

HREIR Action plan template 2021-2023



Details		The institutional audience* for this action plan includes (complete or delete, as appropriate):		
Institution name:	Leeds Arts University	14	Audience (beneficiaries of the action plan)	Number of
Cohort number:			Research staff	4
Date of submission:			Postgraduate researchers	0
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.		Research and teaching staff	104
			Teaching-only staff	51
			Technicians	39
			Clinicians	0
			Professional support staff	118
			Other (please provide numbers and details):	9
				1 on long term secondment/sabbatical
				104 positions 94 people
				51 positions, 48 people
				Workshop staff
				Includes Management
				BSOs and Estates Facilitators

Obigation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result	Action carried over from previous action plan?
Environment and Culture institutions must:							
EC1	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	This has been ongoing since we applied for HREIR	
EC2	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 other 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	Practices have continued	
EC3	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	Policy 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	31/07/2022	Head of HR	Work commenced - current EAP extended summer 20 - Welfare pages under development - Information on menopause has been published	
EC4	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 Act Mental Health Training for Managers to all staff in management roles	All staff receive relevant training	31/07/2022	Head of HR	New provider was sourced for Unconscious bias training- Equality & Diversity UK but delivery suspended with the pandemic - virtual sessions commencing June 21. First iAct Mental Health training for Managers took place in December 20, June 21, December 21 and further sessions scheduled	
EC5	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	Statements on research integrity have been reviewed in 2020 and 2021 and have been published on the university website. All research proposals continue to be reviewed by the ethics sub-committee. This continued throughout the pandemic	The Research Integrity statement is a new action, but the ethical review of the proposals is carried on from the previous action plan.
EC6	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. This mechanism also provided information and consultation for the institution's REF 2021 Code of Practice. The University has included a target for research quality within its strategic KPIs 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 Review and report results of REF 2021 May 2022	Head of Research	The reporting through the deliberative structure is well embedded into the annual cycle of Committee meetings. The REF 2021 Code of Practice was reviewed and approved by the University's researcher community through the processes of consultation and deliberation. The results of REF2021 will inform future review that are due in May 2022.	Head of HR
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 EC14 - 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 of research undertake the revised unconscious bias training. Managers of research undertake the Act Mental Health Training. Managers of research took part in EDI for REF 2021 training given by Advance HE and Equality Unit. Further training is to be identified on specific race bias, antisemitism and bystander training.	The University is able to monitor and evidence that required managers have participated in required training	August 2022, then on a biannual basis Review results of REF 2021 May 2022 for any amendments in schedule and forward planning	Head of Research and academic managers, and HR to monitor	The Head of Research is a named member of the EDI Committee. Managers discuss their researchers' needs at induction, probation, weekly catch-up meetings and at APRs. Risk assessments can then be undertaken by Human Resources and the Health and Safety team 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. There is also more detailed advice and information available for staff and managers. Staff Development and Training Coordinator is currently working on sourcing a provider as at February 22	
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 minimum reports of unethical practices by the University's researchers.		Head of Research and Ethics Sub Committee	Currently the University is compliant with the Research Integrity Concordat. The requirements for ethical practice are embedded in the research proposal process. Currently there have been no claims that the University's researchers have acted unethically. No cases of unethical practice have been identified since implementation.	
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	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 Act Mental Health Training for Managers to all staff in management roles	All staff receive relevant training	31/07/2022	Head of HR	New provider was sourced for Unconscious bias training- Equality & Diversity UK but delivery suspended with the pandemic - virtual sessions commencing June 21 2022. First iAct Mental Health training for Managers took place in December 20, next sessions scheduled for June 2022	

Old Concordat principle and clause
New
P2.1 P6.8
P6.9
P2.3
P6.1
P6.10 P7.5
P6.6
New
P6.6
New
New
P6.9

