



HR Excellence in Research Award: Nottingham Trent University 8-year Review Report

Institutional context

Nottingham Trent University (NTU) received the HR Excellence in Research Award from the European Commission in 2013 and retained it following our two, four and six-year review processes through sustained progress with our Concordat implementation action plan. Following the publication of the revised Researcher Development Concordat we became a formal signatory to the new Concordat in July 2020 reaffirming our commitment to Researcher Development.

Through our refreshed 'University, reimagined' strategic plan, we are building on our bold ambition to create the University of the Future. The 'Valuing Ideas' theme of our strategy outlines our plan to develop and nurture the next generation of researchers, increase our capability and capacity for research, and continue to build an ambitious, supportive and inclusive environment in which researchers can excel. To this end we have invested in the appointment of a University-wide role of Executive Dean Research to champion this aspect of our strategy and provide more targeted support aligned with continued and significant investment in research.

Scope of our Concordat plan

The main beneficiaries of our Concordat Action plan are our 198 research only contract staff, made up of Research Assistants, Research Associates, Research Fellows and Senior Research Fellows, however many of the actions have benefits for our wider research community of 652 research-active academic colleagues who are primarily on teaching and research or teaching and practice academic pathways. We also recognise that a thriving research environment depends on a network of interrelated, interconnected roles and responsibilities therefore the plan also includes our 212 technicians, who we recognise play a valuable role in our research community. As managers of researchers have a key role to play in the implementation of the Concordat principles, they are also central to our action plan and its success.

How the internal evaluation was undertaken

The Researcher Development Manager led the eight-year review process in consultation with the Executive Dean Research and with input from the Director of HR, Concordat Champions through the Concordat Management Group and through wider engagement networks and events with the academic community. One such event was an extended Academic Research Leadership Team (ARLT) event focused solely on Researcher Development. This extended ARLT workshop comprised Associate Deans for Research from our eight academic Schools, Strategic Research Theme Leads and Research Centre Directors/Leads, as well as professional services colleagues from Research Operations and Research and Strategic Partnerships Development teams. Colleagues from our early career networks including contract research staff were also consulted throughout the year and we have drawn on CROS and PIRLS data. NTU took the decision to withdraw from the 2020 CEDARS survey due to the COVID pandemic however are participating in the 2021 and future surveys and results will inform progress and priorities.

The Executive Dean Research leads on the Researcher Development workstream of the Valuing Ideas Programme Board chaired by the DVC Research and Enterprise which has



oversight of the wider impact of researcher development on NTU's research environment and culture including monitoring KPIs. University Research Committee formally monitors research governance and an update on the Concordat is provided annually. Additionally, where complementarity exists, links are made between the Concordat and other relevant initiatives to ensure that the agenda supporting Researcher Development is embedded, for example in work towards Athena SWAN and the Race Equality Charter.

Key achievements and progress against strategy since 2019

During the Coronavirus pandemic NTU, like most organisations, moved to a model of working from home for most colleagues from mid-March 2020 onwards and some of the planned activities from our 2019-2021 Concordat plan had to be put on hold or changed as HR colleagues were focused on addressing new Covid related policies, managing wellbeing and managing the furlough process. The change in the REF submission date and reprioritising research to Covid related studies also impacted on workloads. While some of our planned Concordat actions were paused, we have also noticed some very positive results. For example, increased engagement in training and meetings as virtual meetings and webinars became the norm. We also significantly increased our offer for mental health and wellbeing support and given this greater prominence through senior managers and leaders.

Recruitment and Selection: Recruitment and selection are seen to be open, fair and transparent by our researchers as evidenced by CROS and PIRLS surveys and our wider HR Survey data. In 2019/20 NTU widely consulted colleagues on improving the experience of BAME colleagues and is now increasing diversity of recruiting panels with additional training and support in place. We have not yet seen any significant impact from Brexit but continue to monitor this closely. Numbers applying for researcher posts increased pre-pandemic and a new campaign 'Research, reimagined' is being rolled out internally and externally showcasing NTU research and impact. Induction remains a focus for our future plans.

