

AP	Planned Action	Rationale	Key outputs/ Milestones	Timeframe (start/ end date)	Subcommittee /person	Success Criteria and Outcome	Progress
Silver action plan – actions at submission							
3.1	Ensure the SAT continues successful actions to date including NERD network, ensure gender balanced selection committees, and all staff complete unconscious bias training.	There have been improvements in the staff survey, particularly linked to perceptions of equality and satisfaction with training, promotion and recruitment to ICAMS. We need to build on progress.	Ensure line managers are aware of the NERD. Encourage post-doctoral staff to attend. Promote through email and staff open forum. Unconscious bias training 100%; gender balanced selection committees	Sept 2019 (new academic year) Yearly (P&DR)	WD	In survey: 100% of staff agree they have been treated fairly regardless of gender with respect to recruitment and selection. >90% of staff agree that advice and support for promotion is appropriate. At least 8 females (grade 9 or less) apply for promotion by next Athena SWAN report.	Unconscious bias training mandated for all staff and is centrally monitored and also part of staff induction. Promotion presentation giving ICAMS specific advice added to website. Promotion applications being monitored. 2018-2019 had 10 promotion applications (4F, all F successful). 2019-2020 had only 5 promotion applications – all M. Other actions ongoing. Since Jan 2019 7 new CL appointed (4F)
4.3	Clearly advertise part-time PGR study options, when available.	Options for part-time study are heavily influenced by funder stipulations and project timelines. It is essential to ensure they are widely advertised, when available. This action is an ongoing Bronze action. It is presented here to keep in on Silver agenda.	“Part-time study options” highly visible in ICAMS advertising.	Completed Sept 2015 (Bronze) Info updated March 2019 Info update in March-May each year from 2020	WD	Maintaining broad gender balance on PGR courses (≥50% female) across academic years 2019/20-2021/22 (baseline average of 53%Female Part-Time PGR).	Clinical pharmacology and SESM offer part-time options on the website. Others do not. Require statement as to whether part time study is available or not on all courses as minimum.

5.1	Maintain ICAMS website with up-to-date family-friendly policies and Athena SWAN initiatives; ensure and visible diversity in role model imagery.	Keeping staff informed on key policies and benefits. Positioning ICAMS as family-friendly environment for prospective male and female job applicants.	ICAMS Athena SWAN website with links to policies. Include links to the University nursery, childcare vouchers scheme & childcare information.	Initially undertaken in Sept 2015 (Bronze AP) Info updated in May each year to continue from 2019 onwards	WD (TMC)	Female applicants for all non-clinical grades/posts to >40% by 08/2021. ≥90% of male and female colleagues across all role types aware of family-friendly policies at next survey.	Website has been completely updated and improved for accessibility and reading as of 2020.
5.2	Create new induction step-by-step guide for line managers and new staff to include job-specific and organisation-wide induction information. Publicise new Guide on ICAMS webpages. Conduct focus group with recently appointed staff to evaluate new Induction Guide	2018 staff survey showed of those that appointed since 2017, 81% of men and 61% of women agreed the <i>"Institute induction process met my needs"</i> . Updating Induction materials formed part of BAP but 2018 survey demonstrates a gendered difference in new staff experience.	New Guide produced, circulated to all line managers and available online. Focus group with new starts conducted to assess experience of new Guide and processes.	New Guide produced by start of next academic session – Sept 2019 Info update in May 2020 and annually thereafter Focus group conducted in April 2020 to assess changes and inform additional action required as part of annual (May) update.	WD	≥85% of eligible male and female staff to agree induction process met their needs in next survey April 2021.	Has been discussed and iteratively updated. Full update has been postponed due to pandemic and pause on recruitment. Needs updated in 2021.
5.7	Promote and evaluate the impact of participation in career development initiatives.	New initiatives introduced as part of Bronze AP show clear signs of impact. Need to ensure that this trend continues to review their continued effectiveness for addressing ICAMS pipeline.	Promotion through dedicated section in ICAMS monthly newsletter Quarterly email reminders of initiatives	In progress	CD/WD	≥90% of male and female staff agreeing that they have access to relevant training, career development and networking opportunities to new question in next survey (April 2021).	NERD and FOCUS have been publicised fully at open forum, SSC, newsletter and via social media. Reach has been somewhat impacted by pandemic. Focus groups required in 2021 to evaluate.

