



Appendix 2: Keele University Concordat Implementation Action Plan: Updates for the November 2015 2 year Self-Assessment

Introduction:

Keele University gained its HR Excellence in Research Award in November 2013 after submitting a *Concordat Implementation Action Plan*¹ to the European Commission via Vitae. Rather than publishing a 2 year Action Plan at that point, we created a 1 year Action Plan as we did not wish to pre-empt developments in the forthcoming Strategic Plan 2015-2020. Therefore it was agreed with Vitae that our Action Plan would be reviewed by the University's Research Committee at the end of 2014, revisions made and a new plan published on the Keele webpages in December 2014, detailing actions for 2015. This was approved by Research Committee in November 2014. In October 2015 we undertook an internal self-assessment of our progress in achieving the actions set out in our previous plans. We also undertook a second internal researcher questionnaire, based on the questions used in the first questionnaire undertaken in autumn 2013, to gain the views of the research community.

Summary of plan

The first five columns of the Action Plan below are our original November 2013 Action Plan and the final two pink columns contain updates on progress as of November 2014 and October 2015. The tables in yellow were new actions for the period December 2014 to November 2015, to which an update column was added in October 2015 to set out our progress so far. The text in green is from the *Concordat to Support the Career Development of Researchers* so that our plans are presented in context.

Actions for November 2015 – November 2017 can be found in our new *Concordat Implementation Action Plan 2015-17* available at <https://www.keele.ac.uk/lpdc/research/hrexcellenceinresearch/>. This plan will be formally reviewed in 2017 when we undertake the 4 year external review process which is required of all HR Excellence in Research Award holders.

**Dr Jen Smith and Dr Jackie Potter, on behalf of all contributors
Learning and Professional Development Centre, November 2015**

¹ Keele University Concordat Implementation Action <http://www.keele.ac.uk/lpdc/research/hrexcellenceinresearch/>



Keele University Concordat Implementation Action Plan: Updates for the November 2015 2 year Self-Assessment

Glossary

CoP	Code of Practice
ECR	Early Career Researcher
E&D	Equality and Diversity
EIA	Equality Impact Assessment
FTE	Full time equivalent
GSB [now called UPGRC]	Graduate School Board
HE	Higher Education
HR	Human Resources
ILM	Institute of Leadership and Management
IP	Intellectual Property
LPDC	Learning and Professional Development Centre
MAC	Marketing and Communications
PDP	Personal Development Planning
PGRDs	Postgraduate Research Directors
PGR	Postgraduate Research Student
PVC R&E	Pro Vice Chancellor Research and Enterprise
QAO	Quality Assurance Office
RDF	Researcher Development Framework
REF	Research Excellence Framework
RES [now called Research Support]	Research and Enterprise Service
RI [now Research Institute & Faculty Research Offices - FRO]	Research Institute
SAT	Self-Assessment Team
SPRE	Staff Performance Review and Enhancement
SSDS	Student Support and Development Services
UPGRC	University Postgraduate Research Committee
UEC	University Executive Committee

Section A: Recruitment and Selection

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

Current policy and practice at Keele	Any action to be taken	By whom	Progress	Review	Progress, November 2014	Progress, October 2015
Keele's recruitment and selection procedures reflect the aspects set out in Principle 1. The procedures, including selection panel composition, ensure a broad yet balanced panel.	Current policy and practice is already compliant with the Concordat and should be maintained, subject to review.	Human Resources (HR) Academics and other staff involved in the recruitment process	Established	HR will review current policy in November 2014	The recruitment policy has been reviewed and audited by Uniac. Practice continues to be compliant with Principle 1. Further improvements to practice will continue to be made in line with the recommendations from the audit report and with the introduction of a recruitment module in "Keele People" (HR's new database) during phase 2 of implementation.	Recruitment and selection practice is currently being reviewed with regards to Phase 2 of the Keele People implementation, which includes a web recruitment module.
The Recruitment and Selection workshops include detailed discussion regarding the importance of person specifications.	HR to introduce an e-Learning course covering the writing of Job Descriptions and Person Specifications to ensure that staff	HR Academics and other staff involved in the recruitment process	The e-Learning portal will be piloted in August-September 2014.	HR will review the e-Learning course in December 2014.	E-learning course is available through Learning Pool. Reviewed in December 2014.	The Recruitment and Selection workshops have been reviewed and updated in Summer 2015.

	understand their importance and how to eliminate discrimination.		Job Description and Person Specification e-Learning course is being written.			
The Post Approval Form (PAF), which is required for all posts, includes a requirement for recruitment managers to record the reasons for a Fixed Term Contract (FTC).	Current policy and practice is already compliant with the Concordat and should be maintained.	HR Recruiting Managers (via HR workshops)	Established	HR will ensure the new HR/Payroll system incorporates a requirement to record the reasons for FTCs. It is expected that the new system will be live in July 2014.	Keele People implementation has been delayed to April 2015. FTC considerations have been included in the system build.	The paper PAF will still be required as part of our Recruitment and Selection processes and managers are required to provide information regarding the reasons for FTC being used. These are reviewed by HR Advisors on a case by case basis.
The diversity profile of recruitment and promotion/rewards panels is reported to the University Executive Committee (UEC) on a biannual basis.	Management information of diversity profiles to be reviewed by HR. Reports to UEC to continue.	HR UEC	Reviewing of diversity profiles is already established but provision of reports to UEC is newly established.	HR will review the reports that are provided to UEC in January 2014.	Following positive feedback, reports to UEC to continue.	Reports continue to UEC through the KPI information which is provided annually.

<p>Keele does not permit staff to take part in the selection process until they have completed the Recruitment and Selection (R & S) workshop. Panel members are based on expertise and experience and a mixture of gender is achieved to ensure a fair panel.</p>	<p>Current policy and practice is already compliant with the Concordat and should be maintained.</p>	<p>HR Recruiting Managers</p>	<p>Established</p>	<p>HR will review the current policy in November 2014.</p>	<p>The recruitment policy has been reviewed and audited by Uniac. Practice continues to be compliant with Principle 1. Further improvements to practice will continue to be made in line with the recommendations from the audit report and with the introduction of a recruitment module in “Keele People” during phase 2 of implementation.</p>	<p>Members of staff must still complete R&S training prior to taking part in selection activities. This training must be refreshed every two years, either via face to face training or an e-learning package. In addition, panels are compliant with the University selection panel Ready Reckoner and are monitored on a vacancy by vacancy basis.</p>
<p>During the Recruitment and Selection workshop, managers are encouraged to provide feedback to unsuccessful candidates to assist them with future applications/selection processes.</p>	<p>HR to continue to coach managers on the requirement for feedback. Selection panels to provide feedback to unsuccessful candidates.</p>	<p>HR Selection panels (via HR workshops and one-to-one coaching with managers.)</p>	<p>Established</p>	<p>HR will review the current workshops in December 2013.</p>	<p>Reviewed annually in December.</p>	<p>Workshops have been reviewed in 2015 and streamlined to bring together Recruitment and Selection. Examples used within the sessions have</p>

