London South Bank University

EU HR Excellence in Research Award

ACTION PLAN 2020-2022

To support the implementation of the Concordat to Support the Career Development of Researchers

Glossary of Main Abbreviations and Acronyms

ACI	School of Arts & Creative Industries
APS	School of Applied Sciences
AURA	Annual University Research Audit
ASG	AURA Steering Group
BEA	School of Built Environment & Architecture
BUS	School of Business
CPD	Continuing Professional Development
CRIT	Centre for Research Informed Teaching
CRS	Central Research Support (now the Research Office)
DAW	Dignity at Work
DORA	San Francisco Declaration on Research Assessment
EDI	Equality, Diversity and Inclusion
ENG	School of Engineering
HAPLO	Online Research Management System (formerly CRIS)
HR	Human Resources
HSC	School of Health and Social Care
ICT	Information, Communication, Technology
KEF	Knowledge Exchange Framework
LDA	London Doctoral Academy
LLR	Library and Learning Resources
LSS	School of Law & Social Sciences
LSBU	London South Bank University
OSDT	Organisational and Staff Development Team
P&OD-OD	People and Organisation, Organisational Development
PSG	Professional Service Group
PWG	Professoriate Working Group
RAG	Research Assessment Group
RBoS	Research Board of Study

RCG	Research Concordat Group (now Researcher Development Group)
RCUK	Research Councils UK
RDG	Researcher Development Group (formerly Research Concordat Group)
RDF	Researcher Development Framework
REI	Research, Enterprise & Innovation
REF	Research Excellence Framework
RO	Research Office (formerly Central Research Support)
SME	Small and Medium Size Enterprises
SRHE	Society for Research into Higher Education
SRR	Significant Responsibility for Research
TNA	Training Needs Analysis
UMC	University Management Committee
UREC	University Research Ethics Committee
URC	University Research Committee

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Action Plan 2020-22

Relative to Concordat Principles

RECRUITMENT AND SELECTION				
PRINCIPLE 1 **Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research**				
Clause	**ACTION**	**SUCCESS MEASURES**	**LEAD**	**TIMEFRAME**
1.1a; 1.2; 1.3	Annual Review of Human Resources policies to be carried out, including Recruitment and Selection Policy and update where appropriate. This is carried out on an annual basis.	Completion of review on annual basis.	P&OD-HR	January 2021, 2022
1.1b, 1.2, 5.1	Review of the procedures relating to the recruitment of staff, confirming that research is a significant part of the recruitment process, and is given at least equal weighting as teaching, in line with Open, Transparent and Merit-Based recruitment principles.	Completion of review and confirmation of significance.	P&OD-HR	January 2021
1.4	LSBU signed the San Francisco Declaration on Research Assessment (DORA) in 2020, which commits the university to ensuring journal-based metrics are not used as 'a surrogate measure of the quality of individual research articles' in order to assess the quality of a researcher's output, or in 'hiring, promotion or funding'. A Research Assessment Group (RAG) has been established to review appropriate metrics for of assessing research quality. Outcomes: to deliver recommendations on appropriate metrics and recommendations for their use, to be confirmed by the University Research Committee (URC).	Establishment of appropriate metrics to evaluate research quality in line with DORA; annual review to determine effectiveness	RO, RAG	October 2020

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.

2.1a	Establishment of a Steering Group for the Annual University Research Audit (AURA) led by Academic and Research staff. This Group to determine: (1) purpose of AURA (in line with DORA principles); (2) data capture relating to research outputs and impact; (3) relationship to appraisal cycle so that line managers are better able to support and develop staff; and (4) capture of best practice activities relating to mentoring and development of researchers (i.e. ECR/ Established Researcher).	Increased involvement of all research staff in AURA by 10% on the new cycle.	RO, ASG	September 2020
2.1b	Embedding of the principles of responsible metrics as defined by DORA in the assessment of research quality and development of individuals. Metrics group to identify most appropriate metrics to carry out this task in line with the commitment of the University's new strategic plan to deliver Real World Impact.	Identification of metrics and roll out to all Research Centres by January 2022.	RAG	January 2022
2.3a	The requirement to align of the Annual University Research Audit (AURA) cycle with the LSBU Group annual appraisal cycle will be included in the review of the process. Alignment the AURA and Appraisal cycles for 2021 to allow to staff to report on research progress, identifying outputs, impact and other measures of esteem.	Increased use of AURA by individuals to report on progress to targets in appraisals.	RO	June 2021
2.3b	Review of the online system for annual appraisal and work plans. This system allows for more extensive data mining of training needs for researchers to inform the training provision made by PO-OD. Target to have identified clear set of training needs of researchers and delivery of appropriate training, target to have a completion rate of 95%. This is to be developed further, and used to inform future training in the period 2020-22.	Appraisal completion rate of 95%.	P&OD-OD	January 2022
2.3c	Review of training needs analysis following the Appraisal outcomes. Comparison of data to see developing trends in order to ensure training delivers achievable, with a target of increasing identifiable training needs by 10% year-on-year.	increasing identifiable training needs by 10% year-on-year.	P&OD-OD	January 2021, January 2022

