' engagement in knowledge exchange (KE) activities, such as the highly successful Co-Innovate programme. KE activities are also core part of our University Strategy: Wielding Brunel's World Class Difference

The institutional audience* for this action plan includes (only include direct beneficiaries; complete or delete, as appropriate):

Audience (direct beneficiaries of the action plan)	Number of	Comments
Research staff – defined as postdoctoral researchers primarily on fixed term / open ended research contracts	148	
Postgraduate researchers / doctoral researchers (DRs)	906	
Research and teaching academic staff	730	
Technicians	90	
Managers of Researchers (MoRs)	57	

	Complete for submission						*To be completed only when reporting on action plan*		
Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Environment and Culture									
Awareness and engagement									
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.									

ECI1	Ensure all relevant staff are aware of the Concordat.	1. Continue and increase Concordat-related engagement with research staff, research leaders and MoRs across the University (via the Colleges) to ensure that research staff are a key consideration in strategic and operational decisions. 2. Ensure that Concordat specific information is clearly signposted and available to research staff and those that support and manage them.	Yes	Annually, from Jan 2024	GS, MoRs, Associate PVC for Research Culture and Governance (Concordat Champion)	At least 50% of research staff recall communication about the Concordat (measured in CEDARS 2025) At least 50% of research staff recall communication about the HR Excellence in Research Award (measured in CEDARS 2025)				
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	1. All of Brunel's institutional policies and practices (including those relevant to researchers) are reviewed regularly to ensure they are still inclusive and transparent. 2. The research staff webpages are reviewed regularly to ensure that policies and practices are well-communicated and clearly sign-posted	No		HR, Policy owners	Research Staff Association and research staff Senate representatives become involved in policy reviews and determine if they are relevant to research staff				
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.	1. Collect baseline data for research staff to enable monitoring of actions and planning about research environment and culture (through CEDARS and internal research staff focus group) 2. Have the Concordat as a standing item on the Research	No	Annual focus groups from Jan 2024, annual committee reports, CEDARS 2025	GS, Associate PVC for Research Culture and Governance (Concordat Champion), Research Culture and Environment Sub-committee	Membership of the Research Culture and Environment Sub-committee to include research staff and technician representatives to enhance the 'collective voice' for those groups in relation to the quality of the research				

		Culture and Environment Sub-committee which has absorbed the former Concordat Implementation Group 3. Work with the Associate Pro Vice-Chancellor for Research Culture and Governance (Concordat Champion) and ensure that researchers are aptly represented in the new research culture delivery plan 4. Establish and embed monitoring and reporting of the research culture delivery plan centred around objectives and success measures outlined in the plan 5. Evaluate qualitative and quantitative success measures in the Brunel research culture delivery plan				environment and culture At least 60% of research staff respond to 'Environment and culture' questions in CEDARS 2025 with 'strongly agree' and 'agree'.				
ECR1	Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students.	1. Establish a Research Culture Seed Fund for research staff and technicians to lead on projects that tackle issues in the research culture agenda critical to Brunel. 2. Work with research staff representatives on Senate to ensure research culture matters involving (newer) researchers are represented.	No	Research Culture Seed Fund from 2024-2026 (2 projects per year), research staff representatives on Senate 2023-2026 (3-year term)	VC (Chair of Senate), GS (budget holders of the Research Culture Seed Fund), Associate PVC for Research Culture and Governance (Concordat Champion), RSDO	6 new projects tackling research culture issues Projects outcomes will be written up as research culture case studies and advertised on webpages 60% of attendees on Leadership in Action are research staff Project management training for				

		3. Set up peer mentoring scheme for research staff to contribute to the creation of a positive research culture 4. Encourage research staff to participate in the annual Research Festival				research staff and technicians Research staff provided with new opportunities to be assigned mentor and mentee outside their direct line management structure Measured through sustained uptake of mentoring opportunities and end of scheme survey 90% demonstrate sustained engagement with the mentoring scheme At least 10% of research staff participate in research festival				
Wellbeing and mental health										
The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.										
ECI3	Promote good mental health and wellbeing through the effective management of workloads and people.	1. Continue with the range of activities for researchers to support wellbeing, with linkage to institutional Mental Health and Wellbeing Strategy 2. Annual reporting of awareness and engagement by DRs and ECRs of Brunel's mental health and well-being provision 3. Mental health and wellbeing resources clearly highlighted in dedicated webpages and newsletters	Yes	Annually, from Jan 2024	Colleges, Line-Managers, HR	At least 80% of staff report that they are 'fully confident' or 'confident' to respond to any issues relating to health and wellbeing in CEDARS 2025 Research staff to be incorporated in the institution's Workload Allocation Model (WAM)				

ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	1. Wellbeing and mental resources clearly highlighted in webpages and newsletters 2. Promote wellbeing and mental health development opportunities via OD	No	Annually, from 2024	OD, HR	100% awareness of wellbeing strategy At least 50% report that they have undertaken training and other continuing professional development in mental health and wellbeing with less than 15% stating they have no interest in this Create cohort of mental health first aiders from research staff; one qualified research staff member from each College Introduce peer audit scheme through research staff mental health first aiders				
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	Linked to ECI4								
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	No specific action required. The University has a flexible working policy that applies to all staff groups, including research staff.								
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	Linked to EC13								
Bullying and harassment										
The aims of these obligations are to eliminate bullying and harassment in the research system, tackled through progressive policies and secure mechanisms to address incidents.										