						also been updated to include more recent, relevant case law.
The University adopted the single pay spine as part of the National Framework Agreement. Researchers are paid on the single pay spine with the appropriate grade determined through Job Evaluation panel and the Hay grading methodology.	Current policy and practice is already compliant with the Concordat and should be maintained.	HR (in conjunction with Finance)	Established	HR review the single pay spine on an annual basis around December each year.	Pay spine was updated in line with the nationally agreed pay award in August 2014.	The pay award for 2015/16 has not yet been agreed. Once this is agreed by UCEA (the Employer representative on pay bargaining) we will comply with their instruction.
Academic colleagues recruited to the University who do not hold a higher degree are eligible to apply for admittance to an appropriate Masters or Doctoral level programme. Applications are scrutinized in the same way, irrespective of whether the applicant is a member of staff and the process conforms to indicator 6 of chapter B11 of the Quality Code.	Current policy and practice is already compliant with the Concordat and should be maintained.	School Manager/Head of Service	Established	This is reviewed on a case by case basis.	Current policy and practice is already compliant with the Concordat and should be maintained.	Current policy and practice is already compliant with the Concordat and should be maintained.

Section A: New Actions, December 2014 to November 2015 for Principle 1

Current policy and practice at Keele	Any action to be taken	By whom	Progress	Review	Progress, October 2015
<p>A number of recommendations were made from the Uniac review of recruitment and selection at Keele (Oct 2014). Many of these are general but specific impact on researchers will be considered.</p>	<p>To convey the attractiveness of the University and its roles, the website and accompanying information will be further developed.</p>	<p>Human Resources in collaboration with Marketing & Communications.</p>	<p>In development.</p>	<p>The target date for completion is March 2015.</p>	<p>The Recruitment web pages are currently under review as part of Phase 2 of the Implementation of Keele People. This is due to be implemented in January 2016.</p>
<p>Currently electronic applications are received by the University through an e-recruitment system used by a number of HEIs. The system is robust but does not offer the functionality of a workflow management process which would minimise delays and allow candidates to track their applications.</p>	<p>The functionality of Keele People will ensure efficiency and the candidate experience are optimised.</p>	<p>Human Resources.</p>	<p>Phase 1 in development.</p>	<p>The target date for completion is April 2015.</p>	<p>Keele People web recruitment module will allow candidates to submit their application forms on line and to view their progress. The system also has the functionality of allowing candidates to book their interview slots on line.</p>

Section B: Recognition and Value

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

Current policy and strategy at Keele	Any action to be taken	By whom	Progress	Review	Progress, November 2014	Progress, October 2015
The Successfully Managing a Research Award workshop contains information on <i>inter alia</i> People Management for Principal Investigators, including managing staff on fixed-term contracts.	Current policy and practice is already compliant with the Concordat and should be maintained.	HR and LPDC	Established	Review has led to a revised format for delivery in February 2014.	New format will be delivered again in Spring 2015.	This training will run again in Spring 2016 but will then move online on to Learning Pool to make it more easily accessible (see new Action Plan 2015-17)
The LPDC delivers annual courses on team management and leadership accredited by the Institute of Leadership and Management (ILM).	LPDC reviewed attendance and relevance of the courses for Principal Investigators and research managers in 2012/13.	LPDC	LPDC are introducing new management and leadership programmes in 2013/14 under the auspices of the Leadership Academy	LPDC will establish an oversight group to review and monitor management and leadership provision by the Leadership Academy in July 2014.	The Keele Leadership Academy has been reviewed to align to the 2015 Strategic Plan. Oversight group established December 2014.	A full and revitalised offer of courses, workshops and network events has been published for 2015-16 as part of the Keele Leadership initiative.
Colleagues wishing to be considered a supervisor for Postgraduate Research (PGR)	The training and knowledge transfer is	LPDC and cross-University delivery team.	Established	Review is annual in May.	Supervisor training was reviewed and updated in 2014. The LPDC are now	Supervisor training ran in Spring 2015 as part of the

students are required to undergo an introduction to supervision and mentoring. The programme is co-ordinated by the LPDC, RIs, and FROs, with oversight and monitoring by GSB [now called UPGRC].	guided by the Code of Practice on Postgraduate Research Degrees which is itself aligned to the UK Quality Code for Higher Education, published by the QAA. Regular review and updating is required.				working with RI and FRO Managers and others to explore whether there is a benefit to more disciplinary-specific training. A Supervisory Masterclass will be commissioned from an external developer to run in April 2015.	annual delivery cycle. Bespoke supervisor training was delivered in one School on request. A Supervisory Masterclass on Difference and Doctorateness ran on 23rd April 2015.
The University fully complies with the regulations for Fixed Term Employees (Prevention of Less favourable Treatment) 2002.	Current policy and practice is already compliant with the Concordat and should be maintained.	HR	Established	HR review all contract templates on an annual basis (around July each year) or following the change of legislation. Ongoing.	No updates to contracts have been made as a result of the review. University remains fully compliant.	No changes to legislation which have required HR to amend or update the contractual position. Contracts are regularly reviewed.
All staff are required to participate in active performance management through the Staff Performance Review and Enhancement (SPRE).	Current policy is compliant with the Concordat.	HR	Established	We will monitor the use and effectiveness of SPRE for researchers in	New SPRE system has been launched with comprehensive training for all reviewing managers being run from October – December 2014.	New SPRE framework had been implemented from January 2015. A review is underway to assess

				July 2014 although this may change if a new SPRE is introduced.		completion rates and effectiveness.
HR have recently developed a new workshop for managers to provide a better understanding of key HR process and enable them to deal with people issues at the informal level.	This is available to all managers and aspirant managers who wish to progress their careers.	HR & LPDC	Established. Positive feedback has been received from a wide variety of participants.	A review of the workshop will be conducted in August 2014.	Workshop material has been reviewed. Workshops continue to be delivered though take up tends to be in support areas.	Provision of the HR toolkit training is ongoing.
We have a redeployment process in place which includes researchers who are approaching the end of their contract. This is used successfully by many colleagues to secure continuity of employment at the end of a contract.	Current policy and practice is already compliant with the Concordat and should be maintained.	HR Recruiting Managers	Established. This is used continually for colleagues at the end of FTCs or those at risk of redundancy following a restructure. The redeployment process has successfully maintained employment for many colleagues.	The policy for redeployment is currently being reviewed although this will maintain the inclusion of researchers in the redeployment pool. The new policy will be published by November 2014.	Consultation with the Trades Unions is currently underway. Subject to feedback, revised policy will be in place by end of the first quarter of 2015.	Redeployment policy has been reviewed and updated to include a strengthened HR involvement around providing candidates with feedback. A new 'Redeployment Form' has also replaced the 'Job Skills Analysis form' to include further details around the type of role the individual is seeking through the redeployment procedure. Policy not yet