5.21	<p>We will lead the update of staff webpages to include teaching roles and institute service; these are not part of the current ICAMS webprofile template.</p> <p>Following that we will conduct focus work with academic staff to consider further action to improve teaching profile.</p>	<p>Further improve visibility of role models as well as provide more effective career direction for staff.</p>	<p>Bespoke RET session held</p> <p>Webpages to be updated</p> <p>Focus work with academics with teaching experience</p>	<p>Held: 2018</p> <p>Dec-19</p> <p>Feb-20</p>	WD	<p>>85% of staff of both genders to agree that the allocation of roles and responsibilities are clear and transparent at next survey</p> <p>>85% of staff of both genders to agree that the allocation of roles and responsibilities takes into account all of my activities at next survey.</p>	<p>Staff website includes teaching description for staff at their own request, and this has been discussed at open forum.</p> <p>Focus work required with staff who have heavy teaching load.</p>
5.24	<p>Achieve 50:50 gender split in guest speaker nominations through continued Bronze AP approach.</p>	<p>14% female speakers in 2012/13 and 13% female in 2013/14.</p> <p>Gender equality achieved in 2017/18, and 2018/19 after SAT intervention</p>	<p>50:50 split now achieved since BAP. Maintain.</p>	<p>Ongoing yearly monitoring.</p> <p>2019/2020 session</p> <p>2020/2021 session</p> <p>2021/2022 session</p>	WD TvA	<p>Gender balance (50:50) for the guest seminar series in all calendar years</p>	<p>2018/19 session had 23 speakers (13F).</p> <p>2019/2020 session disrupted due to pandemic, but monitoring ongoing.</p>
3.2	<p>Review all data for trends that require intervention and to evaluate success of other ongoing actions.</p>	<p>Females perform better than males on PGT courses.</p> <p>Lack of females in senior open-ended contract roles.</p>	<p>Yearly review of PGR/PGT and staff data ahead of report to ICAMS executive</p>	Yearly	CD	<p>Data reported to ICAMS executive in January each year. Action plan modified in response to live data.</p>	<p>Reports ongoing annually to ICAMS executive.</p> <p>Action plan modified as below in response to data and pandemic.</p>

3.3	Repeat staff survey to further assess impact of Silver Action Plan (AP)	<p>There have been improvements in the staff survey, particularly linked to perceptions of equality and satisfaction with training, promotion and recruitment to ICAMS.</p> <p>We will build on progress and assess impacts of Silver AP.</p>	<p>Staff survey questions planned.</p> <p>Staff survey conducted</p>	<p>Jan-21</p> <p>Apr-21</p>	CD	<p>>85% response rate to staff survey in 2021 from staff of all genders and role types, demonstrating continued engagement of colleagues in the equality agenda.</p>	<p>In line with ongoing pandemic and extension of award to April 2024, we will postpone full staff survey to 2023 to avoid overburden of survey, and focus on small focus group.</p>
5.8	Evaluate ECR PDP Scheme via Focus Group to inform potential development of formal mentoring scheme.	<p>Uptake of previous formal mentoring schemes is low.</p> <p>Introduction of ECR PDP scheme with sponsor introduced to tackle this under Bronze AP.</p> <p>.</p>	<p>Focus Group carried out to explore effectiveness of ECR PDP. Focus groups to show positive experience of scheme <u>or</u>, introduction of more traditional approach to mentoring.</p>	<p>Conducted Nov 2019 with findings reported to SAT by Jan 2020</p>	CD	<p>≥75% male and female ECRs respond positively to new question in next staff survey about access to sponsorship and mentoring in support of career development (April 2021).</p>	<p>https://www.gla.ac.uk/researchinstitutes/icams/athenaiswan/personaldevelopmentplanforecrs/</p> <p>Focus groups suggest ECRs prefer bespoke mentoring arrangements. To be managed through NERD</p> <p>Form needs updated. We will make the form part of the PDR process from 2021 for grade 6-7 academic staff.</p> <p>See new initiative for away day and INVITE network</p>

