

HREiR Action plan template 2021-2023



Details

Institution name:	Leeds Arts University	The institutional audience* for this action plan includes all staff within the institution who will benefit from some or all the actions:		
Cohort number:	14	Audience (beneficiaries of the action plan)	Number of	Comments
Date of submission:		Research staff	4	1 on long term secondment/sabbatical
Institutional context:	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. The University submitted to the REF for the first time in 2020 for the 2021 assessment exercise.	Postgraduate researchers	0	
		Research and teaching staff	104	104 positions 94 people
		Teaching-only staff	51	51 positions, 48 people
		Technicians	39	Workshop staff
		Clinicians	0	
		Professional support staff	118	Includes Management
		Other (please provide numbers and details):	9	BSOs and Estates Facilitators

Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result
Environment and Culture						
Institutions must:						
ECI1	Ensure that all relevant staff are aware of the Concordat	Head of Research to promote the Concordat in all inductions for staff on research only and teaching and research contracts	Action adopted into the induction cycle for all new starters	31/07/2021	Head of Research	All staff on research and teaching and research contracts are aware of the concordat
ECI2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	All policies are reviewed on a tri-annual basis or when changes in legislation take place, as a matter of course. Equality in Employment Policy now references equality issues in relation to career development and research assessment. All policies are available on PORTAL (intranet) and updates are communicated to staff via University announcements. Research staff on either permanent or fixed term contracts to continue to be employed on the same terms and conditions as any other academic members of staff	Current practices to continue and be confirmed to the research committee on an annual basis - first report to be submitted to the research committee in Autumn 2021	31/12/2021	Head of HR	Policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers
ECI3	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	Bullying and Harassment policy already exists and is reviewed on a tri-annual basis. Mental Health First Aiders trained in HR but additional volunteers to be sought. EAP provider to be reviewed annually. Welfare pages to be developed on the HR area of PORTAL	Support and resources continue to be available for all staff. Welfare pages under development - Information on menopause to be published by 31/5/21	31/07/2022	Head of HR	Staff have resources open to support their wellbeing
ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and inclusion, wellbeing and mental health	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. Roll out of revised unconscious bias training. Roll out of iAct Mental Health Training for Managers to all staff in management roles	All staff receive relevant training	31/07/2022	Head of HR	Managers are effectively trained to support their staff
ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	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) Head of Research to ensure that the Ethics Policy is regularly reviewed and referred to in all research proposals	All research proposals adhere to the University Ethics Policy	31/7/21 (and annually)	Head of Research/ Pro Vice-Chancellor Academic	The University is compliant with the Research Integrity Concordat. Researchers must provide an ethical statement All annual research proposals are reviewed by the Ethics Sub-Committee.
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices	The research environment and culture is annually reviewed and reported through the Annual Research Report that is received at Research Committee of which the Academic Board receives its minutes. Feedback from researchers gleaned from the Staff Consultative Meeting and the Research Committee is used to inform the annual action plan that improves institutional practices. The University has included a target for research quality within its strategic KPI's which is monitored by the Governing Body.	Actions are reviewed on an annual basis and progress is reported at the Research Committee.	01/10/2021	Head of Research	Researchers contribute to the Annual Research Reports (2013-2020) documents the development of the Research Environment and proposes an action plan that is reviewed annually.
Funders must:						
ECF1	Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies					
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers					
ECF3	Ensure that funding call requirements and selection processes offer equality of opportunity between different groups of researchers, recognise personal contexts, and promote positive research cultures and working conditions					
Managers of researchers must:						
ECM1	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	Links to ECI4 - Managers of researchers are required to take part in training in Equality, Diversity and Inclusion and unconscious bias on an ongoing basis that is monitored by HR. Research events and activities are designed to be inclusive and are flexible to meet the needs of all researchers. Managers discuss their researchers' needs at induction, probation, weekly catch-up meetings and at APRs. Risk assessments can then be undertaken by Human Resources so that needs are identified and reasonable adjustments can be made. This is done in consultation with the researcher. Individuals may need more nuanced support that requires a change in management style, or style of communication. The equality and diversity pages on the staff intranet provide sign posts to relevant policies and procedures that can help research managers support staff with protected characteristics. These pages are a live document and will continue to be developed, with support for neuro diverse staff being prioritised for 2021/22	The University is able to monitor and evidence that required managers have participated in required training on an annual basis	31st July each year	Head of Research and academic managers, and HR to monitor	Managers are effectively trained to support their staff in matters of equality, diversity and inclusion, policies are adhered to and actions can be audited

