The Concordat to Support the Career Development of Researchers
Keele University Action Plan 2019-2021

Glossary of Terms

FO	Faculty Offices	KIITE	Keele Institute for Innovation and Teaching Excellence.	
HR	Human Resources	MAC	Marketing and Communications	
OD	Organisational Development	RIE	Directorate for Research, Innovation and Engagement	
KDA	Keele Doctoral Academy (new central service launching Jan 2020)	SAS	Student and Academic Services	
ASSG	Academic Staffing Strategy Group	ASG	Academic Strategy Group	
RECSAT	Race Equality Charter Self Assessment Team	ULG	University Leadership Group	
KPA	Keele Postgraduate Association	CGRR	Concordat Action Group Faculty Researcher Representatives - to include at least 1 Early Career Researcher (ECR), 1 PDRA, 1 Manager/PI, 1 other researcher.	
ILAS	Institute for Liberal Arts and Sciences			

Recruitment, Selection and Retention

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

Ref	Action 2019-2021	Concordat Principle(s)	Responsibility	Review Date	Success Measures	Updates i.e. progress agains the action, have the success measures been achieved?	Outcome/ Result
1	Our agreed target female representation in the professoriate (35% by November 2020) and at Senior Lecturer level (50% by November 2020) is registered at the outset of appropriate appointment and promotion panels (embedded as part of the previous action plan (Principle 1 Action 4 2017-19) . Progress towards the representation targets will be monitored by the Equality Diversity and Inclusivity (EDI) Steering Group and supported by positive action in relation to promotions (promotion mentoring and	1, 4, 6	HR	Jan 2021	Reach the 35% professorial and 50% Senior Lecturer representation targets	At 1 August 2021, Professorial representation was 30.8% female and Senior level representation was 45.8%. In line with changes to the Athena Swan charter, our next submission is now 23 July 2023, and we will continue to implement positive action measures to increase senior female representation	Carry forward (EI3)

	active identification of females approaching promotion through the appraisal process).						
2	Recording the gender profile of all interview panels is now embedded in our online recruitment system Keele People and recruitment guidance has been updated to enable gender balance on panels. We will now implement monitoring of the gender and ethnicity profiles with the aim of reducing the gender gap in shortlisting and ensuring the proportion of BAME candidates at the application stage is consistent at shortlisting and appointment stages	1, 4, 6	HR	Nov 2020 Feb 2021 Nov 2021 Feb 2022	Gender: Benchmarking percentages will be established for 2019-20 by Nov 2021 the target is a 5% reduction in the gender gap in shortlisting and appointments . Ethnicity: by Feb 2022; proportion of BAME academic staff increase to; 24.1% at shortlisting and 22.2% at appointment stages, monitoring on mid way progress Feb 2021.	Action reviewed at 18th January 2021 meeting. This is an ongoing action with some key milestone dates not falling within this action plan review period.	Carry forward (EI3)
3	**Ensure provision of good employment conditions that aim to have a positive impact on researcher wellbeing**	New principles					
a)	Develop and launch new workload allocation principles for academic staff (including researchers), ensuring that workloads are set and managed in a fair and consistent manner across the university. CROS 2019 highlights the issue of time allocation for research-active staff, this action will help provlide clarity and consitency for all researchers.	Environment & Culture 1	ASG	Aug 2020	New document approved, communicated to all acadmic/research staff and embedded in annual planning processes	New WAM guidance approved at Senate in June 2021 and implemented for the 2021/22 academic year.	Completed

b)	Develop and implement a programme of training to ensure that managers across the University are informed, confident and able to engage in conversations with staff around health and wellbeing available from recruitment and throughout employment.	Environment & Culture 1	AD, OD	Aug 2020 Aug 2021	Develop and implement training to raise awareness and understanding of wellbeing and its support. Monitor and record numbers of attendees.	A range of virtual workshops have run from Organisational Development around health and wellbeing. These were available to all staff during 2020/2021. Please see particpation figures below: Having honest/difficult conversations - 24, Staff Performance Review and Enhancement (Appraisal) - 29, Top Tips for Health and Wellbeing - 20, Having Honest Conversations (PGR only) - 41 Stress Awareness Masterclass - 11	Completed
c)	Supporting the wellbeing of researchers - research-only staff to be consulted to help develop the support offer which is expected to include, workshops, networking and forum opportunities	Environment & Culture 2	SAS	Sept 2020 Sept 2021	Levels of researcher engagement in the consultation recorded (numbers, job role and as a percentage of research active staff). Support package and monitored - researcher numbers participating and feedback used to develop the offer.	PGR Student, PGR Supervisor and Research-only virtual staff networks have been established through the use of MS Teams. The researchers have been consulted as part of a larger training and wellbeing needs analysis, with 52 responses, which will be analysed to inform the next action plan.	Completed

Recognition and Value

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.