5.9	Assess results of FOCUS Fellowship scheme and undertake evaluation with participants.	<p>FOCUS Fellowship scheme developed under Bronze AP to support research bids.</p> <p>Continual assessment and evaluation of the scheme to ensure its effectiveness.</p>	<p>Launched, and currently has 9 members– 67%F).</p> <p>Scheme yielding early impact with 1F obtaining a fellowship and 1M and 1F at revision stage</p>	<p>In June 2020 evaluate scheme through informal meetings with mentors/mentees.</p>	CD (WF)	<p>Discussions with participants shows positive experience through qualitative comments and discussion.</p> <p>3 new external fellowships to be secured in ICAMS by June 2020 (a substantial improvement on historical rates, with at least 2/3 secured by Female ECRs reflecting participation demographics)</p>	<p>Evaluation delayed due to pandemic. Data available. Will Fuller to evaluate in early 2021.</p> <p>Two submissions so far (2F). One successful.</p>
5.1	Ask TRM to audit historical and future grant applications. Use this evidence-base in consultation with Institute Executive to develop actions to address emergent issues.	Funding data show a trend towards funding applications led by female investigators being smaller than those led by males	<p>Historical audit of data</p> <p>Real-time data analysis</p> <p>Identify trends and discuss with ICAMS Executive and devise actions.</p>	<p>Dec-19</p> <p>Dec every year from 2019</p> <p>At SAT report to Exec every year from Jan 2020</p>	CD	Representative proportion of applications, awarded grants, and awards in £ from female researchers demonstrated in the data by April 2023.	Audit delayed. To do early in new year.

5.13	Fund Technical staff to apply for Chartered Scientist status, who can then act as mentors for future applicants.	Improve career development opportunities for Technical colleagues in line with UofG joining Technician Commitment as signatory in 2018/19.	Trial the process with 3 ICAMS Technicians initially Review staff experience to consider appropriateness of wider implementation	Seek interested Technicians by end Dec 2019 Roll out from May 2020	CD (ED)	≥95% of male and female PS staff agree they have received advice and encouragement in the Institute regarding career planning and progression in next survey (April 2021). At least 2 staff achieve Chartered Scientist status by December 2020.	<p>Progress delayed due to pandemic, but availability of scheme has been discussed at technical meetings.</p> <p>Rather than seek Chartered status, one technician (F) has been pursuing a part time MSc.</p>
5.14	Introduce research-focused CPD element to quarterly Technical staff meetings.	As per	<p>Technician Champion (identified as part of UofG Technician Commitment) to source volunteers to lead CPD at each meeting</p> <p>CPD standing agenda item at Technical staff meetings</p>	<p>May – Oct 2019</p> <p>From Oct 2019</p>	CD (ED)	≥95of male and female PS staff agree they have received advice and encouragement in the Institute regarding career planning and progression in next survey (April 2021).	<p>As CPD, one technician (F) has been pursuing a part time MSc.</p> <p>All technicians were encouraged to register and attend ESC 2020 to reflect on achievements of the ICAMS team (via email). X technicians are known to have registered and attended ESC 2020.</p>