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HR EXCELLENCE IN RESEARCH

ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers	All requests are considered via HR to ensure impartiality and fairness. There is a Flexible Working Procedure published on the staff intranet that is related to large scale and long-term changes in working patterns. An individual may request such a change due to parental or caring responsibilities. Such a request may be approved if it meets certain stated criteria. On a day-to-day basis Category A staff are able to negotiate when they take their research time with their line managers. This process is managed online where staff can log their research days through the HR system. Where researchers are working remotely there is some detailed advice available to ensure they protect their well-being, health and safety while being away from the workplace https://portal.leeds-arts.ac.uk/content/working-home .	All large-scale and long-term requests are considered by HR.	31/07/2022	Head of HR	The line manager or Head of Research maintains regular contact with the members staff to increase a feeling of continued belonging to the institution. Remote working policies and procedures have been particularly valuable during the covid-19 pandemic. Total number of requests approved, approved in part/alternative offered, and number of requests declined are reported annually to the EDI Committee and SMT					New
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	Examples include the development of the REF Code of Practice					New
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.	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	Attendance at 'Research Tuesdays' events and Research group meetings has included new researchers who are informed about them at induction and through direct email invite. New researchers have recently contributed to seminars such as 'The Industrialisation of Arts Education' and 'Curative Things Poster Project'					New
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion	Researchers take part in periodic training in Equality, Diversity and Inclusion and unconscious bias that is monitored by the Staff Training and Development Coordinator. Researchers are required to provide an ethical statement as part of their annual research proposal. Research integrity and practice are reviewed at regular 'catch up' meetings between researcher and manager. The University supports a wider culture of inclusion and integrity within the institution.	Research staff act with research integrity and in line with EDI policies. There are minimum claims of research misconduct carried out by researchers.	Review results of REF 2021 for any changes in EDI approach May 2022 01/05/2022	Researchers, Staff Training and Development Coordinator, Head of Research	The schedule for EDI training is embedded and staff understand they are responsible for undertaking the training within prescribed timescales. Academic staff refer to ethical considerations within their proposals. Numbers of proposals that are not approved due to ethical considerations are declining. Compliance with taking refresher EDI training is monitored centrally to ensure all staff continue to complete this.					P6.3
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. All staff have access to EAP for telephone and face to face counselling.	Increased staff awareness on discussing mental health	30/06/2021	Researchers Senior HR Advisers	The Head of Research has attended I-Act Mental Health for Managers. Opportunities for researchers to discuss mental health and well-being issues are attended to through regular catch up meetings with managers. Other opportunities exist in the probation meetings for new starters (4 in the first year) and the Annual Progress Review (appraisal) meeting.					New
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	Researchers can report discrimination, harassment, bullying through following the Anti-Bullying and Harassment Policy found on the University portal. They are also able to report research misconduct the Research Integrity section on the University's website.	When issues arise researchers are able to report them and they can be resolved through the relevant policy and procedure.	May-22	Researchers, Senior HR Advisers	All relevant policies are in place and are reviewed according to the ongoing policy schedule. The process for reporting research misconduct has been in place since 2020.					P6.9
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Opportunities for researchers to contribute to the deliberative structure often arise such as the Research Committee, the EDI Committee and the Learning, Teaching and Enhancement Committee. They can serve as named or elected members.	The Committees have representation from researchers. Policy's are informed by the viewpoints of researchers.	May-22	Researchers	The terms of reference for the Research Committee include named members from the pool of researchers. Other committees - Academic Board, EDI Committee, Learning Teaching and Enhancement Committee have representation from Research community. Researchers were able to contribute towards the REF 2021 Code of Practice through the consultative and deliberative process.					P3.13
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	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.	31/12/2021	Head of HR	All appointments continue to be made in line with the Recruitment Procedure 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. Application forms have been amended to list criteria as headings from April 21. Work has commenced on sourcing a training supplier and updating guidance notes on external recruitment pages. R&S procedure updated and awaiting approval in February 22 alongside new guidance notes for managers. Essential criteria are being reviewed on all roles being advertised to establish that they are truly necessary and not a barrier to more diverse applicants					P1.2 P6.2 P6.7
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	All members of staff undertake a institutional level induction where they are introduced to the policies and procedures of appropriate departments such as Finance, Human Resources, Quality Assurance, Health & Safety, IT & Computing. All researchers undertake an induction with the Head of Research, where the policies and procedures pertaining to research are discussed. This is an opportunity of researchers to share information about their own practice. New researchers are introduced to the research team and are asked to complete online training on open access. Probation is planned with line manager, research only staff plan probation with Head of Research.	All researchers undertake an induction. New researchers engage with open access in the first month of their employment.	31 August 2022 (then annually) 01 February 2022 (open access training goes online)	HR and Head of Research	The induction process has been embedded. In January 2022 open access training videos were created. The impact of these will be evaluated during the 2021-22 Annual Research Report.					P3.6
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	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.	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		Head of HR and PVC Academic	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 2016 or 2019.					P2.6 P6.3 P6.4 P6.7
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	Periodic management and leadership training is delivered by external trainers on behalf of the university.	Managers of Researchers have access to training in managing people and projects that enhance their role.	01/12/2021	HR	The Head of Research has previously undertaken a PGCE in educational management validated by Wolverhampton University. In 2021 the Head of Research undertook another short management course delivered by an external provider.					P2.3
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	Management training from the external provider addresses people management in particular. Managers of research address people management on a regular basis through catch up meetings and appraisals. Employees promotion aspirations and work allocations are discussed catch up meetings and appraisals.	A people-centred research culture flourishes at the university	01/12/2021	Pro-Vice-Chancellor/ Academic Head of Research/Head of HR	People management is addressed in depth in the courses attended by Head of Research. The culture of regular catch ups and appraisal is well-embedded in the working calendar. Human Resource team support managers of research if any people management arise					P2.6 P6.3 P6.4

