CONCORDAT TO SUPPORT THE CAREER DEVELOPMENT OF RESEARCHERS

GAP ANALYSIS AND ACTION PLAN

June 2019 – June 2021

CONTENTS

1. BACKGROUND

Leeds Arts University has played a central role in providing specialist education in art, design and crafts for 170 years.

We have two main sites in Leeds city centre: our higher-education campus at Blenheim Walk and the original College of Art building on Vernon Street, which houses our further-education courses. We completed a £22m state-of-the-art building expansion at Blenheim Walk in 2019 in order to widen our course portfolio and benefit our students. The new building includes a 230-seat performance auditorium and industry standard film and photography studios, enhanced fashion design studios, a new postgraduate hub, and a larger specialist arts research and reference library which also houses the University's archive and open access repository.

We are perhaps best known historically for the development of the Foundation Course under Harry Thubron (appointed Head of Fine Art in 1955). The philosophy underlying its teaching has influenced foundation courses throughout the country and is still of paramount importance today. Our most renowned alumni are probably Barbara Hepworth and Henry Moore; more recently, they include Clio Barnard, Damien Hirst, Danny Sangra and Omar Kashoura.

We gained Taught Degree Awarding Powers (TDAP) in September 2016. This was a landmark in our history, followed by us becoming the only specialist arts university in the North of England in August 2017.

In April 2019 Leeds Arts University was announced as the winner of the Whatuni Student Choice Award for Best Facilities, taking the prize for the third time in six years. The University also ranked second for Student Support, sixth for overall University of the Year and in the top ten for its Accommodation. We were awarded awarded 'University of the Year for Student Retention' in The Times and The Sunday Times Good University Guide 2019. Leeds Arts University ranks no 1 in The Guardian University League Tables 2019 for Design & Crafts, in the whole of the UK. The Guardian University Design and Crafts subject area includes BA (Hons) Creative Advertising, BA (Hons) Comic & Concept Art, BA (Hons) Fashion Branding with Communication, BA (Hons) Graphic Design, BA (Hons) Illustration, BA (Hons) Printed Textiles & Surface Pattern Design and BA (Hons) Visual Communication. The University also ranked highly for Fashion & Textiles (19 out of 57 institutions). In November 2016 in collaboration with the University of Leeds we won the THES Digital Innovation – Teaching and Research award. In 2018 the University was short listed with the University of Sheffield for the Times Higher Education Awards in the category of International Collaboration of the Year with the Sheffield School of Architecture (University of Sheffield). The University has also been shortlisted for Times Higher Education International Impact Award for its work with former student Ria Sharma and her organisation Make Love Not Scars, a non-government organisation dedicated to supporting the recovery and rehabilitation of acid attack victims. Year on year, we are amongst the highest scoring for student satisfaction in the National Student Survey when compared with other specialist art institutions. One of the University Research Fellows has been awarded a 2-year Marie Skłodowska-Curie fellowship, which is part of the European Union flagship program for excellent research, which began in 2019.

Our portfolio of courses has evolved over the years but still retains a spread across art, design and craft disciplines, although the advent of digital technology has changed the way much of the provision is taught. Today we have around 2000 undergraduate students and 600 further-education students; this makes us one of only a few specialist art institutions in the country to provide progression from age 16 to undergraduate and postgraduate provision. Our students study in a thriving community of artists, designers, film-makers and musicians. Our HE provision initially consisted of undergraduate courses which now include: BA (Hons) Animation; BA (Hons) Comic and Concept Art, BA (Hons) Creative Advertising; BA (Hons) Fashion (final year 2019/20); BA (Hons) in Fashion Branding with Communication; BA (Hons) in Fashion Design BA (Hons); Fashion Photography); a BA (Hons) in Filmmaking; BA (Hons) Fine Art, BA (Hons) Graphic Design; BA (Hons) Illustration; BA (Hons) Photography; BMus (Hons) in Popular Music Performance;

BA (Hons) Textile Design; and BA (Hons) Visual Communication. Recently, a BA (Hons) Creative Writing will commenced in September 2019. The University has two established Masters courses - the MA in Creative Practice and the MA in Curation Practices. In September 2019 there were three additional Taught Masters courses made available to students in specialist areas: MA Fine Art; MA Graphic Design; and MA Photography. Two further specialist MAs (MA Creature Design and MA Graphic Novel) is in development for September 2020. The longer-term ambitions include supporting PhD students and applying for Research Degree Awarding Powers.