Recognition and value: In September 2017 NTU became a signatory of the Technician Commitment and in backing this pledge, has committed to addressing the key challenges faced by technical staff. In recognition of the role technicians play in NTU's research ecosystem, we have included them in our forward Concordat action plan. We are extremely proud of our appraisal completions which stand at 99.2%; a significant increase over the eight years of our Concordat plans. Applications for our Vice-Chancellor's Outstanding Researcher Awards remain high and awards have been made annually that recognise both early career and established researchers. CROS and PIRLS data shows that recognition and value should remain a focus for future Concordat plans.

Equipping researchers: Mentoring has been professionalised through a new central matching portal with supporting documents and templates together with an online induction. The review of the pilot showed high levels of satisfaction with the matching and support and mentoring will be scaled up in our forward plan and targeted through some of our College for Leadership Engagement and Research (CLEaR) and will broaden conversations to wider career opportunities.

Support and career development: There has been greater visibility, awareness and access to training and development resources following the creation of one portal for development and the 'Research Innovation and Practice' SharePoint pages. The Researcher Development Gateway remains a repository for static resources mapped to the Researcher Development



Framework. The brochure also brings workshops together in one central location regardless of which team delivers them i.e. Researcher Development or Library etc. We have seen improved support for research impact development through active partnership development with a range of centres of academic, business, professional and civic excellence. The focus has been on REF impact in the review period and has now widened to broader impact support with CROS and PIRLS showing an interest in more development in this area. For example, 220 participants undertook an Impact on Policy Programme in 2021.

Researcher's responsibilities: Individual research plans (IRPs) are now embedded in appraisal and in consultation with Associate Deans for Research and Academic Research Leadership Team these were updated to include publication strategies. These encourage forward looking plans and objectives linked to development and progression aligned to School, Centre and NTU priorities. The success of these plans has driven colleagues on Teaching and Practice pathways to help develop something tailored to their pathway.

Diversity and equality: As set out in our Concordat plan, NTU has been recognised for its commitment to gender equality through achieving the Bronze Award under the Athena SWAN Charter in April 2019. Our action plan includes targets to increase female representation among the Professoriate to 35% by 2022, a substantial level above the national average which is circa 25% and increase paternity leave provision from two weeks to three. Two NTU departments have also achieved the Athena SWAN bronze award: the department of Psychology in November 2019 followed by Sports Science in April 2021. These awards recognise both departments' commitment to and advancement of gender equality including representation, career journeys and working environment for colleagues and students as well as progression of students into academia. For example, in Sports Science, 40% of academic colleagues are women, a discipline which is often male dominated. Sports Science has also achieved near parity in gender representation amongst professorial colleagues. Over the last five years, 100% of colleagues in Sports Science on maternity leave have returned and 100% of male colleagues have fully accessed enhanced paternity and adoption leave.

Our commitment to improving racial equality at NTU is demonstrated by our signing of the Advance HE Race Equality Charter (REC). The Charter provides a framework for us to challenge racial inequality at an institutional level, however focusing on long-term analysis and actions as we pursued REC accreditation did not seem sufficient. NTU needed something more immediate and in December 2020, we published our Race Equality Action Plan through extensive consultation with colleagues.

Implementation and review: The Researcher Development Manager as Chair of the Concordat Management Group continues to consult widely on the HR Excellence in Research Action Plan, and actively engage our researcher community with this process via School Research Committees through Concordat Champions and via University Research Committee. In addition to this, issues relating to the Concordat are discussed with our researcher leaders via Academic Research Leadership Team (ARLT), and we have maintained links with our Athena SWAN team. Researcher Development was brought into the Executive Dean Research portfolio in November 2020 to create greater synergy with the ambitious plans of the Valuing Ideas Programme Board and to continue to develop CLear.



Future Strategy

We will continue with our commitment to develop and nurture the next generation of researchers outlined in our 'University, reimagined' Strategic Plan. The College for Leadership Engagement and Research will deliver an extended offer to promote research leadership engagement across all career stages from Leading My First Research Project to Leading Effectively as an Associate Dean Research. We will involve ADRs in selecting teams of research leaders in academic Schools to focus on chosen projects to develop their research leadership.