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HR EXCELLENCE IN RESEARCH

E16	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	All research appointments are made in line with the University's Recruitment and Selection Procedure. The University aims to recruit people to permanent job roles where possible. 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. 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.	Researchers experience the same levels of job security as other employees as well as the same conditions of service.	31/08/2022, then annually	Pro-Vice-Chancellor/ Academic Head of Research/Head of HR	The University currently has no research only staff employed on a fixed term contract. Recruitment policies and procedures are well embedded in the university.			P1.3 P2.1 P2.2
E17	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	The Head of Research convenes the papers for the Research Committee and is a named member. Research Fellows are also named members. There are opportunities for those on teaching and research contracts to be elected members of the Research Committee. Feedback on research policies can also be given in the Staff Consultative Meetings. The REF 2021 Code of Practice Document was created through consultation with Category A staff (Research and Research and Teaching contracts) through the University's deliberative structure (Staff Consultative Meeting, Programme Boards, EDI committee, Research Committee). Researchers are represented on other University Committees	Policy is informed by the knowledge and experience of a diversity of researchers.	Review results of REF 2021 for effectiveness of consultation approach May 2022 31/08/2022, then annually	Pro-Vice-Chancellor/ Academic Head of Research/Head of HR	Terms of reference of the Research Committee ensure that there is a research fellow as a named member. Elected members have been voted on for a three length of service. After 2022 new members will be invited by the chair to ensure representation from a diverse pool of staff. The REF 2021 Code of Practice was approved through the deliberative process and successfully submitted to and approved by the REF Team.			P3.13
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								P2.4
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security								New
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression								P2.4
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels								New
Managers of researchers must:									
EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	Training requirements are noted through the appraisal process. Head of Research and other appropriate research leads undertake appropriate management training when directed by HR. Head of Research undertakes any appropriate training that is suggested by external bodies, such as Research England.	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	Head of Research has completed training to support mental-health and well-being, EDI, Data Protection, Prevent training and Avoiding Fraud training has also been undertaken. The Head of Research has recently completed a management development course facilitated by the University. In relation to REF 2021 the Head of Research along with staff from REF selection panels undertook EDI training so that REF processes were inclusive and staff circumstances could be managed effectively. Recently the head of Research has undertaken KEF training provided by KTN on behalf of Research England.			P2.3
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	Research managers are introduced to relevant employment legislation and policies, codes of practice and institutional policies during their induction. Additional training is given in relation to grant funding, employment legislation, codes of practice and institutional policies during the manager's employment. Information is also accessible in the HR section of the portal and the Research and Ethics section where relevant.	Evidence through induction and training records that identified managers have attended the required training for any given year. Information about policies and codes of practice are up-to-date and published on the portal.	31/07/2022	Head of Research	Induction and training records are in place. The Code of Practice for REF 2021 was approved by REF 2021 Team and published on University website. New codes of practice need to be developed when research degrees are developed at the University. Also the Ethics Policy will need to be updated as part of the University's policy review cycle. Recently the head of Research has undertaken KEF training provided by KTN on behalf of Research England, that is a condition of a one-off KE-fund awarded on 30 September 2021. The Head of Research has also met with a mentor in regards to a one off research development grant.			P2.2
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	The Head of Research follows inclusive, equitable and transparent recruitment procedures in consultation with the HR department. Through appraisal managers reward researchers as described in the Staff Pay Increases Policy LAU 2020. Promotion of researchers can be facilitated through the Professorial Policy and Procedure.	Researchers are successfully and fairly recruited. Researchers can move up the pay spine through the appraisal system. Researchers can be recognised and promoted on the basis of their achievements	31/7 on an annual basis	Head of Research, HR, Professorial Board	Research posts are recruited following the university's policies and procedures. Applications and recruitment are analysed against protected characteristics and reported the EDI committee. Researchers gain annual increments when their personal targets have been met and recognised through the appraisal process. One Research Fellow gained the Associate Professor title in 2015. The Head of Research gained Professor title in 2020.			P6.3