Ref	Action 2019-2021	Concordat Principle(s)	Responsibility	Review Date	Success Measures	Updates	Outcome/ Result
5	**Using staff appraisal effectively to support researcher Career and Personal Development**						
a)	All staff are required to participate in a SPRE (Staff Performance Review Exercise) or PPRE (Professorial Performance Review Exercise) which seeks to enhance performance development of individuals. Improvement has been made during 2017-19 in the percentage of researchers partaking in the SPRE or PPRE process but the university target (KPI) of 95% of eligible staff having a	1, 2, 3, 4, 6	HR	Sept 2020 & 2021	2020: 95% of staff have a SPRE/PPRE 2021: 100% of staff have a SPRE/PPRE	SPRE monitoring was not enforced in 2020 due to covid and the emphasis of engagement with staff was instead placed on the welfare, wellbeing and safety of individuals. SPRE monitoring is being undertaken in 2021, but data is not yet available.	Carry forward (EM4)

	SPRE of PPRE in 2019 has not been realised. Training and awareness raising will continue in order to meet our goal of 100% of eligible staff having a SPRE/PPRE.						
b)	While uptake of staff appraisal is high, 30% of CROS and PIRLS 2019 responders indicate that the appraisal's effectiveness for personal and career development could be improved. Review SPRE training content, guidance and forms.	1, 2, 3, 4, 7	HR, OD, KIITE	Nov 2021	SPRE training and forms updated where necessary and evidence of an improvement in usefullness of appraisal (annual SPRE) monitored through the data from annual surveys for researchers.	Researcher Development is specifically mentioned within the SPRE virtual training and all SPRE documentation has been updated to include links to the UK Professional Standards Framework from HEA and Vitae Framework.	Completed
6	To evaluate the postdoctoral fellowship scheme (running since 2017 in the School of Humanities) in order to provide guidance on opportunities to further develop the existing scheme in Humanities; and a framework and case study for the Faculties of medicine & Health Sciences and Natural Sciences to review and consider trialling a fellowship scheme. (This builds on Principle 2, action 11a and b 2017-19).	6	Humanities, FOs	Aug 2020	Survey and analysis to be completed and used to inform practice, questions to include review of how effective the fellowship is in supporting early career development and career opportunities.	The postdoctoral fellowship scheme has been evaluated and has over 20 students joining from Humanities and other disciplines in the Faculty. A dedicated web page is available on the Keele website. Each year the post docs are contacted to ask if they would like to join. Key benefits highlighted in the analysis include: 2 years of affiliation along with access to IT account, library and e-resources, to support development in future careers and to help provide career opportunities. Future evaluation might consider if two years would be usefully extended, and if other Faculties' post docs could benefit from this scheme. Feedback from researchers involved has been excellent.	Carry forward (PCDI5)
7	Deliver a second wave of the coaching pilot programme for mid-career researchers in the Faculty of Natural Sciences & the Faculty of Medicine & Health Sciences	2, 6	FOs, RIE	Jul 2020	A minimum of 4 research staff to undertake the programme during 2019-20	Second programme was rolled out during 2019/20, there were some delays due to the Pandemic, but Faculty Research Directors have utilised a consulting service to help develop research careers of staff who were identified as mid career during REF 2021 preparations.	Completed
8	**Develop and support leadership capability and capacity of new research leaders.**						

a)	Develop and launch the new Academic Leaders Programme, a bespoke programme, delivered with support from Advance HE, that will provide training for new academic leaders. This programme includes action research projects under 2 distinct strands a) research and b) teaching	2, 3, 6.	KIITE, RIE	Jul 2020 Jan 2021	Programme is developed, delivered (7 staff in research leadership roles are attending this year) and evaluated during 2019-20, with feedback used to inform development of a further programme during 2020-21.	In May 2019 Keele commissioned Advance HE to develop and deliver a bespoke version of the national programme Transition to Leadership (TTL). The programme draws together education leaders and research leaders, with the goal of creating powerful synergies between specialist education and research expertise on the one hand, and leadership awareness and capacity on the other, to ensure 'leadership in action' based on looking inwards before looking outwards. The first cohort of the programme was delivered by Advance HE Associates in January-October 2020 (nine participants from education and seven from research). A second cohort of 16-20 participants is being delivered this year.	Completed
b)	Launch a Research Leaders Network, bringing together academics with leadership responsibilities across the university to discuss challenges and share best practice	2, 3, 6.	PVC, RIE	Jul 2020	Monthly meetings are held, chaired by the PVC R&E	Research Leaders' Network is established with representation from each School, the research Institutes, and the KDA. It has met monthly through 2020, chaired by PVC R&E where the focus has been on research strategy (refreshed early 2020) delivery, ownership and embedding.	Completed
9	Launch a Keele Doctoral Academy (KDA) to ensure alignment between the postgraduate research community at Keele and the University's research, teaching & learning strategies; and act as a bridge between central and faculty support functions, ensuring these operate effectively and with a focus on providing an excellent postgraduate student experience.	3, 6	PVC, RIE	Jul 2020	The KDA is launched, with a web presence, strategic and operational plan, implementation of which is monitored and evaluated by the University Doctoral Academy Committee	The KDA was formed in January 2020. The offical launch was delayed from March 2020 to November 2020 due to the pandemic. The launch was held online concurrently with the Postgraduate Conference. The KDA is overseen by the University Doctoral Academy Commitee and has a strategic and operational plan and a web presence (www.keele.ac.uk/kda).	Completed
10	**Review quality standards and effectiveness of Keele's PGR supervision**						