Key committees including Academic Research Leadership Team and University Research Committee will include a new item known as 'Research Voices' at the start of meetings. The new agenda item is intended to include the real experience of researchers at NTU and ground discussions relating to strategy and policy in these experiences. ARLT will hold extended meetings specifically to cover research only colleagues and launch a new workstream led by an ADR to address the issues. Research only colleagues will be invited to take part in these discussions to shape key agendas and influence their research environment and support.

The focus on researcher development as a workstream in the Valuing Ideas Programme Board will enable the realignment of the team with researcher development posts being refreshed and re-advertised to deliver the business needs in relation to the University's aspiration to be sector leading for its inclusive research environment. The latter will be reflected in high levels of engagement with the CEDARS survey, benchmarked against the KEF cluster. The inclusion of NTU's additional two questions will provide valuable insight into how colleagues experience NTU's research environment and this will be used to inform related initiatives to enhance our researchers sense of belonging to and being valued by the University.

Our Staff Surveys show the results of NTU's commitment and focus on equality, diversity and inclusion we remain focused on this agenda through becoming members of the Race Equality Charter. NTU's Race Equality Action Plan incorporates a Vice-Chancellor's mentoring scheme for Associate professors who identify as BAME and a commitment to identify and train colleagues from BAME communities to become panel members to support recruitment interviews and complaints and grievance panels. This will support the diversification of recruitment panels, as recommended by our Race, Ethnicity and Cultural Heritage (REACH) staff network members. NTU also champions transparency and has decided to publish ethnicity pay gap data alongside annual gender pay gap reporting.

We will make research support and development easier to find and access via one click from MyHub and by 2023 will have in place a more sophisticated AI enabled Learning Experience Platform (LXP). We will also offer a bespoke twice-yearly engaging researcher induction with all resources and information flagged as part of NTU's general induction and available through the My HR SharePoint with regular reminders of where to find this in the research newsletter.

A new Public Engagement in Research (PER) workstream led by an ADR will be established to create a strategy and working with Researcher Development will create new training and development resources. Public Engagement has proven to be one of NTU's strongest performing areas in the KEF with the University performing in the top 20% of Public and Community Engagement. As much of the research we undertake is applied, we are looking to create synergies in these activities for the benefits of our researchers and wider stakeholders.



The Concordat to Support the Career Development of Researchers

NTU Action Plan 2019-21 – development and implementation plan

By 2021, through implementation of this Action Plan, we expect to see:

1. Submission of NTU institutional level Bronze Athena SWAN award by 2019, aiming for recognition in the same academic year. Preparation and submission of two Bronze Athena SWAN awards at academic application discipline department level by 2020.
2. Through progress with reviewing job families to create a tailored induction for Researchers aligned to job roles, we will see the introduction of a more targeted and relevant phased induction and associated development for Researchers.
3. Increased awareness of professional development resources to support researchers and their line managers through promotion of the Researcher Development Gateway and development of an online brochure with links to development aligned to the Researcher Development Framework by September 2019.
4. A widening pool of applicants for research positions at NTU through review of branding and 'I see possibilities' campaign and remain competitive and through a regular review of NTU's research environment.
5. Improved data on, and support for, career progression of researchers through specification of an improved HR system by implemented by 2021.
6. A pipeline of future research leaders through development of a new programme of development and mentoring for Early Career Researchers (ECRs) and an increase in visibility of development for ECRs.
7. Improved support for research impact development through active partnership development with a range of centres of academic, business, professional and civic excellence.