Our higher-education students and graduates win an incredible number of high-profile industry competitions each year, and many of our alumni come back to visit as guest lecturers or exhibitors. We have a thriving programme of exhibitions (which is interpreted with the research strategy and uses an international advisory board to select works) and events, and have built very strong links with industry and the public sector. We are home to the region's largest professional network for individuals working across the creative, cultural and digital industries, providing the perfect launch pad for graduates.

Our exhibition spaces are uniquely placed to use collections, disciplines and ideas to demonstrate impact of applied creative practice and practice-based research. The Exhibitions Strategy is aligned to the Research Strategy. The Curator provides leadership for the University's excellence in exhibitions, publications, collection development, interpretation, access and research. The role is responsible for leading, directing and contributing to the strategic direction and management of exhibition space to meet our strategic objectives along with designing, curating, hanging and marketing a contemporary and thought-provoking local, national and international exhibitions programme and as well as coordinating all related activities. One of our Research Fellows (initially appointed as a Junior Research Fellow) has been successful in being award the 2-year Marie Skłodowska-Curie fellowship, which is part of the European Union flagship program for excellent research.

The Strategic Plan for 2017 – 2023 has a specific thread which relates to research:
"To continue to develop and progress relevant research practice which enhances teaching and learning, is globally significant and contributes positively to society.

- *To encourage and support collaborative approaches within our practices.*
- *Through investment, recruitment, support and development to increase our proportion of academic staff who are rated as 2* and above.*
- *To increase the number and range of collaborations with peer institutions in the UK and globally.*
- *To increase the number of staff qualified to doctorate and masters level who support undergraduate and postgraduate students and increase the number of postgraduate students, particularly through international partnerships.*
- *To advance our libraries, exhibitions and archives capability to support research."*

The University's deliberative structure (appendix 1) contains a Research Committee which reports into its Academic Board. The Committee is chaired by the Pro Vice-Chancellor Academic, and its membership comprises of the Head of Research, University Curator, Research Coordinator, 2 Research Fellows, 5 elected HE academic representatives, Head of Postgraduate Studies. The Research Committee has responsibility for supporting the Research Strategy. Its mission is to support scholarship and research that underpins excellence in practice, learning and teaching. The Committee promotes the creation of a sustainable and enterprising research culture for the benefit of staff, students and the University and to act in an advisory capacity to University Committees, and individuals (staff or student) on ethical matters. It advises the Academic Board on:

- the development of curricula, strategy, policy and monitoring to support research
- the range, quantity and appropriateness of research across the University and the provision or use of resources to support research
- the development of processes to identify, document and enhance the impact of research conducted across the University

- developing networks to support collaborative research with other appropriate academic or industry partners
- ethical matters related to specific University research projects or student projects and, where appropriate, refer matters to the Ethics Sub Committee
- development of staff to ensure all who are involved in or are supervising research projects understand and are able to apply the ethical guidelines
- the review, development and implementation of the Research Strategy
- the review of performance and development of research clusters
- the effective publication, dissemination and communication of research internally and externally, promoting and sharing good practice
- the consideration of relevant externally generated information pertaining to research, researcher development and funding and advise accordingly
- new initiatives, opportunities or needs in the areas of research and ethics
- progress by way of an annual report on research, scholarly activity and exhibitions undertaken
- any other matter relating to research or ethics as appropriate or as directed by the Academic Board.

Within the context of *Leeds Arts University* research is investigating; rediscovering or making a new contribution to knowledge in a chosen specialist field of study/practice that is open for scrutiny through peer review.

Scholarly activity is defined as surveying existing developments in the researchers' field, these developments may be practice-based or technical as well as academic or theoretical; acquiring knowledge in order to keep up to date with developments in a specific area. Scholarship is similar to *Continuous Professional Development (*CPD) but more involved and focuses on a particular area of field of work, it may involve a number of different activities and goes beyond what is strictly necessary to do 'the job'.

Our 85 HE academic staff, whilst free to pursue their own research interests, primarily work within practice-based research. The University is a member of the GUILD HE: RESEARCH and staff are encouraged to engage with them as part of the development of their own research careers.

The University will be submitting to the REF for the first time in 2020 for the 2021 assessment exercise. A REF Code of Practice has been develop and was subject to consultation through the University's deliberative and management structure prior to its submission in June 2019; and an internal mock assessment exercise was conducted in September 2019.

This submission has been written by the Head of Human Resources in conjunction with the Pro Vice-Chancellor Academic and Head of Research. It has been considered by the University's Research Committee and approved by the Academic Board. The Gap Analysis received extensive formal consultation and deliberation through these deliberative committees. The membership of the Research Committee include as ex –officio members of staff on research only contracts, and this is the forum through which those staff on research contracts were consulted on the submission. The Research Committee will be responsible for monitoring the University's progress against the action plan; and be the forum in which Research active staff are able to raise issues around the University's implementation of the Concordat.