a)	Review Keele's PGR supervisor training offer and explore opportunities for: (1) development of a PGR Supervisor Training portfolio; (2) use of blended / online learning. (3) Development and dissemination of tools to support recording of training in portfolio form	6	KIITE (AD), KDA	July 2020 July 2021	Launch of a revised PGR Supervisor training offer, with ongoing evaluation embedded and attendance numbers monitored.	Keele's PGR supervisor training has been reviewed, revised and relaunched, with ongoing evaluation embedded and attendance monitored. There has been (1) development of a PGR Supervisor Training portfolio, which includes: 'Getting started with Research Student Supervision', 'Being an Internal Viva Examiner', 'Having Honest Conversations', 'Developing, Supporting and Maintaining Wellbeing and Resilience', 'Being a member of a PR1 interview panel.' (2) use of blended / online learning and (3) development and dissemination of tools to support recording of training in portfolio form, which was accelerated in the Pandemic utilising MS Teams, with sessions being recorded for ease of access, and enabled huge flexibility with synchronous sessions.	Completed
b)	Promote refresher training for existing supervisors to ensure parity and high quality supervision standards are in place across the university	6	KIITE (AD), KDA	July 2020 July 2021	Launch refresher training and raise awareness. Monitor and record numbers of attendees.	Due to prioritising the development of PGR supervisor training, unforseen staffing issues and workloads associated with the Pandemic, this action has been put on hold, and will be taken forward by the new researcher developer starting in post in autumn 2021	Carry forward (EM1, ECR1)
c)	Create and make available via the website a researcher supervisor toolkit to provide updates and guidance and promote it	6	KIITE (AD), KDA	July 2020 July 2021	Toolkit is launched and made available on the website, download numbers are monitored and feedback requested and reviewed on effectiveness	A Research Supervisors network has also been created using MS Teams to support supervisors. Bi-monthly Q&A sessions are held to answer any queries and update supervisors with information, particularly relating to changes due to COVID. The new Researcher Developer starting in Autumn 2021 will oversea the development of the researcher supervisor toolkit area, created on the KDA intranet pages	Closed, new Researcher Developer will be investigating different methods for online supervisor materials
11	**Recognise, celebrate and share researcher contributions**						

a)	Promote the Keele Excellence Awards to all researchers, researcher awards are available for Public Engagement (new award 2018) and Research Support.	1, 6	HR, RIE, VCO	Aug 2020	At Keele nominations to the award scheme are monitored with the PVC to acknowledge and respond to all applications (including those that are unsuccessful). Nominations and winners will be analysed by job family so that researchers can be identified and compared to overall populations. Aim to see an improvement in research staff nominations year on year.	This action was not implemented due to the pandemic. In 2021 awards were invited for 'Outstanding Contribution' to recognise the efforts and contributions of staff in the context of Covid-19.	Complete d
b)	Use internal communication tools to share regular inspirational examples (stories/case studies) of research at Keele, including ECR activities, to inspire and spread awareness.	4, 3, 7	MAC, RIE, KIITE, KDA	Aug 2020 Sept 2021	*At Keele nominations to the award scheme are monitored, with the PVC Research & Enterprise to acknowledge and personally respond to all applications (including those that are unsuccessful). Nominations and winners will be analysed by job family so that researchers can be identified and compared to overall*	The weekly communication to all staff Week@Keele now has a strong research presence. A Research@Keele newsletter is being released October 2021 that has a dedicated section to showcase inspirational examples focusing on ECRs, MCRs and raising the profile of the whole research team not just the academic lead. We also host a Research Talks series feature examples of research projects and impacts from academic colleagues, which provide inspiration and advice for others. An example of this is an upcoming session titled "Women Leaders in Research" where three Keele academics will describe how they have developed a research career and now lead their own teams. We also hosted Leanne Hodson from Oxford who gave a talk on how she leads hers research group which many found inspirational. From Autumn 2021, the revised research webpages will also have case studies under the research integrity and culture section.	Complete d

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					populations. Aim to see an improvement in the number of research staff nominations year on year.		
c)	Organise a university-wide Celebrating Impact Festival, to share examples of impactful research taking place across the university	4, 3, 7	RIE	Sep 2021	Researcher attendance will be monitored as a percentage of the overall attendance (target is a minimum of 50 attendees) Research-only staff feedback to be specifically sought and evaluated.	The University held its annual Impact & Engagement Festival from 21st June 2021 to 2nd July 2021, spanning two weeks with some activities continuing beyond that period. All sessions have been conducted virtually due to Pandemic restrictions. Attendance was almost three times the target of 50, with 146 people attending. Feedback from each of the sessions has been collated and is overwhelmingly positive. Based on feedback and informal comments there seem to be an appetite for more training and support in the area of impact and engagement from both staff and students.	Completed