						implemented due to further feedback from the Unions being provided.
The policy for pay progression and the Keele Pay Spine are available through the internet. Researchers enjoy the same benefits as other academic staff on the same grade.	Current policy and practice is already compliant with the Concordat and should be maintained.	HR	Established	HR review the single pay spine on an annual basis, around December each year.	Pay spine was updated in line with the nationally agreed pay award in August 2014.	The pay award for 2015/16 has not yet been agreed. Once this is agreed by UCEA (the Employer representative on pay bargaining) we will comply with their instruction.
Where promotions are considered, this is through a formal panel which takes account of expertise and experience to ensure a fair process. The diversity of applicants and successful promotees is recorded and reported upon.	Current policy and practice is already compliant with the Concordat and should be maintained.	HR	Established	The promotions panel sit on an annual basis and the diversity statistics are reviewed by University Executive Committee (UEC). This takes place between September to December each year.	Promotions cycle for 2013/14 completed and a review has been undertaken.	The promotions cycle is underway and a review will be undertaken once this is completed.
The Staff Development	The Staff	LPDC	Reporting	The Staff	Delayed to July 2015 to	Strategy can now

Strategy outlines Keele's commitment to the on-going training and career development of all its staff, including researchers.	Development Strategy is due to be revised and updated in 2013/14.		due in 2014 for a new strategy going forward from 2015.	Development Strategy is being updated with a first draft complete for July 2014	align with developments in the Keele 2015 Strategic Plan.	be developed to align with the published Keele 2015 Strategic Plan.
Where colleagues conduct research and/or supervise research degrees this is often supported by a fractional buyout. This enables the Workload Allocation Model to take account of their research activities and reduce their teaching loads accordingly.	Current policy and practice is already compliant with the Concordat and should be maintained.	School Managers/Heads of Service	Established	Fractional buyout is conducted by the Manager on an individual basis and in conjunction with the RI.	Established	Established

Section B: New Actions, December 2014 to November 2015 for Principle 2

Current policy and strategy at Keele	Any action to be taken	By whom	Progress	Review	Progress, October 2015
Annual reviews of research are undertaken by each researcher.	Annual reviews to include key metrics on research outputs, research income and PGR students (previous year and planning for future) which feeds into their annual appraisal (SPRE).	Key data provided by RES central systems, reviews managed by Faculty Research Offices/Research Institutes.	Current systems being updated to provide this information at a Researcher level, with aim for implementation in 2015/16 academic year.	Annually to review and improve.	Established
Current centrally-delivered management and leadership	Development and support to build leadership capability and	LPDC	Meeting between LPDC staff and PVC	Review after 1 st iteration.	'Building a Vibrant Research Culture'

courses are not specific for research leaders.	capacity in line with the requirements of the new research leadership and performance management structures (Leading Research project).		Research and Enterprise, October 2014. Initiatives will be delivered between January and May 2015.		one day event was attended by research leaders from across the university. (See new Action Plan for follow-up actions.)
Reviewed redeployment policy/procedure to implemented	Consultation to be completed with stakeholders	HR	Implementation by end of quarter 1 2015	Procedure to be reviewed every 2 years, end of quarter 1 2017.	Policy to be implemented.

Section C. Support and Career Development

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

Current policy and practice at Keele	Any action to be taken	By whom	Progress	Review	Progress, November 2014	Progress, October 2015
LPDC formed in May 2011 to provide oversight and co-ordination of central University provision of training and development opportunities. Notional 0.5 FTE developer time allocated to researcher development activities.	The LPDC will extend its transferable skills training for researchers in 2013/14. In particular it will review its postgraduate researcher courses with a view to extending availability to the wider research	LPDC	Established and on going training being reviewed and further developed	LPDC review the central researcher training provision annually (May to June). Postgraduate researcher engagement with provision is reported to Research Student Liaison Committee quarterly. Similar reporting processes are established for research staff through the Athena SWAN Self-Assessment Team.	After review in Spring 2014 MBTI for Doctoral Researcher has now become MBTI for Researchers as it attracted some research staff anyway. Exploring Self-confidence through the Researcher Development Framework and	Courses referred to in the previous column continue to run. The internal survey undertaken in preparation for producing our 2015-17 Action Plan will lead to the creation of new workshops (see 2015-17 Action Plan).

	community where appropriate.				other Tools is also now aimed at ECRs as well as PGRs. Presentation skills training workshops are open to all researchers and the LPDC have delivered discipline-based presentation skills to PGRs and ECRs in the sciences. A research staff-specific ECR PDP workshop is planned for October 2015 – see New Actions below.	
The current training offer for postgraduate researchers is mapped to the RDF, centrally by the LPDC and locally by RIs and publicised in the 2013/14 PGR Research Training Handbook	The LPDC and PGRDs map centrally-provided researcher training to the RDF LPDC to conduct a gap analysis of the training offer	LPDC, PGRDs	Established	Annual review of training in May/ June and update of handbook each September.	PGR Research training Handbook updated in September 2014 Gap analysis was conducted in November 2013 and resulted in various new workshops, such as Intellectual Property and Commercialisation in a Research Context, which ran in December 2014.	Since September 2015 all workshops in the LPDC researcher brochure explicitly state which sub-domains of the RDF they relate to so that researchers can plan their personal and professional development against the RDF.

<p>Tailored staff support around specialist areas such as research impact is provided by the RIs and RES via presentations, individual advice, group meetings and webpages.</p>	<p>LPDC has been working with RES to plan workshops on research impact. Most recently, we have successfully applied for a pilot of Vitae's <i>Making your Mark - Introduction to Impact and Engagement</i> course</p>	<p>LPDC</p>	<p><i>Making your Mark</i> pilot will take place in December 2013</p> <p>LPDC also offering Vitae's <i>Engaging Researcher</i> programme in February 2014.</p>	<p>LPDC to incorporate the courses into our annual offer.</p>	<p>Bite size researcher training 'Digital tools for research funding and impact' to be offered by RES and the RI/FRO managers for 2014/15 academic year, semester 2 (see New Actions below).</p> <p><i>Engaging Researcher</i> programme part of the annual offer (running next in February 2015) and now features a segment run by a member of research staff.</p>	<p>Engaging Researcher continues to run annually. Making your Mark is taking place in January 2016 and will be delivered by the facilitator who ran the 2013 pilot course.</p>
<p>Distinctive Keele Curriculum development strand mapped to the RDF and offers some opportunities for personal development of postgraduate researchers through workshops and online study.</p>	<p>The creation of a fixed-term working group on PGR skills development, in part to co-ordinate integration of development strand offer and development days into the central skills development offer for</p>	<p>LPDC</p>	<p>Terms of reference and membership to be established.</p>	<p>Working group to meet before the end of 2013.</p> <p>Updates on postgraduate researcher training to RSLC three times per year and regular strategic discussion at GSB [UPGRC].</p>	<p>The working group was deemed unnecessary as co-delivery of PGR skills development between the two key central services involved (LPDC and SSDS) had become an established way of working and participant feedback</p>	<p>The postgraduate researcher development days continue to be delivered three times per year. As well as contributions from SSDS and LPDC, in October 2015 half a day focuses on using databases</p>