2.3d	Further Rollout of a programme of The Leadership Academy at LSBU, to develop the skill set of all leaders in the organisation including research managers. This programme to help deliver on the means of supporting research leadership and the support of research staff.	increase participation in the Leadership Academy by 10% overall.	P&OD-OD	January 2021, January 2022
2.4	Review of procedures relating of the termination of facilities, email, access, etc, to contract researchers who have completed their contracts, but are waiting on the outcome of new bids. Retention of email access privileges to be examined and reviewed by RDG with ICT. Outcome to determine the feasibility of this action.	Feasibility of the retention of e-mail access to be established.	RDG, ICT	January 2021
2.6a	Review of research training pathways for all research staff. This to ensure targeted delivery of the four pathways (1, Becoming a productive researcher; 2, Outputs and Impact; 3, Grants and bid writing; 4, PGR Supervision) comprising at least six courses per pathway from October 2020, with change in focus from set training timetables to agile training in line with need, delivered live online.	Increase in uptake of training provision by 10%.	RO, REI	October 2020
2.6b	Development of Research Centre Review framework to determine the effectiveness of Research Centres, identify areas requiring development and to examine the roles of researchers at all levels within them. Effectiveness of Research Centres to be determined by Outputs, and income, and Environment (collaborations, profile, impact and Researcher development goals).	Success: Establishment of robust system to measure Centre effectiveness.	RO, URC	June 2021
2.6c	Further development of the Professoriate to act on the support of researchers and research principles, and to provide Inaugural Lectures and other outreach. Success identified by the formal development of inaugural lecture programme, with a target of four outreach lectures a year, and two meetings discussion meetings a year. In order to overcome challenges due to COVID-19, other means of delivery including virtual lectures will be considered.	Established inaugural lecture programme, delivering of four outreach lectures a year, and two meetings discussion meetings a year.	PWG, RO	December 2020

SUPPORT AND CAREER DEVELOPMENT

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

3.1; 3.8	Continued participation of LSBU to continue to participate in Outside Insight work shadowing scheme (http://www.heioutsideinsight.co.uk/). Success to be measured by the number of participants (maximum 8) and the positive feedback from participants and action plans. LSBU will continue to participate in the scheme.	Achieving maximum of 8 participants and positive feedback from participants and resulting action plans.	P&OD-OD	January 2022
3.3a, 3.11	Development of training strands to assist researcher agility, embedding contract researchers into Centre and Groups in order to build their resilience and to support their development. Success to measure participation of Contract and Early Career researchers in funding bids and supervision, identified in the annual AURA, increased by 20%.	Increased participation (by 20%) of Contract and Early Career researchers in funding bids and supervision.	RO	October 2020, October 2021
3.3b	Development and review of researcher training improving visibility and uptake through deeper collaboration with other Research Centres and Schools as well as departments including Library Learning Resources, Marketing and Communications and Organisation & Development. Success to see increase in participation of courses by 20%, with a concentration on Early Career and Contract Researchers.	Increase in participation of courses by 20%, with a concentration on Early Career and Contract Researchers.	RO	October 2020, 2021
3.3c, 3.6, 3.11	Development of integrated training programme for all researchers, based on RDF principles, involving delivery of training according to the following training strands: 1, Introduction to research; 2, Outputs and Impact; 3, Grants and bid writing; 4, PGR Supervision. Development to involve refocus of	Successful delivery of the training pathways,	RO, REI	September 2018, September 2019