The Head of Human Resources, the Pro Vice-Chancellor Academic and the Head of Research are jointly responsible for the implementation of the action plan. The actions are specifically targeted at the 5 roles on research only contracts but many of the actions are extended to those staff on teaching and research contracts.

This document outlines:

a)   Policies and practices we already have in place
b)   Actions for further development and progress

2. GAP ANALYSIS

A: RECRUITMENT AND SELECTION

Principle 1: Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.

	Requirement	Current situation / gaps	Actions	Progress	Deadline	Responsibility	Success Measures
1.1	All members of the UK research community should understand that researchers are chosen primarily for their ability to advance research at an institution.	The importance of Research to the University is explicitly stated in its strategic plan for 2017-2023.	All research appointments are made in line with the University's Recruitment and Selection Procedure.	All appointments were made in line with the Recruitment Procedure	31/07/21	Head of HR	Appointments to research only posts are made on their ability to advance research and this will be measured based on volume and quality of research produced and reported to the Research Committee and academic board.
					31/07/21	Head of Research	
		The Recruitment and Selection Procedure makes it clear that all appointments are made on merit. The procedure was revised in 2017 and can be found here .	Criteria for assessing the quality of research to be developed based on REF Panel Working Methods Recruitment and Selection Procedure is due for review in 2020.	Updated procedure in place	31/07/20	Head of HR	Policy reviewed and any amendments approved by SMT. Revised policy and commitment to appoint all staff on merit to be published both internally and externally and used.

| 1.2 | Employers should strive to attract excellence and respect diversity (see Principle 6). Recruitment and selection procedures should be informative, transparent and open to all qualified applicants regardless of background. Person and vacancy specifications must clearly identify the skills required for the post and these requirements should be relevant to the role. | The University uses standard templates for job descriptions which state the essential and desirable criteria – criteria cannot be amended without the agreement of the Head of HR and a SMT member

The procedure is reviewed every 3 years and outlines the procedures followed by the University – it is published [here](#) .

To reduce the risk of unconscious bias both the front sheets which identify the candidates name is withheld from the panel at shortlisting and the panel do not have access to the equality information. The panel is only made aware if a candidate has a disability if reasonable adjustments need to be made at the recruitment stage.

The University strives for gender diverse panels; and a member of HR is involved in every recruitment panel and | Unconscious bias training is to be refreshed by change of provider.

Unconscious bias training will be undertaken by all staff. | New provider was sourced – Equality & Diversity UK but delivery suspended with the pandemic – delivery taking place by virtual means from June 21

All staff now receive this training with a programme put in place for new starters. All staff involved in staff recruitment also receive training from HR. This training will continue on an ongoing basis to all new staff as a business as usual activity. | 31/12/19 | Head of HR / Staff Development and training co-ordinator | Updated unconscious training scheme in place. All staff involved in recruitment to have completed unconscious bias training by 31/12/21.

All person specifications must clearly identify the skills required for the post and these requirements should be relevant to the role. All paperwork from the panel on recommendation to appoint must demonstrate that these skills have been met.

No complaints received that appointments have not been made on merit. |

| | | makes the recommendation of appointment.

HR provides recruitment training on an annual basis to ensure that all managers in the University have been trained on the recruitment procedures.

The University is a Disability Confident employer and as such recognizes that people with disabilities contribute significantly to the success of the organisation, have significant skills, qualifications and experience to offer and yet often face unnecessary barriers to employment. Those with a declared disability who fully meet the essential criteria for the post, as detailed in the person specification, will get an interview under the Guaranteed Interview Scheme (GIS).

Unconscious bias training is provided to all staff involved in staff and student recruitment | | | | | |

1.5	The level of pay or grade for researchers should be determined according to the requirements of the role.	The grade of all roles outside of the SMT is determined through a job evaluation process using HERA. Pay scales and grade bands were reviewed in 2017 against HERA scores. No significant changes to the job description of the Research Fellow during last recruitment (Autumn 2017) to warrant re-evaluating the role.	Job descriptions to be reviewed and job evaluated prior to any recruitment	No roles advertised in 2019-2020 or 2020 – 2021		PVC Academic / Head of Human Resources	100% of job descriptions in this group reviewed prior to advertisement and job evaluated for any changes

B: RECOGNITION AND VALUE

Principle 2: Researchers are recognised and valued by their employing organisation as an essential part of their organisation's human resources and a key component of their overall strategy to develop and deliver world-class research.