EM4	Actively engage in regular constructive performance management with their researchers	All researchers have an annual performance review with their line manager. In addition to this researchers have regular 'catch-up' meetings with their managers, typically once every two weeks. Clear targets are set and evaluated at these meetings.	Individual objectives for research are recorded and monitored. Individual objectives are in line with institutional objectives for research.	31/7 on an annual basis	Head of Research and line managers	The APR process has been suspended in 2020 due to the Covid-19 pandemic. However, was reinstated in 2021. Previously all researchers had APR meetings with their managers.			P2.3
EM5	Engage with opportunities to contribute to relevant policy development within their institution	In consultation with PVC-academic the Head of Research prepares policy documents for scrutiny by the University's deliberative structure where other line managers of research can contribute to the develop of policy.	Policies related to research are informed by the managers of research experience and insight.	October 2022 as part of the 3-5 year policy cycle	PVC Academic / Head of Research / line managers	The Research Strategy is due to be reviewed in late 2022 when the results of REF 2021 are available. The Ethics Policy and new Codes of Practice are due to be developed during the University's policy cycle.			New
Researchers must:									
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	Researchers are introduced to institutional policies, procedures and employment legislation during their inductions. Training is given when the need arises about the requirements of their funders. Compliance is reviewed at regular 'catch-up' meetings with their manager. Research practices are reviewed and monitored in the annual performance review. To explore and establish an institutional framework for how the University will engage with funders, and where appropriate engage in collaboration with other institutions	Researchers induction and training records demonstrate appropriate training and guidance. APRs note the researcher's work in line with legislation, policies and procedures. The establishment of such a research funding and collaboration framework.	31/07/2023	Head of Research / Head of HR / Head of Finance	The APR process has been suspended in 2020 due to the Covid-19 pandemic. However, was reinstated in 2021. Previously all researchers had APR meetings with their managers. Researchers are beginning to establish collaborative partnerships and apply for funding. This has been done on an adhoc basis in line with current policies and practices that have been broad enough to meet the researchers' needs. However a framework would make this work progress more smoothly.			New
ER2	Understand their reporting obligations and responsibilities	Researchers are guided by their managers to report their activity to the Head of Research, as convener of the Research Committee and writer of the annual research report. Researchers are also requested to report their activity through their annual research proposal and APR.	Researchers give timely and accurate information about their research activity for the following: Governor's updates, Research Committee reports, Researchers use the APR objectives to inform their work and professional development.	October 2021 then annually	Researchers	Research Fellow reports their work to the Head of Research when requested. However this happens when prompted. Other research activity is captured through the APR process. However, it was reinstated in 2021. All researchers have APR meetings with their managers and these have all been completed within prescribed deadlines.			New
ER3	Positively engage with performance management discussions and reviews with their managers	Researchers respond in their sections of the APR proforma. Points raised are discussed at the APR meeting. Previous actions and objectives are discussed between researchers and their managers.	Researcher contribute to the APR process. Researchers use the APR objectives to inform their work and professional development.	October 2021 then annually	Researchers and Head of Research	The APR process has been suspended in 2020 due to the Covid-19 pandemic. However, it was reinstated in 2021. All researchers have APR meetings with their managers and these have all been completed within prescribed deadlines.			P6.6
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. Researchers are encouraged to be pro-active in contributing to the external and internal research environment. They are also encouraged to contribute to the research communities that are developed inside the university and in the wider academic community. Researchers are supported to become members of research organisations.	Evidence of mentoring activities taking place made available to the Head of Research. Research activity in the wider research landscape is reported in governors updates, Research Committee papers, Annual Research Report and in appraisals.	To be fully imbedded by July 23	Researchers Head of Research and academic line managers	Evidence is collated in through the aforementioned reporting processes that staff run events to support new staff members during Research Tuesdays. Also external activities such as peer-review, editorial work, conference organisation, membership of learned societies and research associations are recorded.			P6.2
Professional and Career Development institutions must:									