5.15	Introduce CPD funding scheme for Technical staff to support attendance at courses and conferences. Each successful applicant will then share their learning with colleagues at the technical staff meeting.	Technical staff do not currently have same access to CPD funds as academic staff.	Scheme launch, publicised and uptake review. Successful applicants contribute to CPD agenda item at quarterly meetings in line with Action 5.14	As per Action 5.14	CD	As per Action 5.14	All technicians were encouraged to register and attend ESC 2020 to reflect on achievements of the ICAMS team (via email). CPD to restart when all staff back from furlough and to labs.
5.16	Continue the “Faces Behind the Science” feature in the ICAMS newsletter.	Improve profile and career development opportunities for all PS and technical colleagues	Ask for volunteers at technicians meeting. Publication of section.	Jun-19 Rolling (quarterly)	CD	3 Faces behind the Science sections every year in newsletter	This slipped during the pandemic, but has been re-instated in line with work during International Women’s day.
5.11	Introduce peer-shadowing for PS staff to learn new techniques and refresh approaches to existing skills. Create recording mechanism for shadowing and reflections on practice.	Improve career development opportunities for PS colleagues	Pilot peer-shadowing with at least 4 ICAMS PS staff initially. Feedback on process with participants. Review pilot and roll out shadowing scheme across ICAMS .	Launch Dec 2019 Jul-20 Sep-20	HR (PW)	At least 4 participants (50%M: 50%F) participate in pilot to form two shadowing partnerships. Feedback from pilot suggests positive experience for career development. ≥95% of male and female PS staff agree they have received advice and encouragement in the Institute regarding career planning and progression in next survey (April 2021).	The pandemic has made this very difficult to achieve. We are planning focus groups with PS colleagues to see what would be valuable. GPBF was launched at inaugural PS Conference (10 January, 2020) on Collaborating to Deliver Excellence in Professional Services (350 attendees,c.60%F). Feedback was excellent, 81% of attendees rated the event good/very good and it was fully subscribed.

							Need to seek feedback from ICAMS attendees. Focus group schedules for Jan 20201
5.12	Implement an informal and confidential discussion, team bonding, and networking opportunity for PS staff in ICAMS.	PS staff lack the same opportunities as academic staff to network and discuss their career confidentially.	Design an easy walking route and advertise to PS staff. Run a pilot over summer. Take feedback and implement the initiative.	June/July 2019	May-19 Sep-19	CD	≥95% of male and female PS staff agree they have received advice and encouragement in the Institute regarding career planning and progression in next survey (April 2021). Focus group diarised for MPA group and PW early in new year to advance agenda.
3.4	Rotate SAT membership in ICAMS	Rotation enables new voices and opportunities to participate in the equality agenda.	Rotation of SAT chair and deputy. Invitation for new SAT members at open forum and by email.		Oct-19	HR (PW)	SAT rotation and bedding in period complete by end 2019. New full SAT meeting by Dec 2019 in time to make report to ICAMS Executive in Jan 2020. Completed

4.4	ICAMS Line Managers to share leaver destination information to Institute administrators.	Gain better understanding of destination of, particularly ECR, leavers. Data are incomplete and prevent meaningful analysis.	Ongoing Bronze action that sought to pilot mandated approach for line manager completion of leaver information. Re-assess leavers info, and report on leaver destinations to SAT.	Pilot complete for 2016-2018 data. 2 nd quarter 2020	HR	Response and data availability for ≥80% of leavers from Sept 2019. By June 2020 have an understanding of where colleagues who leave ICAMS are going, by gender, and on what career path. Utilise this information to decide on any actions required as part of development of ICAMS Athena SWAN Silver AP.	During 2019, 2 grade 6 staff, 10 grade 7 staff, and 2 grade 8 staff left (50% F). Data for 2020 to be checked as it becomes available.
5.3	Deliver bi-annual promotion workshop led by senior staff and targeted at ECRs.	In 2018 83% of males and 94% of females agreed that “appropriate support and advice is provided in the Institute at each stage of promotion” compared to 67% of males and 52% of females in 2014. Maintain support of our ECRs. Feedback very positive (5.1.iii)	Last workshop held 14/12/17. Questions for panel submitted anonymously . to email box	Next workshop By end October 2019, in advance of promotion deadline (Jan 2020)	HR	≥90% of male staff and ≥95 female staff agreeing that they understand the University promotions process and criteria at next survey (April 2021)	Replaced by online bespoke training from ICAMS staff on the AS website. Publicised to staff by email and NERD.
5.4	Improve completion of Equality and Diversity (E&D) training and career development through the ICAMS supplementary P&DR form.	Completion mandated as part of P&DR before sign-off from 2017.	83% of ICAMS staff have completed UofG E&D training.	Mandatory completion as part of P&DR (June -Sept) in 2019 and 2020 P&DR cycles	HR	100% of staff to complete E&D training by end of P&DR cycle in 2020	This is compulsory through P&DR form