	Requirement	Current situation / gaps	Actions	Progress	Deadline	Responsibility	Success Measures
2.1	Employers are encouraged to value and afford equal treatment to all researchers, regardless of whether they are employed on a fixed term or similar contract. In particular, employers should ensure that the development of researchers is not undermined by instability of employment contracts. This approach should be embedded throughout all departmental structures and systems.	The University currently has 1 Research only staff employed on a fixed term contract which followed their retirement from a larger substantive role. Where fixed term contracts are used the staff have the same access to University resources and facilities as permanent staff and enjoy the same terms and conditions of service. As noted in 1.3 above the University seeks to avoid the use of temporary contracts and only uses them where there is a direct business need, recognizing that the insecurity of employment may have an impact on both the employee and their performance.

Researchers on fixed-term and permanent contracts have the same access to and participation in probation processes, appraisal and continuous professional development.

The Continuous Professional Development (CPD) framework | CPD Framework to be reviewed in Academic Year 2019/20.

Research Committee to receive an annual report of research related CPD activity for the first meeting of the year from 2020. | Updated Framework was approved June 2020

The Research Committee received the Annual Research Report in October 2020 (the first meeting of the academic year)

The report comprises a report on research and impact activity. It also comprises an action plan where research objectives from previous year are reported on including those referring to CPD activity of researchers. The next report will | 31/07/20 | Head of HR | CPD Framework reviewed and updated and signed off by SMT by 31/07/19.

100% of research staff on both fixed-term and permanent contracts will continue to participate in CPD activity and participate in a minimum of 1 training event per year as evidenced in the report to the Research Committee. |

		was reviewed in November 2016 and now specifically states: *"The University recognises that research links to CPD, and as such the Framework should not be seen as a standalone document but cross referenced to other documents such as the Strategic Plan, and Research Strategy. Research active staff are encouraged to consider their development needs against the UK Vitae Researcher Development Framework."*		be October 2021 and this will become a business as usual activity.			
2.5	Pay progression for researchers should be transparent and in accordance with procedures agreed between the relevant trade unions and the employers nationally and locally. In HEIs, pay progression will be in accordance with the Framework Agreement, though recognising the flexibility that	All roles within the University have been job evaluated using HERA and pay bands are set based on their HERA points score. Transparent procedures are in place as detailed in the staff pay increase policy and are overseen by HR and these apply to all staff. The published criteria are: Increments will be awarded to all staff (who are not at the top of their scale) who have served a full year as of 1st August on their current increment where they are contributing positively to the	Pay review policy is due for review in 2020/21 – to consider whether any specific criteria for researchers should be included going forward or whether the current framework is sufficient	Ongoing at 31/7/20 review taken place and determined that current criteria linked to appraisal is sufficient. Consulted at SCM Dec 20, updated policy implemented Jan 21	31/07/21	Head of HR	Updated policy approved and published by 31st July 2021 and all staff aware of the changes. 100% of researchers will be considered for salary progression against the updated policy

	institutions have in implementing the Framework.	effectiveness and efficiency of the University as follows: Criteria for award of increments within bands • Achievement of CPD agreed at the last APR meeting • Achievement of at least good in session observation (FE staff) and/or peer review for HE academic staff • No performance/competence/ disciplinary/ absence issues resulting in a live warning on file • Agreed, robust development plan from the annual appraisal for the following year • At least satisfactory achievement of previous objectives and against the aims from the annual progress review with confirmation from the manager that targets have been met, or where they haven't there are good reasons for this • Have successfully completed the probation period • For HE staff only - to have agreed an outline research project in place with the Head of Research by the					

		agreed date and that the Head of Research is satisfied with the progress made. This policy was last reviewed and updated in January 2018 Information supporting the above must be recorded on the employees completed Annual Progress Review Form. The targets for research staff are based on their research development plan and consider outcomes and impact. All APR forms are reviewed by the Staff Training and Development Coordinator and Head of HR; and the Head of HR meets with the University's SMT to review cases where the criteria may not have been met; and at that stage a collective decision is taken as to whether increments should be withheld; otherwise they are paid if a staff member is not at the top of the spine.				