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HR EXCELLENCE IN RESEARCH

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									P3.1 P3.3 P5.5
PCD2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	HR prompts research managers to undertake appraisals that drive CPD activities. Head of Research has been trained to carry out appraisals with their staff. Appraisals are carried out according to published guidance and time scales. Appraisals are reviewed by the HR team and feedback given where necessary. Researchers can apply for support to undertake CPD through the budget managed by the Staff Development and Training Coordinator, applications are supported by the manager and are identified at the appraisal.	Appraisal drives the activities and CPD identified by Head of Research and Research to enhance career development.	October 2021 then annually	Head of HR, Staff Development and Training Coordinator, Head of Research	Appraisals are embedded within cycle of academic year and are established practice for researchers and Head of Research. All appraisals are independently reviewed by HR and have been for the last 10 years				P3.10
PCD3	Ensure that researchers have access to professional advice on career management, across a breadth of careers	Researchers are able to request support on career management across identified areas through their line managers via CPD budget. As a small specialist institution advice about a different specialist or niche area would need to be outsourced.	Career support is planned in a timely manner so that it can be resourced within reasonable parameters.	October 2021 then annually	Head of HR, Staff Development and Training Coordinator, Head of Research	The Head of Research is able to give advice and guidance on general research career development. However, specialised advice would need to be sourced outside the institution. Previous informal arrangements with other providers have been sourced by research fellows when required.				P3.1
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 a 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.				P3.11 P3.14
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	Requests from researchers to work with other organisations and academic institutions are considered on a case by case basis as they arise. Working between and across sectors are considered where the benefits for the individual researcher and the institution are clearly articulated and there is no detriment to the business of the university.	Working between and across sectors contribute to the development of the University and the individual researcher.	As they arise	Head of HR Pro-Vice-Chancellor (academic)	One request from a research fellow to work with another institution on a particular research project. The Head of Research has been given time to support a local arts organisation in developing evaluation.				P3.2 P3.4
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 /	Progress has been made in developing partnerships outside the University that are appropriate for the visual, filmic and musical arts. Through Guild HE/Research the University has contributed to the annual doctoral Summer 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.				New
Funders must:		To look at incorporating participation in the Vitae Researcher Development Framework into the next reviews of the Probationary Procedures Policy and								
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									P3.7 P3.9
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes									New
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									New
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. Researchers to participate and taken ownership of their contribution to the appraisal process.	Conversation is documented in APR	Annual APR deadline	Head of Research	Conversation is documented in APR and revised in regular catch up meetings. Head of Research prompts research fellows to update their CVs and profiles and webpages. Support has been given for research fellows to act as investigators in AHRC bids.				P2.3
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	Managers of researchers support staff in identifying an appropriate mentor or career professional. Training is facilitated through the Continuous Professional Development budget that is agreed by their line manager.	Researchers' activities are recorded in their staff development record.	Oct-22	Head of Research and Staff Training and Development coordinator	Researchers are able to identify and take part in appropriate training or mentoring to develop their careers. Examples of this can be seen where research fellows have worked with experts in other fields to gain additional knowledge and skills.				P3.4 P3.8 P5.5
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					All staff undertake the same mandatory training as any other academic or member of support staff, and are included in refresher cycles. Researchers and teaching and research staff are all able to apply for and participate in CPD as well as attend conferences, exhibitions etc				New
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	Researchers have led research groups, such as the Thing-power Research Group, the Horror Research Group and the Widening Participation in the arts Research Group. They lead symposia such as the biennial Developing Communities of Sustainable Practice symposium.				P3.6 P3.9 P5.5
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	The Head of Research has taken part in the current iteration of Management training in 2020. Other line managers responsible in supporting researchers engage with a rolling programme of management training.				New
Researchers must:										