ECI3	Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.	No specific action required. [It has been revised and subsumed into new action plans]	Yes		HR				
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	No specific action required. The University has a community-wide approach embedded in its mental health and wellbeing strategy, which includes updated policies and guidance for managers to support wellbeing.							
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to discrimination, harassment and bullying.	Linked to ECM3.							
Equality, diversity and inclusion									
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and adopt practices enhancing equality, diversity and inclusion.									
ECI4 / ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	1. Revamped EDI Researcher Steering Group 2. REC Submission 3. Engage with internal stakeholders re EDI in research practice and culture 4. Champion recommendations emerging from research council reviews once published (EPSRC, ESRC, NERC, AHRC): 5. Ensure research is integrated into	No	From Jan 2024 and ongoing	GS, EDI Team, HR, Associate PVC for EDI	The DVC and Associate PVC for EDI have successfully secured REC Focus group for research staff as part of the REC consultation EDI in relation to research culture and practice included in REC Annual audit			

		University EDI Strategy								
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	See ECI4 / ECM1								
Research Integrity										
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and maintain high standards of research integrity, and are able to report infringements or misconduct.										
ECI5 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.	1. Communicate with research staff to ensure they are aware of the Research Integrity Code of Practice and related training. 2. Monitor Research Integrity training take-up by research staff. 3. Use research misconduct data to inform research integrity and misconduct training, specifically for MoRs and supervisors	Yes	Annually	Governance and Secretariat (Research Ethics), Research Ethics Committee, Associate PVC for Research Culture and Governance (Concordat Champion)	Establish baseline of engagement with Research Integrity training by April 2024. Aim to have 70% of research staff complete course by April 2025. New Research Integrity training available for MoRs and PIs 100% of BREO applicants have completed course prior to application Monitor completion of end of course quiz on Brightspace Standing item on Research Integrity in Research Culture and Environment Sub-committee				
ECM3	Ensure managers report and address incidents of poor research integrity.	No specific action required. (The University has mechanisms in place for this).								
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	See ECI5 / ECM2.								

ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	See ECI5 / ECM2.							

Policy development

The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.

EI7	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making.	1. Reposition the Research Staff Association and work with OD and the EDI Team to have it formerly recognised as a Staff Network, aligned with other institutional staff networks. 2. Review institutional policies for research staff representation in university committees. 3. Invite Research Staff Senate representatives on a rotational basis to attend as official member RKT, Research Culture and Environment Sub-committee and the HR EDI Committee 4. Review the terms of references and include the Concordat and HREiR Award as a standing item. Make "Research Staff" a standing item on the meeting agendas for these committees	No	Dec 2024	GS, PVC for Research, Associate PVC for Research Culture and Governance (Concordat Champion), Associate Director of HR, Head of QAA	Research Staff Association has become a formal staff network. Increased number of research staff in university committees. Terms of reference include Concordat, HREiR award and Research Staff. Research Staff has become a standing item on meeting agendas. At least 75% of research staff answer relevant CEDARS questions (e.g., 'to what extent does the institution value the contributions you make to institutional policy and decision-making?' or equivalent) with 'fully' or 'mostly.'				

ECM5	Encourage managers to engage with opportunities to contribute to policy development aimed developing a more positive research environment and culture within their institution.	1. Encourage and nominate managers of research staff to be involved in University working groups and committees 2. Invite one manager from each College to become member of the Research Culture and Environment Sub-committee to represent PIs / MoRs	No	Annually	PVCs, Associate PVCs	Increased number of managers of research staff in University working groups and committees Meeting minutes and committee reports reflect changes made to research environment and culture as per success measures declared in research culture delivery plan (see ECI6)				
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	See EI7								
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	See EI7								
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	See EI7								
Employment										
Recruitment and induction										
The aims of these obligations are to ensure recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.										
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	1. Continue working with HR to improve recruitment and extension of research staff, review and standardise contracts, improve promotion and progression criteria internally	Yes	Dec 2024	GS, HR, EDI Team	Work with HR to be completed in 2024 Report on recruitment of research staff in relevant committees (linked to EI7) Research Staff participation				