2.6	Researchers need to be offered opportunities to develop their own careers as well as having access to additional pay progression. Promotion opportunities should be transparent, effectively communicated and open to all staff. It is helpful if clear career frameworks for early stage researchers are outlined in organisational HR strategies.	All vacancies within the University are advertised and recruited to using the University's [Recruitment and Selection Procedures](#) as noted. The University launched its Professorial Policy and Procedure in the academic year 2015/16. The policy sets out clear benchmarks that the Professorial Committee (which includes internal and external members) assess applications against and has research/practice-based research and distinction in academic leadership and/or teaching routes. In June 2016 the committee considered 5 applications and awarded 1 title of Associate Professor and 1 title of Professor. The Associate Professor title was awarded to one of the University's Research Fellows. There were no successful applications for 2018 or 2019. The recent round of applications identified areas where further guidance could be included within the Professorial Policy and Procedure	Procedure to be reviewed as noted above. Professorial policy to be reviewed in the context of the University maturing as an organisation	All roles continue to be advertised externally Policy is now reviewed annually – last updated October 2020	31/01/20	Head of HR. Head of HR & PVC Academic.	Procedure reviewed and updated as appropriate. Procedure published internally and externally. All appointments will be made in line with the policy and the principles of Open Transparent Merit Based Recruitment. Professorial Policy is updated and approved and published to all staff so that researchers and research active staff are aware of this as a development opportunity for their careers

C: SUPPORT AND CAREER DEVELOPMENT

Principle 3: Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.

	Requirement	Current situation / gaps	Actions	Progress	Deadline	Responsibility	Success Measures
3.1	It is recognised that positions of permanent employment are limited in the UK research and academic communities and that not all researchers will be able to obtain such a position. It is, therefore, imperative that researcher positions in the UK are attractive in themselves (and not, for example, solely as potential stepping stones to permanent academic positions). This requires that they provide career development which is comparable to,	The University's position on research is akin to that of other specialist arts institutions in that both its Research and Academic staff tend towards non-traditional research routes. The majority of research is "practice-based" or "practice-led"; and many of our staff have an active private practice as well as educational role. Indeed many of the academic lecturers are employed due to their active practice which in turn links to their research.	To look at incorporating participation in the Vitae Researcher Development Framework into the next reviews of the Probationary Procedures Policy and the Annual Progress Review (appraisal) process.	Outstanding as APRs postponed in 20/21 – Head of Research to action in next cycle with a deadline of October 21	31/07/21	Head of HR.	Revised probationary procedures in place with amendments included. Probations of any new staff on research only contracts to be monitored by HR to ensure this is adhered to. 100 % if new staff probations follow this procedure.
		The measurement of this research is often around its impact externally and what is then transferred back to students. The size of the University as outlined in the introduction means that there are no clear opportunities for progression in employment within the University due to the limited number of roles. There is however the opportunity for Research staff to apply for the	To continue to actively encourage staff to partake in partnerships outside the University, potentially through GUILD HE: RESEARCH.	Progress has been made in developing partnerships outside the University that are appropriate for the visual, filmic and musical arts. Through GuildHE/Research the University has contributed to the annual doctoral Summer	31/07/20 and 31/07/21 31/07/21	Head of Research. Head of Research	Research committee to receive reports of engagement with the Vitae Researcher Development Framework for staff on research only contracts to show progress in this area. Evidence in the annual research report of the

and competitive with, other employment sectors.	title of Associate Professor or Professor. In 2018 the University was short listed with the University of Sheffield for the Times Higher Education Awards in the category of International Collaboration of the Year with the Sheffield School of Architecture (University of Sheffield). The University has been nominated for two Times Higher Education Awards: the Outstanding Strategic Planning Team Award; and the Technological or Digital Innovation Award. The Outstanding Strategic Planning Award nomination is for the University's strategic re-structuring of its libraries, exhibitions and archives in order to support its practice-based research. The Technological or Digital Innovation Award nomination is for the dissemination of the University's research through open access technologies. One of the University Research Fellows has been awarded a 2-year Marie Skłodowska-Curie fellowship.		School and a Sandpit project to develop new researchers. The Head of Research developing a partnership with Creative Scene, which is the Arts Council England's Creative People and Places Project for West Yorkshire. There have also been discrete projects where the University are partnered with the University of Leeds; Goldsmiths; Joseph Pereira (Composer and Principal Timpanist: Los Angeles Philharmonic). Very recently one of our researchers has been appointed chair for the Popular Music Study Group for the Royal Musical Association.			volume and quality of partnership working outside the University.

			To consider how Research careers can be supported through the University's CPD Framework.	Updated framework approved which allows research staff to apply for development opportunities. Researchers have same access to opportunities as all other staff	31/07/20	Head of HR	Amendments to the CPD framework approved and signed off and published and utilised by all staff
3.2	A wide variety of career paths is open to researchers, and the ability to move between different paths is key to a successful career. It is recognised that this mobility brings great benefit to the UK economy and organisations will, therefore, wish to be confident that	See 3.1. In addition the Research staff work towards a Research Development Plan as part of their APR. One of the questions which managers' pose within their APR is where does the member of staff see their role developing which can prompt a discussion on career development.