5.5	Deliver training in collaboration with College HR on maximising P&DR to support career development for reviewer/reviewees.	Survey responses re: ICAMS providing a helpful annual appraisal showed 58% male PS and 71% male academic staff in agreement compared to 89% female PS and 85% female academic staff in agreement	Training devised and delivered and evaluated. Impact evaluated in next staff survey.	Training devised and delivered in advance of 2020 P&DR cycle (launches June 2020) Evaluation of training following session. Survey conducted in April 2021	HR	65% of reviewers and staff attend workshop. Evaluation at workshop shows 75% positive response from all attendees to question about usefulness for clarifying use of P&DR discussion to address career development. ≥80% male and ≥90% female academic and PS staff agreeing that ICAMS provides a helpful annual appraisal in next staff survey (April 2021).	P&DR delayed for most staff in 2020, but ECRs have been given light touch P&DR as an opportunity to consider career planning. P&DR has been re-emphasised as a route to consider promotion. Link in with ECDP form above to improve perception among ECRs. Focus groups required.
5.6	Deliver training in collaboration with College HR for P&DR reviewers on communication skills for sensitive performance management.	As per Action 5.5	Training to be delivered at Scientific Steering Committee with College HR	Apr-20	HR	>80% Senior line managers receive training which will be tied to Scientific Steering Committee to maximise attendance. ≥80% male and ≥90% female academic and PS staff agreeing that ICAMS provides a helpful annual appraisal in next staff survey (April 2021).	Delayed for this round. Needs to be worked-up and delivered at SSC in 2021.

5.18	We will mandate that maternity/ adoption/ parental leave in past 1 year is recorded in the free text section of the leavers destination data.	To ensure there is no evidence of bias in maternity/parental/adoption leave return rates.	Re-assess leavers info, and conduct reflective work. Gain better clarity on any bias in data	2 nd quarter 2020	HR	>80% response and data availability on leavers from Sept 2019. By June 2020 have an understanding of any relationship of maternity/parental/adoption leave with return to work	<p>This data is now running in the data we have starting 2018-2019. It will take some time for appropriate follow-up to be achieved to document proportion in work after 6/12/18 months after parental leave.</p> <p>In 2018-2019 7 women took maternity leave and 3M, 1F, took 'paternity' leave.</p>
5.19	<p>To deliver training at open forum on flexible working focusing on examples of short term flexible working for caring commitments.</p> <p>We will highlight flexible working and emergency time off policies in the ICAMS newsletter and at the staff open forum</p>	Previous HR presentation at open forum (2016) has not led to an increase in requests.	<p>New presentation focusing on short term and informal flexible working.</p> <p>ICAMS newsletter used to highlight policy.</p>	<p>By end Dec 2019</p> <p>By end Dec 2019</p>	HR	<p>>90% of staff of both genders to report a clear understanding of flexible working policies by next staff survey.</p> <p>3 new requests for flexible working by end 2021.</p>	<p>There have been updates to flexible working policy in 2020 and staff have been kept updated on this. More to follow</p> <p>https://www.gla.ac.uk/myglasgow/humanresources/all/worklife/flexibleworkingpolicy/</p> <p>We had one request for flexible working (F) in 2018-2019.</p>
5.22	Promote and audit core hours policy for all Institute decision-making committee meetings.	To enable staff with caring responsibilities to attend and participate in decision-making and career development opportunities.	94% of decision making committees have been held in core hours since Bronze AP.	<p>Ongoing yearly monitoring.</p> <p>2019/2020 session</p> <p>2020/2021 session</p> <p>2021/2022 session</p>	HR	>95% of decision making committees shown to have been held in core hours	Audits are ongoing and complete to end 2019. Need to update for 2020 by adherence is generally very good (>95%)