<p>LPDC and SSDS have joint co-ordination of thematic development days for postgraduate researchers focused on transferable personal and professional capabilities</p>	<p>postgraduate researchers.</p>				<p>was very good. PGR Development Days are delivered 3 times per year, as well as other joint SSDS/LPDC workshops such as Using the RDF to Explore Self-Confidence and Broadening Horizons. The development strand offer is flagged up in the Development Days and at PGR induction.</p>	<p>and literature searching and is run by Keele's Research Support Librarian (a new role as of November 2014). UPGRC receives reports from LPDC on activities from October 2015.</p>
<p>New staff induction is both local and central. An LPDC induction checklist is used locally by Schools and RIs for new staff who are also required to attend central training – the Keele Knowledge Programme.</p>	<p>The availability of an online learning platform for staff development from 2013/14 allows for some reconsideration of the delivery of the induction programme.</p>	<p>LPDC</p>	<p>Established and on going training being reviewed and further developed</p>	<p>Implement any changes to researcher induction for September 2014.</p>	<p>Schools and RIs/FROs now more integrated from September 2014 so separate inductions unlikely to be necessary. The ECR PDP workshop (see New Actions below) will be delivered at the start of the new academic year to contribute to the induction of new ECRs. Full online induction not</p>	<p>A Personal and Professional Development for Postdoctoral Researchers workshop and lunch ran in October 2015. The LPDC will be looking at how it can better support FROs/ RIs in the induction of research staff in 2016-17 (see new Action Plan).</p>

					currently feasible or desirable, but elements of induction – such as E&D training – are now available online. A sessional tutor induction checklist has been produced by the LPDC for Schools to adapt to local requirements.	
An annual induction in September welcomes new postgraduate research students with local RI induction for those that join all year. SSDS are creating an online induction space to introduce the KLE to new students.	Fixed term working group on PGR skills development in part to co-ordinate integration and ensure relevancy and currency of postgraduate researcher induction materials and linkage to on-going training and support.	LPDC	Terms of reference and membership to be established	Updates on postgraduate researcher training to RSLC three times per year and regular strategic discussion at GSB[UPGRC]	The working group was deemed unnecessary (see note above).	Central services - including LPDC and SSDS - continue to contribute to the annual welcome session for new postgraduate research students.
Keele takes part in the biannual Postgraduate Research Experience Survey (PRES) and uses the data to inform policy and practice to improve	In 2012/13 academic year, responsibility for administering the survey and reporting outcomes lay with MAC	MAC	Data has been analysed and sent to the Senior Management Team and Committees and the LPDC.	PRES engagement is biannual and discussed at GSB [UPGRC], which meets three times a year.	Established – Keele will be taking part in PRES 2015.	Keele took part in PRES 2015 and significantly improved its response rate.

the postgraduate research student experience.						
<p>Careers and Employability (In SSDS) provides information, advice and guidance to postgraduate researchers and Keele Alumni.</p> <p>LPDC offer careers sessions to staff, such as Preparing for Interviews.</p> <p>LPDC and SSDS (Careers and Employability) collaborate to deliver Vitae's <i>Broadening Horizons: Career Management for Researchers</i> course.</p>	<p>Review Careers and Employability webpages to offer information and access to career planning resources</p> <p>Enhance and publicise career development provision and opportunities for Keele researchers locally, regionally and nationally, including greater promotion of Vitae courses and resources such as their <i>Career-Wise Researcher</i> booklet.</p>	LPDC and SSDS	<p>Annual email to be sent to RIs/FROs each October for distribution to their researchers to highlight resources and workshops within and outside of Keele.</p> <p>Careers signposting to be incorporated into the LPDC induction presentation for PGRs</p>	Annually, each October	<p>In Spring 2015, Broadening Horizons will run as two separate courses (one for PGRs and one for ECRs). Before this the two groups were merged. The course has also been adapted to move from a 2-day commitment to 1 day, in recognition of time constraints on busy researchers. This will be supplemented by pre and post workshop exercises so that the course is still comprehensive. An email to research staff was sent in October to highlight the local and national career and professional development opportunities.</p>	Broadening Horizons again improved and restructured for 2016 (see new Action Plan).
The University	Further	Quality	During 2013/14	LPDC are piloting online	Supervisors'	Online resources to

<p>maintains a Code of Practice on Postgraduate Research Degrees which all colleagues engaged in the supervision of research students are required to adhere to. This helps the University to comply with the expectation set out in chapter B11 of the Quality Code and ensures that research colleagues have accessible and clear guidance to support them with their responsibilities. Briefings on updates to the Code are held. New staff are introduced to the Code through the mandatory Supervisor Development Training Programme.</p>	<p>development of online resources so that guidance for colleagues supervising research students is available on demand.</p>	<p>Assurance Office and LPDC</p>		<p>training review/ monitoring protocols, September- December 2013.</p>	<p>webpages on LPDC site being developed, including information on expectations, links to internal and external resources, and viva chair information.</p>	<p>support the face-to-face Supervisor Development Programme yet to be developed.</p>
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Principle 4: The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.

Current policy and practice at Keele	Any action to be taken	By whom	Progress	Review	Progress, November 2014	Progress, October 2015
The annual Staff Performance Review and Enhancement (SPRE) scheme applies to all staff	Ensure researchers on fixed-term contracts participate in SPRE as mandated in Keele's Fixed-term Working Policy and Procedure.	HR	Established	We will monitor the use and effectiveness of SPRE for researchers in July 2014, although this may change if a new SPRE is introduced.	New SPRE system has been launched with comprehensive training for all reviewing managers being run from October – December 2014.	SPRE system has now been implemented. A review is currently underway to assess completion rates and the effectiveness of the new system, including if the RDF is being used with researchers as part of SPRE.
Mentors provided by Research Institutes to new research staff. LPDC resources for mentoring available on the LPDC webpages and open training sessions are regularly provided.	Ensure Research Institute mentors know about the Mentoring at Keele open workshops.	LPDC	Established	Annual review of training and services, May-June.	Mentoring for ECRs will form part of the Leading Research project (See above)	Mentoring was a key theme at the 'Building a Vibrant Research Culture' event. See new Action Plan for follow up actions.
SSDS (Student Support and Experience) with LPDC have introduced peer mentoring for postgraduate	Align mentoring to Institute of Leadership and Management accreditation that is available to	SSDS	Peer mentors recruited and training provided in August and September	Graduate School Board to receive interim report in February 2014 of process and engagement.	Interim report produced February 2014. Full review of pilot not undertaken as it was decided to make the scheme part of the SSDS annual offer. Scheme established and in	Peer mentoring for research students is still in place but take up is minimal.

researchers for 2013/14.	students and Volunteering Award.		2013	Full review in May 2014 of the extent and effectiveness of the first year of operation of the PGR peer mentoring system.	place.	
A suite of teaching development workshops and courses are available to researchers, including HEA accredited provision aligned to the UK Professional Standards Framework. A further Continuing Professional Development (CPD) portfolio route is being developed for 2013/14 which will also be available to staff and research students.	Submission for HEA (re) accreditation due in 2013/14 for existing routes (PG Certificate) and new CPD portfolio route.	LPDC	Established	Provision is subject to three-yearly re-accreditation cycle. PGCert is subject to annual CARD review in April 2014. All other courses are annually reviewed as part of the LPDC training portfolio monitoring process in May to June.	CPD Portfolio route open to all staff from January 2015, after having been piloted with senior staff in 2013/14. CPD workshops for demonstrators and sessional tutors available to book via the LPDC website.	Established.