Opportunities that enhance a researcher's career are facilitated where appropriate, for example one researcher being able to work in Italy on International projects.

Researchers working in different fields are supported, eg, social | CPD Framework being reviewed in 2019/20 | Updated Framework was approved June 2020 | 31/07/20 | Head of HR | Updated CPD framework approved by SMT and rolled out. All staff supported in CPD ambitions subject to any financial constraints. |

	their culture supports a broad-minded approach to researcher careers and that all career paths are valued equally.	design, photography and material culture, narrative inquiry and practitioner-based research.					
3.3	Employers, funders and researchers recognise that researchers need to develop transferable skills, delivered through embedded training, in order to stay competitive in both internal and external job markets. Therefore, as well as the necessary training and appropriate skills, competencies and understanding to carry out a funded project, researchers also need support to develop the	The APR process gives managers and staff the opportunity to discuss development needs and their Research Development Plan as part of the targets. Research staff have the same opportunities as other staff to request training under the University's CPD framework.		Autumn 20 APR process suspended due to pandemic – Light version of APR process developed for 21/22 with deadline for APR completion of 30 September 21	31st October every year	Head of Research Head of HR	100% of researchers have appraisals which include discussions on career development monitored through the return of APR forms to HR.

	communication and other professional skills that they will need to be both effective researchers and highly-skilled professionals						
3.4	All employers will wish to review how their staff can access professional, independent advice on career management in general, particularly the prospect of employment beyond their immediate discipline base, or offering training and placements to broaden awareness of other fields and sectors	As noted above many of the University's staff have an active private practice as well as educational role. Support of obtaining Fellowship of the HEA or higher is available and would assist researchers who wish to move into teaching. Due to its size the University doesn't offer specific independent career advice for any staff.	To explore with GUILD HE: RESEARCH and other small specialist HEIs how research staff are able to access independent advice on career management in other institutions and how this may be able to be applied to the University. Proposal to be submitted to SMT on how the University can do this	Proposal to SMT outstanding – revised deadline in place The Researcher Development Planner provides a tool with which researchers can reflect on their own career advice. This is sign-posted to new staff as part of their induction. Through are membership of GuildHE/Research the University's researchers are able to access resources and events instigated by other small institutions relating to careers for researchers.	31/7/21	Head of Research / Head of HR	Proposal on how the University can address this due to its size considered and responded to. This has rolled over from the previous plan.

				This is also an aspect of the annual summer school. University supports researchers to participate. Action has been adapted into the new plan			

C: SUPPORT AND CAREER DEVELOPMENT

Principle 4: The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.

	Requirement	Current situation / gaps	Action	Progress	Deadline	Responsibility	Success Measures
4.3	Employers will ensure that where researchers are provided with teaching and demonstrating opportunities as part of their career development, suitable training and support is provided.	The Research team are involved in teaching and demonstrating to the postgraduate provision and lead projects on international visits. Research Fellows take part in dissemination and training events aimed at University HE staff. Researchers have achieved Higher Education Academy Fellowships.	To look to develop further opportunities for the dissemination of research to staff and students. This is likely to become embedded into an annual process to identify opportunities.	PG students are invited to research dissemination events, exhibitions and meetings and are encouraged to work with research fellows if appropriate. - completed	31/12/18	Head of Research / Pro Vice-Chancellor Academic	Further opportunities identified and reported to the Research Committee as a sub-committee of the Academic Board

D: RESEARCHERS' RESPONSIBILITIES

Principle 5: Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.

		Requirement	Current situation / gaps	Actions	Progress	Deadline	Responsibility	Success Measures
5.1		Researchers are employed to advance knowledge and should exercise and develop increased capacity for independent, honest and critical thought throughout their careers.	The University is fully supportive of this criteria and this is implicit in the job descriptions of research staff. The University's Ethics Policy also supports this criteria. The policy has three guiding principles. • Cause no harm (e.g. in relation to living subjects, institutions, communities, the • environment) • Respect for the person (e.g. in relation to researchers, colleagues, managers, • students, participants, general public) • Academic and research integrity (e.g. in relation to acknowledging the work of others and being honest when reporting research findings) Annual Research Proposal process enables staff to demonstrate their	Job Descriptions to be kept under review to ensure that they remain relevant and supportive of this principle Job descriptions reviewed on a biannual basis – next review due August 2019	JDs were reviewed – next review August 21 unless role is advertised sooner. Will roll forward as a business as usual item and is not incorporated into the new plan.	01/12/19	Head of HR/Head of Research/ Pro Vice-Chancellor Academic	Revised job descriptions in place for December 19

		independent research driven by their own interests and expertise. The University's REF Code of Practice 2021 reflects the need for independent research.				