Support, Career Development and Training

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

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

Ref	Action 2019-2021	Concordat Principle(s)	Responsibility	Review Date	Success Measures	Updates	Outcome/ Result
12	**Mentoring Provision**						
a)	Provide promotion-specific mentoring to women and BAME staff in the year that they wish to make a promotion application. Mentoring is advertised alongside annual promotions workshops and potential candidates may request to participate in the scheme	3, 6	HR	Sept 2020 Sept 2021	All candidates who request a mentor are offered one. Candidates report that the mentoring was useful. Reduction in the gap between male	Mentoring schemes are in place and all staff who have requested a mentor have been matched. Athena Swan Insitutional Survey has not yet been undertaken. Scheduled for November 2021.	Carry forward (ECR1)

					and female responses to statements relating to promotion support is reduced by 1/3rd (assessed through responses in the next Athena SWAN institutional survey)		
b)	All staff, though we are targeting women and BAME staff, identified at appraisals as being within 2 years of promotion to be offered a mentor. We aim to increase the number of women and BAME staff applying for promotion, ensure their applications are timely and improve the success rates of both groups.	3, 1, 6	HR	Sept 2020 Sept 2021	3 women per Faculty to be offered a mentor. 15% increase in women coming forward for promotion (across all levels) by 2020. Increase success rate of women and BAME staff to support institutional representation targets of: 35% female professoriate by Nov 20, 50% female Senior Lecturer by Nov 20; 8.4% BAME professoriate by Feb 22, 5.6% BAME Senior Lecturer by Feb 22	First cohort of mentoring matches took place in 2020. While female representation targets have not yet been reached, we report an increase in the success rate of women relative to the applicant pool: Professorial level: 18/19 - 5.1%, 19/20 - 7.5%, 20/21 - 9% Senior level: 18/19 - 8.3%, 19/20 - 9.8%, 20/21 - 9.9% We have met our Senior Lecturer BAME representation target and are close to achieving the professorial target.	Carry forward (ECR1)
c)	Encourage more research staff to complete the online course Introduction to Mentoring. The course was completed and made available for the 2018/19 academic year, 17 participants have completed the course but none are researcher only staff.	3,4,5	OD, AD, HR, CGRR	Jul 2020	Increased completion numbers (all staff) and specifically participation by 10% of research-only staff	There were 16 completions during 2019/20 and 20 during 2020/21 but none were research-only staff. Going forward the session will be advertised regularly through the new research-only staff network and Keele Doctoral Academy, with the aim of attracting some research-only staff.	Carry forward (PCDM2)

13	**Ensure all researchers are aware of the Research Concordat and HR Excellence in Research Award**		All involved				
a)	Develop an awareness campaign for all staff and PGRs and embed a briefing in appropriate events, for example the PGR supervisor training programme and the University wide PGR induction and post-progression briefing.	2, 3, 5, 7, 9	KIITE, KDA, MAC	July 2020 July 2021	Campaign launched and awareness training embedded in the training events mentioned. Questions relating to the Concordat and HR Award awareness included in appropriate event evaluations and surveys.	Information about the Concordat and HR Excellence in Research Award has been included in the online part of the Research Student Supervisor Training. The award was proudly referred to in University's environment statements as part of it's Research Excellence Framework (REF) 2021 submissions, which have been shared with researchers. The University PGR Induction, KDA Handbook and website also includes an overview of the award.	Completed
b)	Launch an awareness raising campaign for leaders, to include: (1) regular updates to Research Committee and Senate on implementation of the Concordat Action Plan; (2) review of website information; (3) briefing to ULG; (4) briefing to research leaders network	2, 3, 5, 7, 9	RIE, KIITE (AD)	Aug 2020 Aug 2021	(1) Annual reports to Research Committee and Senate; (2) development of new and improved website materials; (3) briefings provided at ULG and Research Leaders Network meetings	The Research Concordat and HR in Excellence in Research Award has been reported to University Research Committee (e.g. 14th Nov 2019) and Senate as a standard agenda item, which will continue. Once our Research Leaders Network is re-established (due Autumn 2021, the meeting was paused while a new PVC Research and Innovation was appointed) there will be regular updates from the Researcher Developer. A briefing will also be presented to University Leadership Group. This has been delayed while a Researcher Developer was appointed to the role (started October 2021).	Carry forward (E14)
14	Improve visibility of all Keele's researcher training offer across the university (central and faculty), use feedback and issues impacting the sector to refresh the offer and ensure it remains up to date.	1, 2, 3, 8	All involved	Aug 2020 Aug 2021	Report documenting changes relating to feedback and sector issues and showing increased engagement with training through feedback and attendance figures.	A new Researcher Calendar of events has been created to highlight all development opportunities to research staff. In addition, as part of the Keele Welcome Induction the work and training of KDA is highlighted to all new staff. KDA use a monthly staff and supervisor newsletter, PGR, Supervisor and Research Staff Teams and Keele App to promote courses. The new Researcher Developer starting in Autumn 2021 will oversea the development of the training offer for all research staff, created on the KDA intranet pages	Carry forward (Various actions)
15	**Supporting researchers' wellbeing and mental health**						