		2. Recruitment training has happened (see previous action plan) but continues to be further revised 3. Broaden opportunities for research staff to participate in recruitment panels for university appointments at various levels				monitored and reported to Research Culture and Environment Sub-committee every six months from Dec 2024				
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	Improve the induction process for research staff. Progress on this is underway, however, the new University Executive and Strategy (see Summary Report) have delayed this. 1. Use BRAM-NET (internal staff network that connects research leaders and research administrators and managers. See Summary Report) as a vehicle to review induction process 2. Embed a comprehensive induction process for research staff at central level 3. Recommendations and plan of action reported to Research Culture and Environment Sub-committee and RKT by Nov 2024	Yes	Dec 2024	HR, PVC Research, RSDO, BRAM-NET	Have a comprehensive induction process for research staff at University-central level, with a particular focus on research culture and environment				

Recognition, reward and promotion

The aims of these obligations are to ensure the fair and inclusive recognition of researchers as part of their career progression.

EI3	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances.	Researcher career tracks, review promotion requirements for research staff, review titles of researchers at different grades	No	Dec 2024	GS, HR, Executive Board	Changes made to retention and promotion pathways for research staff Harmonisation with sector comparators for job descriptions and job titles for research staff, from Research Assistant to Research Professor Numbers monitored and further actions identified through annual report to HR and EDI Committee				
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	Linked to EI1								
Responsibilities and reporting										
The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.										
EM2	Managers familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding.	No specific action required.								
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	Linked to EI2								
ER2	Researchers understand their reporting obligations and responsibilities.	Linked to EI2								

People management										
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.										
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	1. Pilot a workshop for PIs / MoRs to drive up their development and leadership capabilities 2. Run pilot from Sept 24 to Sept 25 and embed it by Sept 26 3. Create an enhanced buddy system where experienced (senior) postdocs and research leaders train and mentor junior ones. This is linked to the mentoring scheme described in ECR1. 4. Support their attendance at external development opportunities as part of the scheme	No	Sept 26	OD, GS	Strengthen competitiveness in grant applications and narrative CV (e.g., being able to evidence how you have supported the development of others) New training provision for research leaders				
EI5	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.	Widen university recognition awards to include specific rewards for research staff and MoRs.	Yes	2024/2025	HR	Options for awards reviewed and considered with at least one new recognition award introduced by end of academic year 2024/2025				
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	See EI4								
EM4	Managers actively engage in regular constructive performance	1. This mostly falls under the annual PDR process that is established at Brunel.	No	2024/2025	GS, OD	Use outcomes of checklists to drive and inform provision				

	management with their researchers.	2. In addition to the PDR process, we will introduce self-assessment checklists to determine how well managers engage in constructive performance management with their research staff								
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	Linked to EM4								

Job security

The aim of this obligation is to improve the job security of researchers.

EI6	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress.	No specific action required.								

Professional and Career Development

Championing professional development

The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.

PCDI1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors.	1. Add the 10-day entitlement as an option to absence requests on CHIME, the University's centralised reporting mechanism for requesting and tracking absences 2. Increase usage of Inkpath Development system amongst research staff 3. Monitor and report on research staff engagement to	Yes	Jan 2027	GS, Associate PVC for Research Culture and Governance (Concordat Champion), RSDO, BPP	The University's Early Career Academic and Researcher Development Programme (ECA Programme) is now inclusive of research staff (as of 2024) At least 5% of research staff attend ECA Programme Activities logged in Inkpath measured as part of annual				

		inform ongoing planning 4. Host workshop for research staff to identify how they're using inkpath 5. Identify barriers preventing research staff from using their 10 development days 6. Research Staff attending the ECA Programme 7. Ongoing activities include our RDP, and we highlight opportunities through the research staff mailing list and a dedicated Teams channels 8. See also PCDM3 on the new agreement MoRs have to sign, confirming they will support their researchers in taking full advantage of at least 10 days				tracking report produced by the Graduate School Reports submitted to the Research Culture and Environment Sub-committee (research staff data) as part of annual reporting from 2024 The Brunel Public Policy Unit is now inclusive of research staff Enhanced usage of Inkpath integrated with PDR Research Staff are included in Workload Allocation Model as additional structured support to use at least 10 days '10 days professional development' is now an option for research staff to select under Absences on CHIME				
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	1. Have regular Research Staff Association and focus group meetings to identify how researchers use Inkpath and how we can enhance usage	Yes	Jan 2027	GS, HR	See PCDI1: research staff to be incorporated in the institution's Workload Allocation Model				