E: DIVERSITY AND EQUALITY

Principle 6: Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.

	Requirement	Current situation / gaps	Actions	Progress	Deadlines	Responsibility	Success Measures
6.1	The UK legislative framework outlaws discrimination on the basis of age, disability, sex, sexual orientation, race or religion. It also requires public bodies to take positive steps to promote equality, based on evidence and priorities, and to develop specific schemes and action plans related to gender, race and disability to address specific issues of under-representation or lack of progression.	The University publishes its Equality, Diversity and Inclusion Policy both on its website and intranet. This is supplemented by policies on Equality in Employment and its Anti-Bullying and Harassment policy which outlines how issues around harassment, discrimination and bullying should be both raised and tackled. The University also has a policy on how it will support a member of staff who has been a victim of domestic violence. All staff are required to participate inequality, diversity and inclusion training including online training and a session on Behaviours in the workplace delivered by HR. All policies are reviewed on a tri-annual basis or when changes in legislation take	EDI Policy due for Revision in 2019/20. To ensure that research is covered in the revised policy. Roll out of revised unconscious bias training. Membership of the University's deliberative	Updated policy approved by BoG May 2020 – now includes the IHRA working definition of Anti-Semetism into the review New provider was sourced – Equality & Diversity UK but delivery suspended with the pandemic – looking to see if they will deliver the training through virtual means – now part of annual rolling programme Membership is	31/07/20	Head of HR PVC Resources and Student Support Head of HR PVC Academic /SMT and Academic Registrar	Revised policy and equality objectives considered by the EDI Committee and approved by the SMT and Board of Governors. Any complaints of discrimination or harassment investigated and responded to promptly. Learning points to be considered and responded to after any complaint. There are few or no complaints about discrimination based on protected characteristics or being associated with a particular social group. All staff including researchers with protected characteristics are

		place, as a matter of course. The University's Equality Objectives are included in its Equality, Diversity and Inclusion Policy and these are recommended and monitored by the Equality, Diversity and Inclusion Committee. Equality in Employment Policy now references equality issues in relation to career development and research assessment. An annual Equality, Diversity and Inclusion Report is received by the Governors and published on the [University website]().	structures is reviewed to ensure it represents the diversity of the University.	reviewed annually as part of an annual rolling programme			represented in the University's deliberative structures.
6.10	Employers should also consider participation in schemes such as the Athena SWAN Charter, the Juno Project and other initiatives aimed at promoting diversity in research careers.	The University does not currently participate in Athena Swann.	The University should keep future participation Athena Swann Charter under review The University will review the participation in other charters	Not pursuing University has signed the BiTC Race Charter and the Mental Health at Work commitment under consideration	31/07/21	Head of HR	Options appraisal carried out and reported to the SMT. Other charters considered if felt more appropriate.

F: IMPLEMENTATION AND REVIEW

Principal 7: The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK.

	Requirement	Current situation / gaps	Actions	Progress	Deadline	Responsibility	Success Measures
7.2	The signatories agree: a. to constitute a steering group under an independent chair to oversee the implementation and review of the Concordat with appropriate representation of the funders and sector bodies including the Professional Institutions. This group will inform the UK Research Base Funders' Forum of progress. b. to procure an independent benchmarking study to assess the state of the sector at the		The University will participate in and support any benchmarking			Human Resources	Any requests responded to within timeframes

	launch of this Concordat.					
	c. to contribute an appropriate share of the costs of supporting implementation and review, including the benchmarking report.					
	d. to draw up an implementation plan for the Concordat, to ensure a coherent and sustained approach by organisations operating in the sector and the appropriate use of survey and monitoring tools such as the Careers in Research Online Survey (CROS).					
	e. to undertake and publish a major review of the implementation of the					

	Concordat after three years reporting to the signatories and taking account of progress against the benchmark report and the views of researchers and employers (both outside and within the HE sector).						
7.5	Under public sector equality schemes, employers are required to monitor equality and diversity indicators for their researchers. This section focuses on the co-ordination and enhancement of existing information collection and not on the creation of additional data. There is a strong presumption that in implementing the Concordat, significant emphasis will be placed on the use	The University takes its responsibilities under the Equality Act and Public Sector Equality duties very seriously and monitors and publishes data accordingly. Whilst the University does monitor the profile of its staff on Research only contracts, it does not publish this data due to the small numbers of staff which would allow individuals to be identified by personal characteristic. The University will participate in information sharing in ways in which individual staff cannot be identified.	Responding to information sharing requests when requested and as appropriate	Responded to requests	As requested	Head of HR / Head of Research	Respond to information requests

of existing data and information sources and on the sharing of good practice between institutions and to provide evidence of its impact.					