a)	Through delivery of the Office for Students Start to Success Project, provide role relevant mental health training to staff across the institution who directly support our students and their mental health and wellbeing needs.		HR & SAS	Dec 2021	Identification of relevant staff who directly support our students mental health and wellbeing. Provide sustainable, role-relevant training to identified groups of staff including researchers and PGR's.	A programme of health and wellbeing workshops have been implemented as part of the Student Start to Success Project and wider Health and Wellbeing Strategy. These Include; Suicide Awareness - 89 attendances, Staff Mental Health Awareness - 48 attendances, Mental Health Awareness: Supporting Students - 171 attendances.	Complete d
b)	Launch a range of face to face and online training and guidance to all-staff in relation to supporting their own mental health and wellbeing. A student face to face training and support programme will also to be launched.	NEW Concordat principles	OD, HR. KIITE	Sept 2021	Launch of University Heath and Wellbeing Strategy in January 2020 - followed by the implementation of training opportunities for staff including Researchers (including fixed and short-term contracts). Launch of the student programme.	The University launched a Health and Wellbeing Strategy in 2020 and can be viewed via https://www.keele.ac.uk/discover/strategicplanandmission/enablingstrategies/healthandwellbeingstrategy/health&wellbeing-strategy-brochure-a5-1119-spread.pdf A range of workshops were introduced to support both staff and students in terms of their mental health. A brief video version was also developed to support the development of those in operational roles.	Complete d
c)	Keele is fortunate to have a Postgraduate Association (KPA), this association plans to launch a student led mental health project to support the wellbeing of all PGR students.		KPA	Jun 2020	Evidence of implementation, progress of the project, monitoring PGR engagment data and feedback on effectiveness .	The Keele Postgraduate Association has launched a Blue January campaign and Mindfulness Mondays sessions which are available to all PGR students	Complete d

16	Review opportunities to enhance existing career support and training for postgraduate research students and ECRs, with a particular focus on: (1) enterprise and entrepreneurship (2) access to a digital careers platform and careers advice (3) finding and completing applications for fellowship programmes (4) provide careers events specifically for PGRs	1, 2, 3, 4, 8	KIITE (Careers and Employability Team and Entrepreneur in Residence, AD), KDA	July 2020 July 2021	Include PGR recruiters in annual Career Fair. Offer at least 1 other event that is researcher careers focussed a year. Monitor PGR/ECR numbers attending Career events, use of the online careers platform and interactions with enterprise and innovation. Number of supported applications and success rate for Fellowships for 2020 and 2021	Keele's Careers team have reviewed and enhanced careers support and training, which is available to postgraduate research students and ECRs. Specific focus on: (1) enterprise and entrepreneurship: Enterprise Bootcamps were available in May 2021 (for PHRs/ECRS), KRISP internships appropriate for PGRs, with 2 PGR students participating in Student Knowledge Exchange. (2) access to a digital careers platform and careers advice: available via Keele Careers online (with PGR webpages and resources being reviewed and updated, and a resource dedicated to internships has been created) with up to date careers information and interactive career tools such as CV360 and a nominated Careers Consultant for guidance and advice. (3) finding and completing applications for fellowship programmes: ????? (4) provide careers events specifically for PGRs: targeted promotion of annual careers fair has taken place; recruiters with a positive approach to PGR recruitment invited; a careers event has been delivered specifically for PGRs and a three workshop series will be delivered end September 2021.	Completed
17	**Ensuring high research standards through research governance, ethics and integrity**					
a)	Introduce online delivery of research governance, ethics and integrity training	3, 2, 5, 6	RIE	Jul 2021	Training is online and accessible by all researchers.	Online training sessions titled Introduction to research governance, integrity and ethics have been delivered as part of the researcher summer school for the past two academic years and will feature in the Research Talks seminar series November 2021. We are currently reviewing and updating the research support webpages and as part of that we plan to add embedded links to the training video so that all can access whenever needed. This was delayed due to appointment of replacement Associate Director Research Support to cover maternity leave (2019-2020) and then replacement with a new Director Research Strategy Delivery (2021).	Carry forward (EC15)
b)	In ongoing support for high standards and consistency in Ethics panels (action 21 2017-19 plan) a 12 month project is now underway to develop online training modules for both applicants and on-going training for panel members.	3, 2, 5, 6	RIE	Aug 2021	Launch of two online modules per year, researcher participation (enrolments and completions) to be monitored following launch of	12 month project did not take place due to an ongoing restructure of the University Research Ethics Committees and the implementation of a new IT infrastructure to support the RECs. We have provided ethics training for panel members (online video) and PGR and ECRs receive an introduction on how to apply for a favourable ethical opinion through the Introduction to Research Governance, Integrity and Ethics training session.	Completed