Section C: New Actions, December 2014 to November 2015 for Principles 3 & 4

Current policy and practice at Keele	Any action to be taken	By whom	Progress	Review	Progress October 2015
Researchers are updated on the latest systems to support their research by RES and Research Managers	Creating bitesize 1hour sessions which academics can drop in to, which highlight key systems functionality e.g. Research Professional, Research Gate, Symplectic publications and open access, Altmetrics, Researchfish, using social media. This session will signpost to a range of further information available on the webpages (including 'how to' videos)	Organised by RES with input from Research Institutes and Faculty Research Managers	Discussed at Research Managers meeting October 2014.	Will be delivered in Spring 2015. RES to review feedback after first few sessions have run.	Bitesize sessions were not developed this academic year. However, links to the key systems will feature on the LPDC webpages as part of an effort to better promote the available support and information.
Introduction to Teaching and Demonstrator Training for hourly paid staff were separate courses. Now they are co-ordinated and there are shared materials available online year round. Course now mandatory.	To automate processes whereby staff with significant HE experience and/or prior HE training can be exempted from the course by their Head of School (currently it is a paper form).	LPDC working with HR	Discussed at RSLM in October 2014.	Introduction to Teaching and Demonstrator Training will both be reviewed in July 2015.	Introduction to Teaching and Demonstrator Training continue to run in the new format.
Research staff who would like to Chair Vivas currently are listed on a register	A paper has been written outlining plans for online viva chairs training. Early career researchers who wish to act	LPDC and QAO	Viva Chair register has moved from QAO to the LPDC	Training to be developed, piloted and evaluated in 2015.	Established as part of the annual LPDC offer.

held by the Quality Assurance Office.	of viva chairs would be mentored as part of this scheme.		and now on staff training records. Training for staff wishing to join the register is delayed until 2015.		
User guides available on the website for Publications database, and staff available to answer queries	A range of short videos made available on the website, so researchers can access them 24/7 without having to attend a workshop, or feel uncomfortable asking for help.	Research Support Team in RES	A range of 'How to' videos are available on website for researchers at Keele	Review and update each year, and add additional ones as appropriate, such as new videos for the new research repository.	The 'How to' videos continue to be accessible on the Research Support website.
Effectiveness of new SPRE to be reviewed	Following launch of revised system and training for all reviewing managers, a review to be undertaken – methodology to be agreed but could involve focus groups including research staff.	HR and LPDC	In development.	Review to be completed after first cycle of SPRE's which take place Jan-July 2015.	SPRE review (Oct. 2015) is capturing information about the use of the Vitae RDF within researcher SPRE discussions.

Section D: Researchers' Responsibilities

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

Current policy and strategy at Keele	Any action to be taken	By whom	Progress	Review	Progress, November 2014	Progress, October 2015
The University publishes a Code of Good Research	Promote and disseminate updated Code of	RES	Established	Next update is due in April 2015.	Next update is due in April 2015.	Review to take place in early 2016

Practice which is updated biannually. The most recent update was agreed by Research Governance Committee in April 2013	Practice.					
There is an established mechanism in place for the ethical review of staff and PGR student projects which is compliant with ESRC Framework for Research Ethics 2012. Information and guidance is available on the University Ethics Web Pages and from the Research Governance Officer.	<p>Ethics briefings to be introduced to the Keele Knowledge Programme in 2013/14.</p> <p>Introduce a light touch review process for projects that generate no or very minimal ethical concerns.</p> <p>Develop the ethics review process into an on-line process during 2013/14.</p>	RES	Established	Annual review as part of the LPDC researcher training monitoring in May-June.	Established.	<p>New Research Ethics leaflet published on the Research Support website in July 2015.</p> <p>Research Ethics workshop runs 3 times per year as part of the Keele Knowledge programme for new staff.</p>
Information, advice and guidance on a range of research areas are available from RES. LPDC administer and co-ordinate some RES training and	RES and LPDC are working together to review and where necessary revise training and development working practice and offer for	RES and LPDC	Commencing 2013/14	Report forward to PVC (R&E) by May 2014	New workshops on IP, ethics and other areas incorporated into the 2014/15 offer and will run annually.	An IP-related session runs each academic year. Research Ethics runs 3 times per year.

commission and deliver other research-specific training.	researchers and undertake a gap analysis of provision					
LPDC has updated generic personal development sessions to better meet different staff group needs, including researchers	Targeted personal development session introducing the RDF and Vitae resources	LPDC	Delivery in 2013/14	Annual review as part of the LPDC researcher training monitoring in May-June.	RDF-based PDP part of the PGR development days and associated workshops. New PDP workshop for ECRs will be introduced October 2015 (see New Actions below).	LPDC to review Personal and Professional Development resources and activity for end of December 2015 – see new Action Plan.
There is a University Policy and Procedure for Research Misconduct that is available to all staff through the intranet.	Current policy and practice is already compliant with the Concordat and should be maintained.	HR and RES	Established	This is due for review in July 2014.	Review has been rescheduled to February 2015.	Review will be undertaken in early 2016 by the Policy Development Officer (HR & Equalities).

Section D: New Actions, December 2014 to November 2015 for Principles 5

Current policy and strategy at Keele	Any action to be taken	By whom	Progress	Review	Progress, October 2015
The Learning and professional Development Centre provides a Professional Development Toolkit for staff. PDP workshops using the RDF are available for postgraduate researchers.	A new workshop for ECRs will be introduced for late October 2015, the start of the semester. It will focus on using frameworks such as the RDF and, where relevant, the UKPSF, to identify opportunities (both	LPDC	LPDC planning how this PDP workshop can integrate with the annual researcher development offer in order to provide a coherent,	The PDP workshop will be delivered in October 2015 and feedback from it reviewed in November 2015 and changes made to the content and structure as necessary.	A Personal and Professional Development for Postdoctoral Researchers workshop and lunch ran in October 2015. This will be revised in

	at Keele and externally) to develop skills and progress career aspirations.		identifiable programme for ECRs.		line with received feedback. LPDC to review Personal and Professional Development resources and activity for end of December 2015.
IP and commercialisation support available via RES. General workshop, open to all staff, introduced in December 2014.	To review feedback from that workshop and make changes where necessary.	LPDC and RES	Workshop ran in December 2014. Evaluations will be reviewed in January 2015.	Feedback will be reviewed and a discussion will take place between RES and LPDC as to whether it should form part of the annual offer for researchers or if a different format/ approach is required.	An IP-related session runs each academic year. The format and content will be agreed by staff within the Directorate of Engagement & Partnerships.