For further information on the Concordat at NTU please contact [Fiona Mckerlie, Chair of Concordat Management Group](#)

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

Action To be taken	Deliverable	Owner and Timescale	Success Indicators	Status 2021
<p>Recruitment: Monitor effectiveness of recruitment and branding programme including 'I see possibilities campaign' through average number of applications for vacant posts and through exit interviews.</p>	<p>Review of applicant numbers for vacant posts.</p>	<p>September 2019 and 2020 HR, Associate Deans for Research</p>	<p>To attract talent to NTU by increasing the year-on-year average number of applications per academic vacancy as measured by NTU's HR KPI from an average of 9 in September 2016 to an average of 14 by spring of 2021.</p>	<p>Average applications per academic vacancy increased slightly to an average of 11 by 2019. Data was not available in 2020 and there was a temporary pause on recruitment during pandemic.</p> <p>New marketing campaign launched 'Research Reimagined' in 2021 to replace 'I see possibilities'.</p> <p>Action complete</p>
<p>Induction: Review effectiveness of induction following the move to delivery via MY NTU APP and the introduction of a rolling Researcher Induction at the Quarterly Researcher Forum Events.</p>	<p>Feedback from Researcher Forum reviewed by CMG and via New Starter Surveys.</p>	<p>By December 2019 HR, Researcher Development Manager</p>	<p>Increase engagement in induction through online and face to face leading to improved perceived value of induction as measured by CROS and PIRLS and feedback from Researcher Fora. New starter survey to be analysed and satisfaction with pace/content/timeliness to have increased by 30%.</p>	<p>In CROS 2019 50% reported that they found the induction at institutional level useful.</p> <p>This may in part be because events were not specifically titled induction and further work is being carried out to continue this action.</p> <p>Further surveys and interim feedback from CEDARS 2021 shows that induction at</p>

				<p>institutional level is not yet considered effective. A new pilot induction programme is being developed based on the research support webinar.</p> <p>Ongoing</p>
<p>Induction: CMG to monitor Researcher participation in Researcher induction across all Schools.</p>	<p>Review consistency of induction process for researchers leading to enhanced engagement and participation.</p>	<p>February 2019 and February 2020 Concordat Management Group (CMG)</p>	<p>As measured by increased participation and satisfaction via CROS/PIRLS survey 2019 in induction process across all Schools. Reduction to < 10% of those reporting lack of engagement in induction in CROS and PIRLS by 2020.</p>	<p>In CEDARS 2021 interim results 21% stated they were not offered a department induction.</p> <p>Improved but action carried forward. Events and activities will in future be titled induction.</p> <p>Ongoing</p>
<p>Induction: tailor induction to job roles.</p>	<p>Creation of more nuanced induction aligned to job role.</p>	<p>September 2020 HR, Researcher Development Manager and ADR sponsor</p>	<p>As measured by increased satisfaction (target 80%) regarding relevance of induction across all Schools via new starter surveys.</p>	<p>Insufficient data available to confirm action.</p> <p>Carry forward wider action on induction.</p>

Principle 2: 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.

Action to be Taken	Deliverable	Owner and Timescale	Success Indicators	Status 2021
<p>Appraisal: Monitor and support Researchers Participation and perceived value in the annual Appraisal process.</p>	<p>CROS Data NTU Staff Survey</p>	<p>Review in October 2019 Concordat Management Group, HR</p>	<p>Increase in overall satisfaction with the Appraisal process as measured by 2019 CROS data and the 2019 NTU Staff Survey. Monitor status of appraisee training completions to a target of 100% by 2020.</p>	<p>Satisfaction with usefulness of appraisal: CROS 2019 65% PIRLS 2019 77%. 99.2% appraisal completions in 2019. Action complete</p>
<p>Appraisal: Increase in participation rates of Researchers in appraisal through HR system.</p>	<p>100% Researcher appraisal completions</p>	<p>End of 2020 Concordat Management Group, HR</p>	<p>HR System reports to show completions and objectives set. Staff survey in 2021 to show those completing appraisal and having meaningful conversation about their research alongside CROS and PIRLS data for 2019.</p>	<p>In CROS 2019 83% reported having had an appraisal in the last 6 months and of those that had not had one, 19% were due to only being recently appointed. Overall KPI using MY HR data for NTU shows 99.2% appraisal completions. Individual Research Plans are now embedded in appraisal for those on Teaching and Research Pathways. Action complete.</p>
<p>Remuneration: Promote increased number of Researchers being nominated for</p>	<p>Increased awareness of contribution awards and sources of awards (NTU contribution</p>	<p>Review in November 2019. Deans, Concordat Management Group,</p>	<p>Increased number (by 15%) of Researchers being nominated for remuneration awards as</p>	<p>New appraisal ratings leading to performance awards developed and</p>