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	training calendar according to need, ensuring training programme is delivered at point of need to Research Centres/Groups and Schools, thereby guaranteeing participation.	achieving participation rates of 20 individuals minimum per course.		
3.5	Facilitate the growth and development of the HAPLO central research information system (including HAPLO Bio and HAPLO Repository modules), providing a unified approach to the development of research capabilities. This to include the integration of research reporting, bid development, PGR supervision, output reporting and biographical information in order to support researchers in the fulfilment of their research path.	Implementation and delivery of HAPLO Bio module leading to increased external profile of LSBU researchers.	REI, RO	October 2021
3.6	Continued development of Academic Induction programmes in order to enhance the engagement of staff and to allow them to develop their potential efficiently. Target to ensure that all new staff (Contract and Early Career new starters) receive Academic Induction and the specific Researcher Induction programmes, twice a year.	Increased uptake of researchers, achieving a minimum of 40% of new staff attendance in their first year.	P&OD-OD, RO, REI	October 2020, January 2021
3.7a, 4.12	Review of the Research Summer School Programme to ensure that researchers are agile and capable of engaging on a wide platform in order to support engagement in the face of competing wider university commitments such as examination board meetings and restructuring.	Increase in researcher engagement by 20%.	RO, LDA	July 2020, July 2021
3.7b	Increase of the opportunities for researchers to supervise through enhanced provision of training. PGR supervision training embedded in the training programme to be delivered through the Research Centres/Groups, and focussed on small group development. Increased participation by LSBU RO staff in the reboot of the Epigeum on-line training.	increased participation of ECR and other researchers in supervision by 20%.	RO, LDA	October 2020, October 2021
3.8a	Review of the Sabbatical Scheme to assist in the support of individual researcher development and consideration of real-world impacts, with the view of increasing the uptake in sabbaticals by researchers. Review to	Increase in uptake of Sabbaticals by 20%.	RO, URC	May 2021, May 2022

	ensure continued success and robustness of the system in the light of increased uptake.			
3.8b	Implementation of an Impact Plan for all researchers, promoting the value and importance of impactful research by engagement with LSBU's Strategic Plan to create 'Real World Impact'. This to be delivered through the creation of an impact group and the opportunity to engage with impact, leading to the delivery of an impact plan for all researchers with tangible benefits, incentivising the collection and recording of research impacts	Delivery of an impact plan for all researchers, incentivising the collection and recording of research impacts.	RO	September 2020
3.9a, 4.11	Repurpose and promote in a targeted way existing OD courses relevant to researchers and in line with training need requests identified through AURA survey in order to integrate to Research Development programmes and increase participation of academics and early career researchers. The creation of a tailored offering of OD courses allow to deliver on Continuing Professional Development (CPD).	Increased participation in OD courses by 20%.	P&OD-OD, RO	September 2020
3.9b	To increase visibility of courses and increase level of bookings on courses. Success, an overhaul of the training provision for all Research Staff, overseen by the RDG, and supported by TNA, constructed by OD as part of the annual Appraisal System.	Overhaul of the training provision for all Research Staff and visibility in Appraisals.	P&OD-OD, RO	September 2020, August 2021

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

4.10a	Conduct annual review of Training Needs arising from Appraisal System and respond to the outcomes, in order to match training to courses. Success to deliver on the Training Needs by identifying relevant courses in the REI calendar/PO-OD training provision, increasing training provision by at least 5 courses.	Increase in the training provision for researchers by at least five courses.	P&OD-OD, RO	January 2021, January 2022
4.10b	Increase in the Significant Responsibility for Research (SRR) cohort within LSBU. SRR is defined as those with ~20% of the workload assigned to	Success: establishment	RO, UMC, URC	October 2021

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	research. Create a research development plan template (with recommended development activities attached) to facilitate those researches who don't reach the 20% threshold, to incrementally increase their research responsibility in 5% tranches (5, 10, 15%) leading to the 20% SRR.	of the principle and framework and acceptance at URC.		
4.11	Development of research awareness through delivery of research training at Research meetings, awaydays, town halls and other research clusters, therefore meeting the needs and requests of Schools and Research Centres.	Increase in the uptake of training by 20%	RO	October 2020
4.12	Liaison with CRIT to identify routes for teacher training for researchers, developing means of linking with the Advance HE National Teaching Fellowship, in order to enhance researcher skills and progression. Outcome to be the implementation of strategy to deliver this.	Implementation of strategy to enhance researcher skills through this route.	CRIT, RO	January 2021
4.13	Increased participation and representation of contract researchers in Research Centre management. Participation to be identified in the annual AURA, with success being increased visibility of contract researcher input, with a minimum of 20%.	increased visibility (by 20%) of contract researcher input Research Centres.	RO	September 2020, September 2021
4.14	Further development of bespoke mentoring scheme for Research Centres and Groups, identifying different models in specific Centres that can be used to inform the development of mentoring across Centres. Participation identified in the annual AURA, and in the Research Centre Reviews, identified as a success measure. Outcome to be the development and publication of mentoring scheme model, and roll-out to all Centres, with specific emphasis on ECR and Contract Researchers, leading to an increase in staff with quality outputs.	Publication and roll-out of mentoring scheme model, leading to an increase in staff with quality outputs.	RO, URC	September 2020, September 2021

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.