Section E: Equality and Diversity

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

Current policy and strategy at Keele	Any action to be taken	By whom	Progress	Review	Progress, November 2014	Progress, October 2015
The University has a strategic commitment contained within its Equality Objectives to progress the University towards Silver Status of the Athena SWAN Charter.	The University Athena SWAN Action Plan is in place and the Self-Assessment Team meet regularly to steer its implementation and	Athena SWAN Self-Assessment Team	The University currently holds the Bronze Award. Three Schools hold silver awards. Two schools hold	The Athena SWAN Silver and Bronze award renewals are due in April 2014. The Self-Assessment Team meets every two months to review	The University successfully renewed its Institutional Bronze award, and the School of Life Sciences successfully renewed its Silver	The School of Pharmacy and the School of Computing & Mathematics submitted for initial Athena SWAN awards. Neither School was

Current policy and strategy at Keele	Any action to be taken	By whom	Progress	Review	Progress, November 2014	Progress, October 2015
The University has a dedicated resource for an Athena SWAN Officer.	monitor progress. Schools have also set up their own self-assessment teams and are in the process of developing schools plans.		bronze awards.	the action plan and analyse gender data.	<p>Award.</p> <p>The School of Humanities took part in an ECU trial to introduce the Gender equality Mark (GEM) into non-STEMM schools and was successfully awarded a Bronze Award.</p> <p>In the remaining STEMM Schools, a SAT has been established in each School, who are currently working to either Bronze or Silver Awards.</p>	<p>successful. However, the process has been useful in providing valuable feedback that the Schools can work with. The School of Physical and Geographical Sciences has renewed an award at the Bronze level.</p> <p>The School of Nursing & Midwifery plan to submit for initial Bronze awards in November 2015 and the Institute of Primary Care and Health Sciences plans to submit for the highest level of award (Gold). The School of Law plan to submit for Bronze next year.</p>
The University has a commitment to support gender equality and make opportunities available	The LPDC has introduced the <i>Springboard</i> development programme for	LPDC	Delivery in 2014 for the first time.	Annual review as part of the LPDC researcher training monitoring in May-June.	13 women attended the Aurora programme in 2013-14 and a further 15 women are	The impact of the Springboard programme will be evaluated in October 2015.

Current policy and strategy at Keele	Any action to be taken	By whom	Progress	Review	Progress, November 2014	Progress, October 2015
to women researchers and leaders	women in 2013/14 and is fully supporting the Leadership Foundation for Higher Education <i>Aurora</i> programme.				participating in the 2014-15 programme. The Springboard programme is being delivered in house.	Plan to evaluate the impact of the Aurora programme in 2016.
The University Equality Strategy and Equality Objectives are in place in compliance with the Equality Act 2010 and Equality Duty regulations	A supporting Equality Action Plan was reviewed and is due to be refreshed for 2013/14.	Equality and Diversity Reference Group	A full annual progress review against the Equality Action Plan was undertaken and reported to the E&D Committee in April 2013.	The Equality and Diversity Reference Group monitors progress against the implementation of the University Equality Action. Plan and progress is reported annually to the April meeting of the Equality and Diversity Committee of Council	The Equality & Diversity Sub-Committee of the University Council has reviewed the Strategy and Action Plan annually. In order to synchronise with the University Strategic Planning process, a new E&D strategy for 2015-2020, is currently in draft form and undergoing internal consultation.	E & D sub-committee has been disbanded. Work towards E&D objectives will be led through the E&D action planning groups and all E&D matters are now taken to the full UEC committee. The new E&D strategy for 2015 – 2020 is now in operation.
The University has a strategic commitment towards internationalisation and to fostering good	To hold the following Equality Events in 2013/14: *Health and Wellbeing Week	The Equalities Manager	The University has hosted a range of awareness and engagement	Attendance at events is monitored. An evaluation of Keele's equality	In 2013/2014, the following events were held: <ul style="list-style-type: none"> Health and Wellbeing Week 	Further events have been held in 2014/15. These include: <ul style="list-style-type: none"> Health and

Current policy and strategy at Keele	Any action to be taken	By whom	Progress	Review	Progress, November 2014	Progress, October 2015
relations on campus.	*Keele World Festival *International Women's Day *Dignity and Respect Day To improve attendance at events		events on equality and diversity themes that has successfully brought staff and students from all backgrounds together.	events was undertaken and reported to the Equality and Diversity Reference Group in April 2013. Date of next review/evaluation is November/Dec 2013	<ul style="list-style-type: none"> • Keele World Festival • International Women's Day • Men's Health Week • Deaf awareness week • Black History Month 	<ul style="list-style-type: none"> • Wellbeing Week • Keele World Festival • International Women's Day • LGBT History month • Refugee week
The University has an established process for undertaking Equality Impact Assessments on its policies and functions	The University is committed to continually improving its practice and performance in relation to EIA's and will establish a process for quality assuring all EIA's to ensure compliance with legislation	The Equalities Manager. Leads and Editors of EIAs. Human Resources Links.	Established	Progress on the University's performance on completion of EIA's is reported to the E&D Committee of Council, where recommendations for improving practice are discussed. Last reported November 2013; next report April 2014.	<p>Progress on EIAs has been reported to the University E&D sub-committee of council.</p> <p>Further refinement and streamlining of the process is proposed in the draft E&D strategy, yet to be approved.</p>	EIAs are undertaken for all changes to policy / procedure / practice within the University.
Family friendly working policies and the Keele Day Nursery	Current policy and practice will be maintained	HR	The University has a good success rate of staff returning to work following a period of	HR policies are equality impact assessed and reviewed. Every policy undergoes EIA prior to	The University has a suite of family friendly policies, which it continues to update and refine in light of legislative	Maternity and paternity policies have been reviewed and updated to include reference to Shared Parental