remuneration awards for eligible staff.	awards) as part of the NTU appraisal process.	School Concordat Champions.	benchmarked against 2016 figures.	implemented in 2018/19 were suspended in 2019/20 and 2020/21 due to Covid-19. Not enough data available. The Vice Chancellors Outstanding Researcher Awards continue to be held and awards were made in 2019 and 2020.
Recognition: Offer all researchers the opportunity to complete exit surveys and develop annual review process by Concordat Management Group.	Feedback on researchers experience at NTU to inform future Concordat Management Group strategy following annual review process.	Review annually in June 2019 and 2020. HR, Concordat Management Group. Athena SWAN Self-Assessment Team Chair.	Annual Concordat Management Group review of data informs Concordat Management Group future strategy	Shows that researchers mainly stay within the sector and move to other HEIs. Action ongoing to monitor mobility in sector.
Athena SWAN: Concordat Management Group to receive reports from Athena SWAN group.	Report to Concordat Management Group.	Review annually in October 2019 and 2020.	Alignment of strategy and progress and to identify areas of synergy to inform plans.	NTU achieved Bronze status at institutional level in April 2019. Department bronze status was achieved by Psychology in November 2019 and Sports Science in April 2021. Action complete

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

Action to be Taken	Deliverable	Owner and Timescale	Success Indicators	Status 2021
<p>Engagement: Termly Researcher Fora meetings to be developed as a support network for researchers, and as a forum for promotion of appropriate resources.</p>	<p>Enhance NTU culture for networking of researchers.</p>	<p>Termly throughout 2019 and 2020. Reviewed in 2020 for effectiveness and increased engagement.</p> <p>Concordat Management Group.</p>	<p>Termly Researcher Fora meeting agendas developed through researchers' input. 20% increase in attendance at Researcher Fora meetings benchmarked against 2016.</p>	<p>Attendance increased by just over 20% at their peak but then started to dip. These ran until late 2019 when the format was reviewed. During 2020 engagement with existing networks within Schools was deemed to be more effective.</p> <p>Continuing action</p>
<p>Development: Utilise School Research Plans and regular Researcher Forum meeting feedback as a source to support annual review and update of Researcher Development Gateway contents. Focus groups to garner feedback from researchers.</p>	<p>Continual informed development of Researcher Development Gateway as resource for academic and research staff and Doctoral students. Update report to be provided to CMG annually.</p>	<p>June 2020</p> <p>Organisational Development</p>	<p>Evidence of annual review and resulting enhancement of Researcher Development Gateway (RDG) through CROS and PIRLS feedback, Fora feedback and via CMG. Monitor SharePoint usage and RDG statistics to show greater (by 20%) engagement.</p>	<p>RDG usage figures increased slightly year on year to 17%. The RDG has been opened up to all staff and this has improved access. NTU moved development to a My Development SharePoint site in 2019 and this has significantly increased traffic. Recordings of webinars and a newly developed Supervisor refresher are maintained on the RDG and this has increased traffic by 17%.</p> <p>Ongoing.</p>

<p>Mentoring: Pilot the NTU Mentoring Platform in Schools with a view to better supporting career researchers. Schools Associate Deans for Research and Professoriate now have a clearly articulated task of providing mentoring in Schools.</p>	<p>Enhanced opportunity for researchers to share career experiences to inform their own development.</p>	<p>Introduce pilots by August 2019 and review by December 2020</p> <p>Associate Deans for Research, Organisational Development, HR</p>	<p>Increase in achievement of agreed individual mentoring objectives across pilot, benchmarked against 2016 levels by December 2020. Sumac platform statistics used to show completion of objective.</p>	<p>A new NTU wide mentoring platform and suite of supporting documents was developed and the pilot was reviewed. The review showed that the matching has worked well and 22 mentors and mentees were progressing with their objectives. Each completed a mentoring induction and had access to supporting documents. The platform is being reviewed to streamline access to content and matching processes. Based on the successful pilot we are scaling up the mentoring offer.</p> <p>Ongoing.</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.