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HR EXCELLENCE IN RESEARCH

ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	Links to EC15 - Managers of researchers introduce the University's Ethics Policy to new staff on research only and teaching and research contracts during their induction. All staff undertaking research are required to provide an ethics statement as part of their annual research proposal on an annual basis. All research proposals are considered by the Ethics Sub-Committee, research staff review and provide feedback on ethics statements from the Sub-committee which is shared with their managers. There are named people published on the University website so academic misconduct can be reported.	All researchers are supported in their ethical practice. There are no reports of unethical practices by the University's researchers. That these actions can be reported annually by the Head of Research in the Annual Research Report.	31st July each year	Head of Research and Ethics Sub Committee		Research remains guided in ethical principles
ECM3	Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity						
ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers						
ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Staff are able to engage directly with policy development through the deliberative and committee structure. Staff are encouraged through both formal and informal channels to participate and engage in all opportunities to influence the development and review of policy.	The views of managers of researchers are taken into account when research related policies are developed.	01/10/2022 (Research Policy to be developed after results from REF2021)	Pro-Vice-Chancellor/Academic Head of Research		Researcher managers are consulted through the committee structure and through membership of relevant working parties.
Researchers must:							
ECR1	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	Researchers facilitate an inclusive research environment by having an active research mentoring role for ECR's - supporting them in writing research proposals, reviewing these and feeding back. Identifying opportunities for ECR's. Attendance at "Research Tuesday" events and Research group meetings to be promoted to new researchers through induction and direct emails.	Clear evidence that researchers are supporting ECR to develop their research practice so that it is clearly articulated in terms of aims, objectives and outcomes.	Oct-21	Researchers Head of Research		Growing and developing research environment in the University, where these practices are well embedded within the culture
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion						
ECR3	Take positive action towards maintaining their wellbeing and mental health	Staff encouraged to discuss wellbeing within APR (appraisal process) as a minimum - specific guidance on this to be added to the wellbeing area on PORTAL	Increased staff awareness on discussing mental health	30/06/2021	Senior HR Advisers		Information is available for staff on how to manage their mental health and wellbeing
ECR4	Use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct						
ECR5	Consider opportunities to contribute to policy development						
Employment							
Institutions must:							
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	It has been noted that whilst when a BME applicant is shortlisted they are no less likely to be appointed but a disproportionate number do not get shortlisted, and HR are to undertake a review of guidance notes and application forms to look at ways in which that might reduced, including training for managers in defining what an essential criteria is and updating guidance notes for applicants.	Guidance notes for applicants updated along with formats of job descriptions. Appropriate training to be sources and delivered on determining essential criteria for roles No complaints received that appointments have not been made on merit. All appointments continue to be made in line with the Recruitment and selection procedure.	31/12/2021	Head of HR		Potential barriers removed from the recruitment process
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position						
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						
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent						
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						
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						
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						
Funders must:							
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies						
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security						
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression						
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels						
Managers of researchers must:							

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EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	Head of Research, Head of Postgraduate Studies and other academic leaders on teaching research contracts to attend identified relevant training opportunities	Evidence through training records that identified managers have attended the required training for any given year	31/7 on an annual basis	PVC Academic / Head of HR / Nominated staff		Effective management of staff on research and teaching and research contracts
EM2	Familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding	To develop a Research Code of practice or similar framework for the future	Development of such a framework through the committee structure	31/07/2022	Head of Research/Dep uty Registrar		Framework to support the future of research within the institution
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers						
EM4	Actively engage in regular constructive performance management with their researchers						
EM5	Engage with opportunities to contribute to relevant policy development within their institution						
Researchers must:							
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	To explore and establish an institutional framework for how the University will engage with funders, and where appropriate engage in collaboration with other institutions	The establishment of such a framework	31/07/2023	Head of Research / Head of HR / Head of Finance		The University is better resourced and more able to take advantage of funding and collaborative opportunities
ER2	Understand their reporting obligations and responsibilities						
ER3	Positively engage with performance management discussions and reviews with their managers						
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	Researchers are encouraged through their APRs to actively mentor others within the institution	Evidence of mentoring activities taking place made available to the Head of Research	To be fully imbedded by July 23	Researchers Head of Research and academic line managers		The development of greater research confidence throughout the academic community
Professional and Career Development							
Institutions must:							
PCD1	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						
PCD2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers						
PCD3	Ensure that researchers have access to professional advice on career management, across a breadth of careers						
PCD4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	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 on how the University can address this due to its size considered and responded to. This has rolled over from the previous plan.	31/07/2021	Head of Research /	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 Guild HE/Research the University's researchers are able to access resources and events instigated by other small institutions relating to careers for researchers. This is also an aspect of the annual summer school. University supports researchers to participate.	
PCD5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this						
PCD6	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews	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. to actively encourage staff to partake in partnerships outside the University, potentially through GUILD HE: 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.	Annually from Autumn 21	Head of Research /		
Funders must:							
To look at incorporating participation in the Vitae Researcher Development Framework into the next reviews of the Probationary							
PCDF1	Incorporate specific professional development requirements in relevant funding calls, terms and conditions, grant reporting, and policies. This should include researchers' engagement in a minimum of 10 days' professional development pro rata per year, and evidence of effective career development planning						
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes						
PCDF3	Acknowledge that a large proportion of the researchers they fund will move on to careers beyond academia, and consider how they can encourage and support this within their remit						
Managers of researchers must:							
PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	Head of Research to discuss career development with staff on research only contracts as part of the APR process on an annual basis	Conversation is documented in APR	Annual APR deadline	Head of Research		

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PCDM2	Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments					
PCDM3	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					
PCDM4	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	Managers of Researchers to support them to lead research groups that reflect their identity and research interests. They will be run research events such as seminars, workshops, symposia, reading groups either internally or externally.	Researchers will develop a research identity and leadership skills which will be reported through the APR process and in the annual research report	Jul-22	Head of Research and Staff Training and Development coordinator	
PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development	Managers of Researchers in the University will take part in regular management and leadership training that is delivered internally and where relevant externally in line with University requirements for senior staff to develop and demonstrate leadership skills	Managers of researchers attend the prescribed training activities and the impact can be evidenced through the APR process and in their staff development record	Jul-22	Head of HR	
Researchers must:						
PCDR1	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					
PCDR2	Explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments					
PCDR3	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	Researchers to discuss their professional career development at their APR meeting and are asked to update their Curriculum Vitae and staff profile on an annual basis.	Researchers communicate their plans at their APR meeting and a record of their experience is recorded in their annual research proposal.	Oct-22	Researcher Line Manager	
PCDR4	Positively engage in career development reviews with their managers					
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	Researchers are supported to lead research events such as symposia, seminars, reading groups and public engagement activities in line with their research identity. Researchers are encouraged to lead research groups to support others and developed their research identity.	Researchers will develop a research identity and leadership skills which will be reported through the APR process and in the annual research report	Jul-22	Researcher Head of Research	
PCDR6	Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation					

* The 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 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.