PCDM3	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	1. Introduce new agreement for MoRs which they have to sign, confirming they will support their researchers in taking full advantage of at least 10 days 2. Linked to EI4 and PCDM4	No	2024/2025		100% of MoRs have signed the agreement CEDARS reflects adequate responses				
PCDR1	Researchers take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year.	Linked to PCDI1, PCDI2 and PCDI4	Yes							
Career development reviews										
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.										
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	1. Support PIs / MoRs to increase their confidence to engage in career development discussions with researchers. 2. Hold focus group for PIs / MoRs in early 24 to provide an opportunity for this group to explain what they need to support their researchers in this regard. 3. Linked to PCDM4	No	Jan 2024 and ongoing	GS, OD	At least 40% of research staff engage with the Careers Consultant and dedicated resources around careers and link to the narrative cv. MoRs participate in link with TWI in Cambridge and support connecting research staff working in industry with research staff working in academia (see Summary Report)				
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	Linked to PCDM4								

PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	Linked to PCDM3 and PCDM4								
PCDR4	Researchers positively engage in career development reviews with their managers.	Linked to EM4 and PCDI2								
Career development support and planning										
The aims of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience.										
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	Continue promoting *Researcher Future Series* which provides researchers with information and networking opportunities with researcher alumni from a wide range of industries and careers	Yes	Aug 26	GS, PDC	At least 20% of research staff attend at least one event per annum (three events held each year)				
PCDR3	Researchers maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications.	See PCDI1								
Research identity and leadership										
The aims of these obligations are to provide researchers with opportunity to progress in their careers by developing their research identity and leadership capabilities.										
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	1. Continue delivering leadership and resilience training through *cross-university* Leadership in Action programme up to twice per annum 2. Pilot UKCGE's Research Supervision Recognition Programme and support research staff in applying for	Yes	From June 2024 From 2023/202 onwards	GS	Bespoke programme delivered twice per year (June, Nov/Dec), either online or in person from June 2024 Programme completed by at least 12 researchers per annum from 2023/2024				

		the "Recognised Associate Supervisor Award" which is designed for ECRs to receive associate supervisor level accreditation. 3. See PCDI1				ECRs receive supervisor accreditation				
PCDM4	Managers identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours.	1. Encourage MoRs to have regular discussions with their research staff about their research identity and leadership skills 2. Hold workshops for MoRs and use self-assessment and reflection templates to identify what they need in order to identify more opportunities for research staff 3. Linked to PCDM3: MoRs sign agreement, confirming they will support their researchers in taking full advantage of at least 10 days 4. Audit and evaluate agreement and workshop outcomes	No	From Jan 2024 and ongoing	GS, OD, Associate PVC for Research Culture and Governance (Concordat Champion), Vice Deans Research	100% of MoRs signed agreement Focus groups qualitatively reflect greater satisfaction with environment in which research staff are located, e.g. access to defined spaces in Colleges, greater affiliation with academic staff and included in academic space with networking opportunities				
PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	Linked to EI4 and vice versa								
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	See PCDI1 and PCDI4								
Diverse careers										

	The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.								
PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.	1. Encourage inter-sector insights by promoting short internship opportunities for researchers with improved documentation and guidance 2. Increase research staff exposure to research commercialisation and entrepreneurship, along with engagement with related development opportunities and competitors 3. Strengthen the relationship between research fellows at TWI in Cambridge and on campus to increase networking and exchange of ideas among peers (cf. earlier action around this in PCDI2) 4. Host an event where researchers who have done internships highlight what they have learned to other researchers via a Q&A and panel discussions. 5. Create podcasts and case studies where researchers who have moved between and worked across employment sectors share their experience and put them on the GS webpage	Yes (apart from 3 and 6 which are new)	Dec 2024 and ongoing	PDC, RSDO, BCAST	Engagement from researchers around entrepreneurship, commercialisation, consultancy and public policy New case studies and podcasts to promote continued engagement with inter-sector work Internal knowledge exchange (researchers sharing their expertise and learning from each other)			

		6. Continued engagement with Brunel Public Policy and the Open Innovation Team (see Summary Report)								
PCDM2	Managers support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.	Linked to PCDM4, PCDI2 and EI4								
PCDR2	Researchers explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.	Linked to PCDI1 and PCDI4								
PCDR6	Researchers consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation.	Linked to PCDI1 and PCDI4								

* The Researcher Development Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Researcher Development Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.

Further hyperlinks and supplementary information (more rows can be added)	
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Abbreviations and glossary (more rows can be added)	
BCAST	Brunel Centre for Advanced Solidification Technology
BPP	Brunel Public Policy
BREO	Brunel Research Ethics Online
BRAM-NET	Brunel Research Administration and Management Network
EDI	Equality, Diversity and Inclusion
GS	Graduate School

7		OD	Organisational Development
8		OIT	Open Innovation Team
9		PDC	Professional Development Centre
10		PVC	Pro Vice-Chancellor
11		REC	Race Equality Charter
12		RKT	Research and Knowledge Transfer Committee
13		RSA	Research Staff Association
14		RSDO	Research Support and Development Office
15		TWI	The Welding Institute