4.1	Organise an annual “Women in Sports Science” afternoon for MSc students showcasing female PhD students and ECRs from both ICAMS and the West of Scotland.	Celebrating women in Sports Science in Scotland; Profiling and role modelling to encourage female MSc students to remain in academia	8 female PGT students to attend afternoon and give feedback- represents 40% of 2017/18 Sports Science female cohort.	Design afternoon & presenters identified: end August 2019 Hold event: Dec 2019 (annually,	S&PP (SG)	At least 8 female PGT students to attend afternoon and give positive feedback. Two additional female PhD students in sport science between 2019 and 2022.	Delayed. Need to identify best time to engage after pandemic.
4.2	Conduct focus group work with male and female PGT students examining experiences of teaching and assessment.	Female PGT attainment higher than males; new assessment practice introduced in 2018 requires an assessment of potential gendered impact	Initial Focus Group conducted. Findings analysed and reported to SAT. PTES survey data from 2019-2021 analysed for trends of coursework satisfaction.	End May 2019 (current cohort) Conducted yearly, going forward	S&PP	70% positive feedback from male and female PGT respondents on assessment practices in PTES survey data. Qualitative feedback from focus groups show no discernible differences/disadvantages to either gender and where this finding is suggested, recommendations made by SAT to ICAMS Learning and Teaching Committee to address them.	Delayed. This year will not be the best time to engage in this due to unusual circumstances. PTES data will be assessed and presented, with focus groups used in subsequent years.

5.17	Survey staff who have been on maternity/ adoption/ parental/ carer leave to get feedback on the process as a whole and the planning leave related to family form specifically.	Maternity/ adoption/ parental leave should be supported by ICAMS, with appropriate planning	Hold focus group Discuss findings and next step at SAT	By end 2019 By mid 2020	S&PP	Ensure 100% of staff get HR support in early stages of pregnancy. Ensure 100% of parental/adoption leave staff are offered buddying partner	This happens as a matter of course. Process and named person responsible for register need to be updated from committee.
5.2	We will highlight flexible working and emergency time off policies in the ICAMS newsletter and at the staff open forum.	Previous HR presentation at open forum (2016) has not led to an increase in requests.	ICAMS newsletter used to highlight policy.	By end Dec 2019	S&PP	3 new requests for flexible working by end 2020. >90% of staff of both genders to report a clear understanding of flexible working policies by next staff survey.	There have been updates to flexible working policy in 2020 and staff have been kept updated on this. More to follow https://www.gla.ac.uk/myglasgow/humanresources/all/worklife/flexibleworkingpolicy/ We had one request for flexible working (F) in 2018-2019.

5.23	Provide diverse range of social events in ICAMS appropriate for all genders and scheduled to allow those with caring responsibilities to attend.	ICAMS runs a vibrant range of social activities that are organised with all staff in mind – it is important to continue this focus in future events planning.	Christmas Quiz; Christmas Family Party are particularly important outputs tied to this ongoing action.	In progress	S&PP	<p>>95% of both genders agree that work related social activities and networking events are scheduled where possible to allow those with caring responsibilities to attend at next survey.</p> <p>100% of both genders agree that work related social activities and networking events are appropriate for all genders at next survey.</p>	Ongoing and successful initiative, but clearly impacted this year.
New post-award and COVID-related initiatives							
6.1	<p>AMIGO network to be launched: Academic Mid-Career Leadership GrOup</p> <p>A cross-college network for leadership, mentoring and peer-support in medical, life and social health sciences for mid-career academics</p>	<p>Mentoring has not had a successful track record in ICAMS with respect to prescriptive arrangements.</p> <p>AMIGO is an attempt to translate the success of NERD for Mid career researchers making the transition to leadership, through training and peer support.</p> <p>This is potentially a beacon activity for ICAMS.</p>	<p>Initial expressions of interest: 14 received.</p> <p>First meeting to discuss remit.</p>	In progress	JG & PW	<p>Founders meeting in early 2021 to explore options and needs of members. The network is there to support needs of others.</p> <p>Attendance and development of network by >8 founding members (balanced representation)</p>	Ongoing