APPENDIX 1: UNIVERSITY DELIBERATIVE AND MANAGEMENT COMMITTEE STRUCTURE
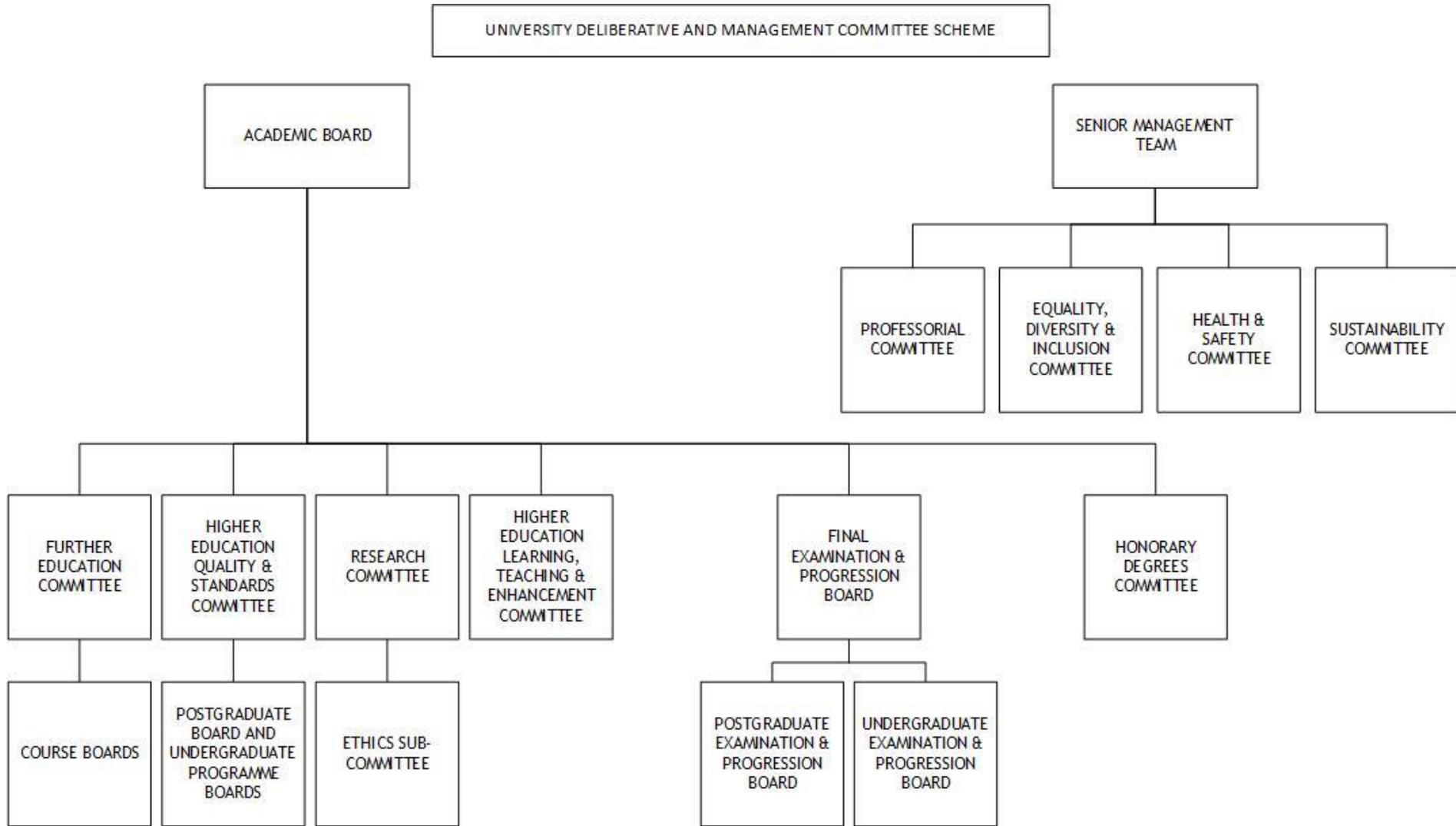
Standing meetings outside of the Committee schedule include:

- Staff Consultative Meeting
- Prevent Group
- Estates Meeting

- Marketing, International, Careers and Enterprise Meeting
- IT and Infrastructure Advisory Group