Progress Update: NTU wide My Development SharePoint site created with specific pages for different audiences. In 2020 there was a soft launch of the College for Leadership in Engagement and Research (CLEaR) and a new role of Executive Dean Research was created.

Action to be Taken	Deliverable	Owner and Timescale	Success Indicators	Status 2021
<p>Engagement: Enhance links between Schools and researchers to Concordat Management Group.</p>	<p>Provide guidance and resources for the new role of School Concordat Champions to ensure formal links between Concordat Management Group and School researchers.</p>	<p>December 2019 Concordat Management Group, Academic Schools</p>	<p>Evidence of regular dissemination of Concordat Management Group activity through regular Researcher Fora meetings, and engagement in appropriate committees at School level as reported to Research Committee.</p>	<p>Increased engagement with existing networks within Schools as well as communities of practice. Research Committees receives an annual update from the CMG. Academic Research Leadership Team has been actively engaged with the Concordat plans.</p>
<p>Development: Increase awareness of development opportunities</p>	<p>Communications strategy for promotion of career development opportunities, in collaboration with other appropriate NTU stakeholders to be implemented.</p>	<p>Spring 2019 Organisational Development, NTU Research Office, Careers Service, HR</p>	<p>Greater awareness of how to find opportunities via CROS and PIRLS in 2019, up by 20% from 2017.</p>	<p>CROS and PIRLS shows an increase to 76% and 83% respectively. NTU created a My Development SharePoint site which has taken over as the main platform for development opportunities.</p> <p>Furthermore, in response to CROS 2019, there were aspects of ‘training and other continuing professional development activities’ which a high proportion of respondents said that they had ‘not undertaken but would like</p>

				to', notably: knowledge exchange (73%), and leadership and management (61%). We have addressed these through establishing the College for Leadership in Engagement and Research and closer working with the KE teams to increase provision and linkages.
Resources: Increased engagement with Researcher Development Gateway.	Promote within the annual Appraisal process.	Annual Review. School Concordat Champions, Organisational Development, HR.	20% increase in utilisation rates of Researcher Development Gateway resources across the review period, benchmarked to 2016 figures.	RDG usage increased by 17% over the period. Other newly established platforms have been developed that diluted this figure including 'My Development' SharePoint site. Complete
Researcher Leadership Development: Support leadership development for early career researchers.	Establish NTU Future Research Leaders Programme	December 2019	First cohort feedback and impact reports to be reviewed in December 2020 with clear measures of integrating learning back to Schools.	The College for Leadership in Engagement and Research was launched in 2020 to build and promote a culture of sustainable research and engagement leadership at NTU. Since its launch the following leadership programmes have been run: Leading for Supervision Leading as PI Leading My Research Centre and the Vice-Chancellors

				<p>Future Research Leaders 12-month Programme has been launched and will start in September 2021.</p> <p>All Research Centre Directors attended the training days with positive feedback measure via surveys. Work is underway via ARLT to build researcher development into roles.</p> <p>There is demand for further leadership training from those not eligible for the above programmes therefore this action will continue.</p>
<p>School development plans: Concordat Management Group review annual reports on how School Research Plans aim to support researcher development.</p>	<p>School Research Plans to include information on career development activities for researchers.</p>	<p>Linked to annual School Research Plan cycle. Report to Concordat Management Group in September 2020.</p> <p>Associate Deans for Research. Researcher Development Manager.</p>	<p>Report to Concordat Management Group in September 2020.</p>	<p>Action postponed until 2021 planning cycle but agreed in principle.</p>