5.2a	Further development of Research and Enterprise Forums in line with KEF to support and develop research staff, enabling networking opportunities and engaging staff in outward-facing activities, and in real-world external projects.	Establishment of forums, achieving four per year, annually.	REI, RO	December 2020, December 2021
5.2b	Increase awareness of impact using the Three Minute Research Project approach, and delivery of research at the annual staff conference to increase engagement, leading to delivery of Three Minute Research Project session at annual staff conference, with increased engagement of ECR/Contract Researchers.	Engagement of at least ten ECR/Contract Researchers.	RO	June 2021
5.2c	Implementation of an Impact Plan to provide support for all researchers, promoting the value and importance of impactful research by engagement with LSBU's Strategic Plan to create 'Real World Impact'. This to be delivered through the creation of an impact group and the opportunity to engage with impact, through the use of Impact tools such as Altmetric Explorer and Scival.	Training & access to tools leading to 10% increase in researchers delivering impact.	RO	October 2020
5.3a	Rollout Research Integrity training workshops to all Research Centres as part of the training and development provision of the university, according to Concordat for Research Integrity principles. Success measure: increase in the participation of researchers by 20%.	Increase in the participation of researchers by 20%.	RO - OD	October 2020
5.3b, 5.4	Work with the AURA Steering Group to promote the participation of all researchers in the university's AURA Annual University Research Audit, and promotion of the Open Access principles and use of the Symplectic/HAPLO repository.	Increase in participation to achieve >90% participation rates.	RO, ASG	December 2020, December 2021
5.4	The consideration of participation in the Summer School 2018-2019 and 2019-2019 (3.7, 4.12) called for a review and refocus for the current academic year. The resumption of the annual poster competition, with additional training and engagement is planned for the coming academic year; promoting the importance of research impact.	Increased participation from research staff by 20%.	RO	July 2021, July 2022
5.5	Development and promotion of the training programme aimed at delivery in Research Centres/Groups and Schools, ensuring that all researchers are aware of them. Work with other training providers within the university to ensure engagement.	Development of bespoke training provision at point of need; increase in uptake by 20%	RO/REI/ P&OD-OD	October 2020

5.6	Development of media and social media training for all research staff, to be run by Communications Team, and in development of the LSBU Brand as a Research university, in line with its Real-World Impact strategic goals Success measure, development of course programme with Communications Team/PO-OD.	Course programme to increase visibility of research staff.	RO/Communications Team/ P&OD-OD	September 2020
DIVERSITY AND EQUALITY **PRINCIPLE 6** **Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers**				
6.1a; 2.3	Further development and roll-out of online platform for Unconscious Bias training for all researchers and research decision makers. Success measured by increase in participation and directly linked to employee record system for accurate reporting.	Increased participation in unconscious bias training, as determined in the record system.	P&OD-OD	December 2020
6.1b; 1.4	To monitor the approved Equality, Diversity and Inclusion (EDI) Key Deliverables Plan. Success: delivery of key objectives.	Delivery of key objectives as set out in the EDI plan.	P&OD-OD	December 2020
6.3	Cultural Competency workshops to be delivered centrally for all Dignity at Work Advisors and Mental Health First Aiders.	Delivery of cultural competency workshops as appropriate	P&OD-OD	September 2020
6.10	Delivery of the Athena Swan Implementation 5-year plan actions	Delivery of the Implementation Plan targets according to the Action Plan.	P&OD-OD	September 2020
IMPLEMENTATION AND REVIEW **PRINCIPLE 7** **The sector and stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK.**				

| 7.2 | In order to achieve a clearer understanding, it is imperative to participate in CROS and PIRLS exercise and PRES in the same year, 2021, and to cascade the results through the RDG, Research Centres and Research Town Halls; and to assess the impact of Covid19. The aim is to increase participation rates by at least 20% in comparison to the 2017 exercise. | Increase participation by at least 20% compared with 2017. | RO | January 2021 |