HREiR Action plan template 2021-2023



HR EXCELLENCE IN RESEARCH

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	Researchers identify their professional development needs during their initial induction meeting with their line managers, APR meetings and regular one-to-one meetings with their line managers. They are responsible for applying for their professional development activities using the University's CPD Framework in conjunction with the mandatory rading cycle.	All researchers engage with 10 days of professional development, documented in the HR system and reviewed at the APR meeting.	Oct-22	Staff Training & Development Coordinator	All professional development activity is recorded on the HR system.				P5.5
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	Researchers apply for support from an appropriate mentor or career professional through the Continuous Professional Development budget that is agreed by their line manager and if the costs are extensive approval is sought from a senior manager.	Researchers are prepared for a range of career options across different sectors.	Sep-21	Staff Training & Development Coordinator	Records of professional development and mentorship are part of a researcher's training record. Researchers are prepared for work in the creative industries or in community arts work.				P3.8
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 are expected 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	Researchers update their University CVs and staff profiles on an annual basis.				P5.5
PCDR4	Positively engage in career development reviews with their managers	Researchers are asked to reflect on and record their career development plans in their APR meeting.	Researchers contribute a written response to about their professional development plans on their APR pro-forma	Oct-22	Researcher Line Manager	All researchers engage with the APR procedures and are asked to contribute their achievements and future training needs as well as their career goals.				P3.10
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 lead small research events that develop management and leadership skills	Sep-21	Researcher Head of Research	Researchers achievements are recorded in the Annual Research Report, particularly where they have led external or internal research events.				P5.5
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	Researchers are able to consider opportunities to take part in the University's deliberative structure, contributing to policy development. Researchers are encouraged to facilitate impact activities through public engagement activities and knowledge activities. Where appropriate researchers are supported to contribute to wider policy development.	Researchers contribute to knowledge exchange activities and public engagement activities either internally or externally. Evidence is recorded in the Annual Research Report where researchers contribute to activities such as local arts organisation boards and All Party Parliamentary Groups.	Sep-21	Researchers, Head of Research	The Unit of Assessment Environment statements document the researchers engagement with the wider research community as well as the Annual Research Report. Examples of engagement include, contributions to the All Parliamentary Party Group for Art and Design Education, member of Creative Scene (Briqans) Board, leading the first Popular Music Study Group at the Royal Music Association.				P5.2

* 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.