6.2	ISSF funding for ECR away days	<p>We need to better understand the requirements of our ECRs and how we can support them in career progression.</p> <p>Funded away days will help our ECRs speak freely and stimulate an open conversation.</p>	Plan away days once possible to make coherent plan	In progress	SR, FR	≥75% male and female ECRs respond positively to new question in next staff survey about access to sponsorship and mentoring in support of career development (April 2021).	Funded but delayed due to pandemic. Need to seek extension for spending.
6.3	ISSF funding for INVITE initiative	This beacon activity will help support the networks, career progression, and visibility of our ECRs.	Plan exchange once possible to form coherent plan.	In progress	SR, FR	≥75% male and female ECRs respond positively to new question in next staff survey about access to sponsorship and mentoring in support of career development (April 2021).	Funded but delayed due to pandemic. Need to seek extension for spending.
6.4	Women in Science day and International Women's day celebrated 2020	<p>To improve profile and provide inspirational models, all female staff all job families were invited to contribute to Women's wall.</p> <p>Coffee morning arranged.</p>		Completed. Photos available? Feedback?	PW & LW & TMcA	Attendance by >20 staff.	Attended by >20 (fell on strike day). Feedback received.
6.5	Pulse survey of staff and students to identify the impact of lockdown and pandemic on work, life and learning.	We initiated a pulse survey (written) sent to all staff and ICAMS students in June 2020 to allow assessment of impact, and actions required.	Survey undertaken. Results analysed.	<p>Completed. Reported to Open forum and to AS committee.</p> <p>Main themes for staff</p> <ul style="list-style-type: none"> • Issues with childcare/caring responsibilities 	PW	Completion by >30 staff and >30 students	<p>Completed.</p> <p>55 staff and 31 student completed. Asked for suggestions and feedback.</p> <p>The overall picture of impact was very diverse, with 43% of staff saying the</p>

				<ul style="list-style-type: none"> • Issues with (quiet) space at home for productive working • Lab limitations • Stress and mental health <p>Main themes for students</p> <ul style="list-style-type: none"> • Concern/frustration with lab work • Clarity on mitigation for PhD thesis - extensions • Provision of laptops/PCs for home use • Lack of communication direct to students from institute • Support for mental health 			<p>felt they had adapted well, but 57% reported they found the changes more challenging. Colleagues felt similarly split about the about work productivity, and the impact of lockdown restrictions on their mental health. More reassuringly, 77% of staff felt at least moderately supported by the institute and 85% reported that they felt that they were being reasonably kept up to date with ICAMS business.</p> <p>Main action was around a quality controlled return to work plan, better (and sympathetic) communications to staff and students and mental health considerations.</p>
6.6	<p>ICAMS specific emails to staff and students to signpost info on</p> <ul style="list-style-type: none"> - mental health support available through UoG. - Furlough concerns and information - Return to work – safety and phased programme - PGR extension requests 	<p>Lockdowns and lack of community and more limited communication due to the pandemic have taken a mental toll on many.</p>		<p>Emails sent to all staff on these important topics</p>	RT JB	<p>Staff and students to be supported by institute.</p>	<p>Complete</p>

6.7	COVID impact on PDRAs & technicians	<p>Email sent to ECRs and technicians advising them about return from furlough, and extensions to contracts. Emails to PIs advising them of process and actively ensuring they are supporting their ECRs.</p> <p>ICAMS ECRs were involved in lobbying for more flexible arrangements at college level. Updated guidelines and FAQs published as a result.</p>		Email sent to all staff on these important topics	WF, JF	Staff and students to be supported by institute.	Complete
6.8	Due to the pandemic, communication has become an issue and to bridge this gap, the director of ICAMS is sending out monthly reports to all staff and students to highlight ongoing initiatives, current issues, offer support for remote working, and to thank and highlight the work of staff at the Lighthouse labs	<p>Lockdowns and lack of community and more limited communication due to the pandemic have taken a mental toll on many.</p> <p>Understanding communications from the director highlighting appreciation of difficulty of circumstances and the need to work flexibly may help alleviate stress, particularly for those with caring responsibilities.</p>		<p>Monthly updates sent to keep all staff in the loop.</p> <p>Emphasised that senior management can try and offer support to staff needing to work flexibly (informally) or who are struggling with workload during pandemic.</p>	RT	Staff and students to be supported by institute.	Complete