Current policy and strategy at Keele	Any action to be taken	By whom	Progress	Review	Progress, November 2014	Progress, October 2015
			<p>maternity leave</p> <p>The Keele Day Nursery underwent a substantial refurbishment and offers staff and students access to onsite childcare provisions. The nursery recently scored a 'good' in its Ofsted inspection rating</p>	<p>publication, and the EIA is reviewed on the policy renewal date every 2 years.</p>	<p>change and sector good practice. HR have a timetable for review of all policies with EIAs being updated. Appropriate training is provided to support this process.</p> <p>Maternity and Paternity policies will be reviewed in line with the legislative changes due April 2015 to introduce Shared Parental Leave.</p>	<p>Leave and a new Shared parental Leave policy is now in operation.</p>
<p>The University Dignity and Respect Framework sets out how the University and its staff and managers uphold the values and ethos of the University and work towards fostering a culture of dignity and respect. This Framework sits alongside the</p>	<p>The Framework will be implemented through training, induction, and integration into job descriptions.</p>	<p>HR, All staff</p>	<p>The Framework was launched and supported by a range of presentations and workshops as part of Dignity and Respect Day.</p>	<p>The Framework is being reviewed and refreshed by HR for January 2014.</p>	<p>The Dignity & Respect Framework is provided to every new starter at Keele, as part of the Keele welcome programme. The framework is integrated into a number of other training packages, commensurate with</p>	<p>The Dignity & Respect Framework still forms the basis of the required behaviours of University staff. It has been provided to all new members of staff during the Keele Welcome programme.</p>

Current policy and strategy at Keele	Any action to be taken	By whom	Progress	Review	Progress, November 2014	Progress, October 2015
University's Bullying and Harassment Procedures					<p>the mainstreaming approach adopted by the University.</p> <p>The framework was shortlisted, and was runner up in the 2014 Guardian University Awards (Diversity category).</p>	
<p>The University is committed to ensuring its staff are appropriately trained in equality and diversity as part of its Equality Objectives and action plan. All new employees receive E&D training as part of their central induction (Keele Knowledge Programme) and E&D is well embedded into a range of core courses, for example the Supervisor Development Programme and the PG Certificate. A range of bespoke training has</p>	<p>Launch of the e-learning pool for staff to access e-learning modules on a range of equality and diversity areas and the development of E&D embedded practice in online course development</p> <p>The LPDC are developing mechanisms to further integrate E&D into the development of all learning programmes, including the use of</p>	HR and LPDC	<p>Established.</p> <p>Equality and Diversity elements feature in every welcome session of Keele knowledge programme</p> <p>Bespoke training provided: E&D in admissions for Schools of Nursing & Midwifery, Medicine, Health and Rehabilitation.</p>	<p>HR review the forthcoming training programmes every January and July to ensure sufficient capacity exists.</p> <p>LPDC annually review training in May-June.</p>	<p>The following eLearning packages are available to all staff at Keele:</p> <ul style="list-style-type: none"> • Introduction to Equality & Diversity • Introduction to carrying out EIAs • Introduction to providing reasonable adjustments • Deaf Awareness <p>In addition, the following bespoke offerings have been developed online:</p>	<p>In addition to the training offered in 2014, the E&D Manager gave a LGBT Master Class open to all staff in Feb 2015.</p> <p>The Unconscious Bias course that was initially given as bespoke offerings is now available to all and it has been taken up by the Senior Management Team. An Unconscious Bias workshop was delivered to University Council, September 2015.</p>

Current policy and strategy at Keele	Any action to be taken	By whom	Progress	Review	Progress, November 2014	Progress, October 2015
also been undertaken throughout the year.	Vitae resources to support the researcher community.		E-learning modules in development for School Pharmacy		<ul style="list-style-type: none"> • E&D for Pharmacy Staff • E&D for staff in the admissions process. <p>Face to face training is also available under the following titles:</p> <ul style="list-style-type: none"> • Unconscious Bias. • E&D in admissions (both full and refresher course). • Cultural Competence training. • Creating a positive workplace culture. • E&D elements of supporting research supervisors. 	

Current policy and strategy at Keele	Any action to be taken	By whom	Progress	Review	Progress, November 2014	Progress, October 2015
Recruitment and Selection policy and processes and equality monitoring	Current policy and practice will be maintained	Equalities Manager Human Resources	Analysis of recruitment and selection information indicates no barriers to recruitment and selection for any protected group. All staff who attend interview panels attend mandatory recruitment and selection training to ensure the fair selection of staff	Annual staff equality monitoring information is reported in April 2013 to the E&D Committee of Council and published on the University web pages	Annual staff monitoring reports are compiled and reported to E&D sub-committee annually.	Annual report provided to UEC through KPIs. These will be made freely available on the University web pages.
The University supports staff equality networks: LGBT network, BME network, and disability network to ensure staff are supported and have the opportunity to be involved in shaping University decisions	Action will be taken to improve participation in staff networks	Equalities Manager	Staff equality networks have supported the University's equality events, and have been involved in University consultations on new policy	A verbal report on the progress and activities of the staff equality networks is taken to the E&D Committee of Council, which meets twice a year.	In addition to the staff networks already listed, the University has established a Keele Women's network, with an initial launch meeting of more than 60 members.	The Keele Women's network had two meetings. The first was to welcome all new female staff and the second was in recognition of International Women's Day: a very successful event attracting more than 100 attendees, with key note lectures

Current policy and strategy at Keele	Any action to be taken	By whom	Progress	Review	Progress, November 2014	Progress, October 2015
						<p>from the Rt Hon Clare Short and the author Elif Shafak.</p> <p>The LGBT network group have met twice during the year and have had an input to the Stonewall Workplace Equality Index submission.</p> <p>An additional opportunity for networking for some LGBT staff network members and equality champions was held when Stonewall CEO, Ruth Hunt, was given a Keele Honorary degree.</p>
Research Excellence Framework Code of Practice	The University will publish its Equality Impact Assessment on the REF 2014 submission	Equalities Manager Research Enterprise Services	The REF COP was developed with fairness, equality, and inclusion at the core of the	Research and Enterprise Services will review its COP and the associated EIA after REF submission to	Equality monitoring was carried out following the REF submission, which demonstrated the positive benefit of	The self-service reporting of personal data made possible in Keele People will facilitate the collection of

Current policy and strategy at Keele	Any action to be taken	By whom	Progress	Review	Progress, November 2014	Progress, October 2015
			document and University approached. The COP was reviewed and accepted by external funding agency HEFCE.	establish whether anything could have been improved to ensure and enhance equality.	the code of practice in an equalities setting.	equality data in the future, thus allowing more rigorous equality analysis in REF dry runs