				each module and feedback evaluated.		
18	Complete the development of online resources to support the management of a research award, that can be accessed by researchers as required. (continued from P2, action 6 2017-19)	2	RIE, KIITE	Dec 2020	Course available on online learning platform with ongoing monitoring of researcher enrolments and completions, and evaluation of feedback from users.	Due to a institutional restructuring to centralise and consoldate professional services, the development of the online resource is still ongoing. The content had been developed but now needs updating due to changes that occurred during Summer 2021 prior to release.	Closed, new Researcher Developer will be investigating different methods for training materials in this area
19	Organise an annual Research Talks Seminar Series that aims to improve researcher awareness and understanding of the landscape of research within the UK, with a particular emphasis on funding, integrity and engagement	4,6	RIE	Jul 2021	Organisation of at least 5 sessions per year. Researcher registrations and attendance to be monitered .	Annual research talks have been held, with at least 5 sessions, covering the Research Excellence Framework, Women in Research & Integrity. Researcher registrations and attendance are monitored. Some sessions were online due to the pandemic, which increased the number of attendees and enabled sessions to be recorded and stored on intranet for ease of access to Keele researchers.	Completed
20	Develop a bespoke global challenges research training programme, drawing on external expertise to upskill Keele researchers on development and delivery of global research projects		RIE	Jul 2020	Organisation of at least 3 sessions per year. Researcher attendance to be monitered and feedback evaluated.	Three Global challenges research training sessions were delivered in 2020. These were unable to run in 2021 due to ODA funding cuts.	Completed
21	Carrying out focused work with researchers to explore barriers and enablers to undertaking training and development in light of the proposals set out in the new Concordat	NEW 3.1	KIITE, RIE	Aug 2020, Aug 2021	Regular discussion item at Concordat Action Group, focused discussions to be held with Research Leaders Network and with	The internal survey for researchers about the research support offering has incorporated this question, and analysis will inform the priorities for the new researcher developer starting Autumn 2021.	Completed

					research staff at all levels as part of faculty focus groups. Analysis of Reponses to overcome barriers and enable research development.		
22	Promote opportunities for placements and internships with non academic organisations	1, 2, 4, 7	KIITE, RIE	Jul 2020	Opportunities circulated to relevant staff, support provided for development of applications, case studies developed for successful activities and used to promote engagement	A resource has been developed to bring together and promote a range of opportunities for placements and/or internships in non-academic organisations. The recourse will be made available to relevant staff through KDA teams and other appropriate avenues. Internships have already been placed on KDA teams when available.The Careers and Employability sessions will incorporate the newly developed resource into delivery and potential applicants can access support from the careers and Employability team via CareersHub. Case studies from other institutions are available through the links on the resource provided. Keele case studies will be developed to further promote engagement.	Complete d
23	Over 40% of CROS 2019 survey respondents declared a specific interest in attending training workshops to develop knowledge and skill in Knowledge Exchange. Develop new training materials on KE.	1, 2, 3, 8	KIITE, RIE, PVC, CGRR	Aug 2020 Aug 2021	Training materials are available and accessible to all researchers.	The Impact & Engagement Festival was designed and curated in a way that provided a breadth of events and activities focussed on developing skills and understanding in Knowledge Exchange. The festival included a full day of activities dedicated to creative methods in knowledge exchange, with training materials available to all researchers https://www.keele.ac.uk/research/engagementandimpact/eventsandtraining/impactandengagementfestival/. The immersive event will share examples of best practice as well as exposing participants to a range of interactive examples from experts in the field. (This event had to be postponed from June to September 2021 due to ongoing COVID-19 restrictions).	Complete d
Researchers' Responsibilities							

	Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.						
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23	Carry out an annual in-house consultation with researchers to identify any gaps in training provision	5, 6	KIITE, RIE, KDA	Jul 2021	Report - covering launch of consultation, response level, feedback analysis and consideration by the Concordat Action Group	The Culture, Employment and Development in Academic Research Survey (CEDARS) was developed in 2019 by sector working groups. replacing the previous Careers in Research Online Survey (CROS) and Principal Investigators and Research Leaders Survey (PIRLS). CEDARS integrates questions from the CROS and PIRLS surveys with new questions reflecting the Principles of the revised Concordat to Support the Career Development of Researchers, incorporating the environment, culture, professional development and employment of research staff and the experiences of their managers. This was run at Keele during June 2021, with analysis being considered by Keele Doctoral Academy and University Research Committee. The annual internal RaISE survey also asks researchers about any training gaps. The Postgraduate Research Experience Survey (PRES) was also run in March 2021, with analysis being considered by Keele Doctoral Academy.	Completed
24	Provide opportunities for researchers to engage in cross-disciplinary discussions around research - supporting advancement of knowledge and critical thinking	2, 5, 6	KDA, ILAS, KIITE	Jul 2020	Organisation of at least two events annually, monitoring researcher attendance and feedback	8 Grand Challenges lectures were hosted by the Institute of Liberal Arts and Sciences during 2019/20 along with 5 during 2020/21 with attendance and feedback monitored by ILAS coordinator Steve Kilner. The annual Postgraduate Conference and Researcher Summer School were held during 2019/20 and 2020/21 (virtually) and featured research specific workshops, panel discussions and networking opportunities. Attendance and feedback were monitored by the KDA.	Completed
25	Appointment of an Academic Lead for Research Integrity that will foster development of initiatives that aim to support researchers to disseminate research results in an honest and ethical manner and to contribute to the wider body of knowledge	1, 2, 3	PVC, RIE	Jul 2020	Appointment of Academic Lead, development and report of annual programme	Jim Grange has been appointed as the University Academic Lead for Research Integrity & Improvement. He sits on University Research Committee, where updates are given on activity. Together with the Faculty Research Integrity Champions, the Academic Lead for Research Integrity and Improvement in 2020, started a focused 2-year initiative around open research. This includes structured sessions at the local, faculty-level led by the Faculty Research Integrity Champions to support subject-specific open research, a new suite of webpages (to be launched early November 2021) and Research Talks dedicated to the topic.	Completed

| 26 | Through the MICRA project, continue to develop Keele's training and support offer in relation to IP and commercialisation. | 1, 4, 5 | RIE | Jul 2021 | In addition to a range of regular IP and commercialisation events and workshops being run through the Smart Innovation Hub, Keele and the other MICRA partners will run circa 10 events per year across the consortium aimed at different aspects of the commercialisation pathway. Keele is hosting 2 events; Impact through commercialisation in Q1 2020 and Commercialisation of Medical Technologies in Q3 2020. Other events at partner institutions will be advertised and free to attend for Keele students and staff. Numbers and job roles of those attending and feedback will be monitored for impact. | MICRA have run a total of 68 workshops over the 2019-2021 period, with over 1398 individual registrations of academics and spin out business executives. The majority of these sessions have been held virtually due to covid, however Q1 event at keele attracted around 30 atendees for an in person session and the Q3 medical technologies session attracting around 50 virtual attendees. Support has also been provided in the form of commericalisation grants (total circa 100K) and support of an ICURe grant to commericalise a biomedical application. | Complete d |

27	Develop and launch a training programme that aims to support researchers in developing impactful partnerships with industry	1, 4, 5	RIE	Oct 2021	Development, delivery and evaluation of the programme and research staff engagement (numbers attending, any outcomes that lead to further development work)	The Annual Impact & Engagement Festivals provide a suite of training activities aimed at supporting researchers engage with businesses and develop impactful partnerships. Specifically, the NCCPE will be delivering a workshop on 'Learning to Work in Partnership' and Know Innovation will be delivering a series of workshops on 'Collaborative Research Leadership'.	Completed
28	Working closely with Keele's Public Engagement Steering group and colleagues in the partnership development team, to develop a formal and regular programme of training around public engagement and impact, to include sessions for researchers and PGRs on understanding PER and impact activities and evaluation.	2, 3, 5	RIE	Oct 2021	Organisation of training sessions for academics on public engagement and impact; improved web resources related to public engagement and impact; regular review of activities carried out through the Public Engagement Network and researcher and PGR participantion numbers.	The PER Champions Group are playing a central role in designing and delivering some of the events and activities for the Impact & Engagement Festival. To date a formal programme of training around public engagement and impact has not yet been established, but steps are being taken to develop a Faculty-level inventory of expertise which will lay the groundwork for a future training programme. We are also conscious that with the new PVCR joining Keele later this year, his input into any new training programmes will be crucial.	Completed
29	Develop and make available individual academic profiles for each researcher, bringing together information on research outputs, impact and funding	3, 5	RIE	Jul 2021	Individual research staff profiles are available to all researchers Snapshots to be available early 2020 (pdf/Word formats)	The researcher profiles have been made available to Heads of School and School Research Directors to help identify training and mentoring needs during the annual appraisal process. Information is available to staff on their research profile via the Symplectic Current Research Information System (CRIS), which is being review as part of the post REF 2021 work	Completed
Equality and Diversity							
Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.							
Ref	**Action 2019-2021**	**Concordat Principle(s)**	**Responsibility**	**Review Date**	**Success Measures**	**Updates**	**Outcome/ Result**

30	Continue to use the Athena SWAN charter to progress gender equality across the institution.	6	HR	Jan 2021 Nov 2021	All schools working holding an award, currently 13 out of 14 hold an award. Application made for Institutional Silver award in November 2021.	Following the review of the Athena Swan Charter, our new submission date for an Insitutional Award is 29 July 2023	Completed
31	Delivery of the Race Equality Charter (REC) actions relating to early career researchers: (1) Develop Faculty Based early career workshops; (2) evaluate and extend Postdoctoral scheme (see action 10); (c) explore uptake of career development support by ethnicity by defining research only roles in next REC survey	6	REC SAT	Sept 2021	a) positive feedback on workshop with 20% BAME attendees, longer term contributes to meeting the BAME Senior Lecturer representation target. b) see action 10 and undertake analysis of participate by ethnicity. c) Survey is undertaken, results analysed by job role and actions formulated to respond to feedback	This action has not yet been completed (the REC co-chair changed and the leaders then felt that there would not have been sufficient time elapsed between surveys to see the impact of initiatives). The EC workshop was assigned to EDI leads and Associate Deans for Research and was due in June 2019, but post holders have changed and then Covid meant that priorities have moved). Faculty based early career workshops have not yet taken place. See action 10 for updates on the evaluation of the Postdoctoral scheme. REC survey has not yet taken place.	Carry forward (EI1)
32	Continue work to increase the University's ranking in the Stonewall Workplace Equality Index. Promote newly introduced LGBTI Role Models and Allies and develop a network to actively engage staff and students with LGBTI events.	6	HR	May 2020, May 2021	2020 ranking exceeds 2019 (273/445). Allies and role models participate in events held to visibly mark LGBT history month.	The Stonewall WEI did not run in 2020 due to COVID-19. We will run in 2021, submission due in September, results available early 2022.	Closed (not included in new action plan)
33	The University is a Disability Confident Employer (Level 2 - awarded August 2019). Maintain and progress through the levels.	6	HR	Aug 2020 Aug 2021	Maintain level 2, working towards level 3	Disability Confident Employer Awards are now in place for 3 years. Keele's next submission will be in August 2022	Closed (not included in new action plan)

| 34 | As part of our REF 2021 preparations, all senior academic leaders with a responsibility for research received REF specific unconscious bias training. We would like to extend this further and will develop proposals for mandatory EDI training for all staff, which has a strong focus on unconscious bias and develop online module(s) which are Keele specific. | 6 | HR | Aug 2020 | Proposals approved by University Executive. Module developed. 75% of all staff completed the module by Sept 20. 100% of staff completed by Sept 21. | A Mandatory module on Equality in the Workplace launched in 2021. 61% of staff have completed this module by 27 September 21, our aim is for full compliance by the end of the calendar year. The University's mandatory Unconious Bias module will launch during Black History Month (October 2021) | Carry forward (ECI4) |

Implementation and Review

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

Ref	Action 2019-2021	Concordat Principle(s)	Responsibility	Action Date	Success Measures	Updates	Outcome/ Result
35	In order to ensure researcher engagement in development and implementation of the Concordat Action Plan, review representation of researchers on the Concordat Action Group annually, ensuring this reflects the needs of Keele's diverse researcher population.	2	All involved	Jan 2020	Appropriate and representative representation of academic staff is maintained on Concordat Action Group	Representation of researchers has been regularly reviewed on the Concordat action group (aka HR excellence in research 'Team'), with representation at the regular meetings from academic staff, research only staff, early career researchers through to Professors.	Completed
36	Ensure gathering of researcher feedback through participation in surveys such as CROS and PIRLS surveys, with a target of increasing response rates. Feedback to be reviewed by the Concordat Action Group to inform the training and staff development offer.	7	All involved	Sept 2021	Collect researcher feedback (through survey, Concordat, action group, focus groups in 2020, run CROS and PIRLS in 2021. Analysis of researcher feedback annually and summary of response rates with a target of a 20% increase by 2021.	As mentioned in update to 23 above, the CEDARS survey ran at Keele in June 2021, which gathers this researcher feedback and the PRES survey ran at Keele in March 2021. This feedback will be analysed and considered by the HR EiR action group, along with other University Committees (UDAC) during Autumn 2021.	Completed

37	Renew the Vitae and UKCGE membership annually and maximise subscriber benefits by promoting engagement with these platforms to relevant staff and PGR students within the university	7	PVC, RIE and AD	June 2020 June 2021	Vitae and UKCGE membership renewed. Review the number of Keele staff and students subscribing to Vitae as a benchmark and aim for a 10% increase each year.	The Vitae and UKCGE membership has been renewed annually. The new researcher developer starting in Autumn 2021 will look to maximise subscriber benefits by promoting engagement with these platforms to relevant staff and PGR students	Closed, new Researcher Developer will be investigating different options for this moving forwards
38	Commit to funding at least one member of Keele staff to attend the annual Vitae international researcher development conference; and to other conferences which include a focus on researcher development (i.e. ARMA, Praxis Unico)	7	KIITE, RIE	Sept 2020 Sept 2021	Minimum of one representative attending from Keele per year and cascading in formation by report internally to relevant staff.	Keele staff have attended Vitae, UKCGE, ARMA and Praxis Unico each year and have cascaded reports via team meetings.	Completed
39	Review and map this action plan to the new 2018 Principles in accordance with Vitae directive.		All involved	Sep 2020	The action plan is successfully mapped and approved internally		