Section E: New Actions, December 2014 to November 2015 for Principle 6

Current policy and strategy at Keele	Any action to be taken	By whom	Progress	Review	Progress, October 2015
The University has a strategic commitment to the principles of mainstreaming equality and diversity.	The University will publish an updated equality and diversity action plan and associated objectives, in line with the University strategic planning 2015-2020.	Equality & Diversity Manager. Equality & Diversity Reference Group.	The Strategy is currently undergoing consultation with TUs, student forums, Faculty Leadership Groups	Strategy will be reviewed in line with the University's Strategic Plan 2015-2020.	Working to new strategy 2015 – 2020 with the new E&D action planning group, which involves leads from a number of different areas (HR, Student Support, Estates, Health & Safety, LPDC, Marketing and Planning & Academic Administration). The aim of the group will be

					to ensure appropriate actions are embedded across the University.
The University has a strategic commitment contained within its Equality Objectives to progress the University towards Silver Status of the Athena SWAN Charter.	The University will review the action plans from recent submissions, and progress against them.	Equality & Diversity Manager. Athena SWAN support officer. University and School SATs.	The University has received a Bronze Athena SWAN renewal (November 2014) and has received detailed feedback.	Athena SWAN feedback to be reviewed by SAT in January 2015. Staff and student data to be reviewed by SAT in January 2015 and, annually (in January) from then on.	The University Self Assessment Team continues to meet at least 4 times per year and monitor staff and student data. A highlight of the last academic year has been that promotions to senior lecturer were significantly increased for female staff and the percentage of those promoted staff who are female slightly exceeded that expected from their representation at the lecturer level.
	The University will continue to submit individual School Athena SWAN applications for new Awards/renewals	Equality & Diversity Manager. Athena SWAN support officer.	The SHAR has submitted a first Bronze Application in Nov 2014 and the	Athena SWAN submissions are self-critical and thus provide a review in themselves (at least one submission every 3 years	The results of the November 2014 School submissions were mixed. The School of Health and

		University and School SATs.	School of Medicine and ISTM submitted their first Silver application in Nov 2014. The School of Computing & Mathematics will submit for a Bronze award in April 2015 and Nursing & Midwifery will submit in November 2015.	per school). November 2014 – confirm two submissions have been sent to Athena SWAN (done). April 2015 – confirm submission of Computing & Maths documentation to Athena SWAN. November 2015 – confirm submission of Nursing and Midwifery documentation.	Rehabilitation were successful at Bronze. However, the School of Medicine and ISTM were not successful in achieving the higher Silver level award and had to accept the lower level (Bronze award). In April 2015, Computing & Maths and Pharmacy submitted for initial awards: neither have been successful but the feedback has given scope for advancement and resubmission will take place in April 2016. The School of Physical and Geographical Sciences have renewed but at the lower (Bronze) level. In November 2015, Nursing & Midwifery
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					will apply for initial awards and the Institute for Primary Care will apply for the highest level of award (Gold), as they have developed further from the Silver standard. The School of Law plan to submit for Bronze next year.
	The University will continue to support the humanities, arts and social sciences in achieving modified Athena SWAN awards and maintaining existing Gender Equality charter Mark (GEM) action plans.	Equality & Diversity Manager. Athena SWAN support officer. University and School SATs.	The School of Humanities was awarded a Bronze Gender Equality charter Mark in December 2014.	GEM (and the proposed modified Athena SWAN) submissions are self-critical and thus provide a review in themselves. 3 times per year, the Gender Equality Charter Mark action plan for the School of Humanities will be reviewed including analysis of whether measurable aims have been met. Liaise with Heads of other Humanities and Social Science Schools by February	GEM has now been merged with Athena SWAN and The School of Law will be the first to apply for an award in 2016 (see action above). A Further School will be identified for submission in April 2016.

				2015. Identify another school to work towards the modified Athena SWAN awards by April 2015.	
The University has a commitment to support gender equality and make opportunities available to women researchers and leaders	Opportunities on development programmes such as Springboard and Aurora will be made available to women researchers and leaders.	LPDC	15 places secured for the Aurora programme 2014/2015.	Aurora, Springboard and other mentoring schemes to be reported on by LPDC to the University SAT, January 2015 and reviews to continue annually from then onwards.	LPDC reported on Mentoring schemes to the University SAT. Work continues to broaden the availability of mentoring outside of existing Aurora and Springboard schemes. The Keele Forward initiative is being developed to build capacity for and accessibility to leadership/committee roles.
The University has a strategic commitment towards internationalisation and to fostering good relations on campus.	Building on the success of the Keele Unity events, the University will continue to plan and deliver against at least 4 Keele Unity events	Equality & Diversity manager.	The University developed public displays for Black History Month (Oct 2014), World	An evaluation of Keele's equality events is reported to the Equality and Diversity Reference Group. Date of next review/evaluation is in	Annual events will now be reported to the E&D Action Planning Group and further integration of staff and student

	each year, and evaluate their effectiveness.		AIDS Day (Dec 2014) and International Day of Human Rights (Dec 2014). Forthcoming events include LGBT History month (Feb 2015).	April 2015.	events is proposed with a new part-time post to promote E&D within student support.
The University is committed to ensuring its staff are appropriately trained in equality and diversity as part of its Equality Objectives and action plan. All new employees receive E&D training as part of their central induction (Keele Knowledge Programme) and E&D is well embedded into a range of core courses, for example the Supervisor Development Programme and the PG Certificate.	<p>The University will continue to offer a mixture of face to face, online and blended learning to support the Equality and Diversity agenda.</p> <p>Where appropriate, bespoke equality and diversity training will be provided to supplement existing training and development opportunities.</p> <p>The University will ensure that equality, diversity and inclusive programme design are mainstreamed into the</p>	<p>Equality & Diversity Manager.</p> <p>LPDC</p>	First equality and diversity session to be rolled out in TLHE programme in Nov 2014.	Reviewed annually (by summer 2015) ahead of the next academic year.	The Keele Welcome programme continues to develop the E&D training of all new staff members and now includes a brief introduction to unconscious bias.

	TLHE Programme.				
Training is provided re. Recruitment and Selection policy and processes and equality monitoring.	The University will roll out Unconscious Bias training to support ongoing recruitment and selection training.	Equality & Diversity Manager. HR Managers and Advisers.	Pilot Unconscious Bias workshop was undertaken for International Women's Day 2014, using ECU materials. Unconscious Bias training delivered to all operational HR staff, School Boards in Life Sciences and Humanities.	Reviewed annually (by (summer 2015) ahead of the next academic year.	Employees undertaking R&S training to be signposted to Unconscious Bias training / website
The University supports staff equality networks: LGBT network, BME network, disability network and Women's network to ensure staff are supported and have the opportunity to be involved in shaping University decisions.	The University will continue to support a wide range of initiatives to support staff networks.	Equality & Diversity Manager.	The University is continuing to promote the benefits of staff network membership and has engaged with the Stonewall Diversity Champions programme to	Effectiveness of network events will be monitored by feedback.	The IWD event in 2015 received many positive comments, for the speakers (both Keynote and local). The event in 2016 will follow the same format but more will be made of the networking lunch. The event held around

			understand good practice around LGBT networks.		<p>the Honorary degree awarded to Ruth Hunt, CEO Stonewall, was a great success.</p> <p>Meetings of the LGBT group continue but it is felt that more of a common focus is needed and this will be developed in 2016.</p>
Family friendly working policies and the Keele Day Nursery	Policy review and update in accordance with emerging legislation.	HR	Current flexible working policy is undergoing consultation and review (Nov - December 2014).	Policy will be reviewed every 2 years or earlier if there are statutory changes.	Flexible working policy now implemented and in use.