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

Action to be Taken	Deliverable	Owner and Timescale	Success Indicators	Status 2021
<p>Support: Termly Researcher Fora meetings to be held with researchers and their line-managers.</p>	<p>Raising awareness, providing update on latest researcher development initiatives and to tie-in to Appraisal.</p>	<p>Termly throughout 2019 and 2020. Reviewed in 019 for effectiveness and increased engagement.</p> <p>Concordat Management Group, Organisational Development, HR.</p>	<p>Evidence that research staff have increasing awareness concerning the resources and initiatives available for support of their career development as measured through review of CROS data and increasing attendance at Researcher Fora meetings throughout 2017/18.</p> <p>Concordat Management Group in possession of data/intelligence on the participation of researchers in the Appraisal process and their overall experiences at NTU, through (e.g.) analysis and comparison of CROS data.</p> <p>Participation rates for Appraisal to increase across the review period to target of 100% completions by 2020.</p>	<p>CROS and PIRLS show an increase in awareness and also engagement in appraisal and development. Future actions to focus on wider career development conversations.</p> <p>Appraisal completion rates were 99% 2018/19.</p> <p>Completed</p>
<p>Individual Research Plans (IRPs): Increase awareness of development aligned to career and NTU/School Plans.</p>	<p>Monitor feedback from ADRs on use of Individual Research Plans (IRPs) aligned to appraisal and development plans. Via Academic Research Leadership Team (ARLT).</p>	<p>September 2020</p> <p>Associate Deans for Research and Researcher Development Manager. Academic Research Leadership Team</p>	<p>Usefulness of IRPs to Researchers and their line managers and awareness of resources to support research plans and supporting development evidenced through CROS and PIRLS in 2019 and via ADR reports at ARLT.</p>	<p>IRPs are now fully embedded in the appraisal process and were updated to include Publication strategies following consultation and feedback from ADRs via ARLT.</p> <p>Complete</p>

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

Action to be Taken	Deliverable	Owner and Timescale	Success Indicators	Status 2021
<p>Strategy: Widen the pool of available talent for research employment opportunities.</p>	<p>Review opportunities post BREXIT including the use of EURAXESS to advertise relevant roles for researchers.</p>	<p>August/September 2019. HR, Concordat Management Group.</p>	<p>Create a strategy for recruitment post Brexit to ensure that NTU continues to promote opportunities to researchers and to support their ongoing development.</p>	<p>It is too early to see any impact from Brexit and to date it has not hindered recruitment. Covid-19 lockdown and the impact on travel has had an impact in 2020 and 2021, though early indications are that the ability to work more flexibly is likely to create opportunities to widen the pool of talent.</p> <p>Continue to monitor.</p>
<p>Athena SWAN Award: Submission of NTU institutional level Bronze Athena SWAN award by 2019, aiming for recognition in the same academic year. Preparation and submission of two Bronze Athena SWAN awards at academic application discipline department level by 2020.</p>	<p>Improved awareness of commitment and actions across Researchers.</p>	<p>Spring 2019 HR, Athena SWAN Group</p>	<p>Achievement of award through engagement across the University providing greater understanding of areas for improvement. CROS and PIRLS data to corroborate recognition of equal treatment for all colleagues in 2019 data.</p>	<p>NTU was awarded Institutional Athena SWAN Bronze Award in May 2019. Two Departments also successfully achieved Bronze awards: Psychology in November 2019 Sports Science in April 2021</p> <p>Action Complete</p>

<p>Training and resources: Promote appropriate training, resources and development opportunities for relevant NTU staff (e.g. line managers of researchers, interview panels).</p>	<p>Unconscious bias training for all staff involved in recruitment and selection</p> <p>NTU Interview Panel composition guidance to be promoted.</p>	<p>Review effectiveness in October 2019 and October 2020.</p> <p>HR, Concordat Management Group through ensuring monitoring information is shared between Athena SWAN Self- Assessment Team and Concordat Management Group.</p>	<p>Increased awareness of, and participation of NTU staff in relevant training initiatives as measured by comparison of CROS and PIRLS data and appropriate event attendance data.</p> <p>Monitor uptake of online mandatory unconscious bias training with a target of 100% by 2020.</p>	<p>Event attendance increased through the pandemic by 20% in some instances via live webinars. A new AI enabled platform was out for tender in 2020 and was delayed by 12 months due to the pandemic. It is back on track in 2021 and will provide more sophisticated data analysis.</p> <p>During 2021 as part of NTU's plan towards the Race Equality Charter panels are being diversified and BAME colleagues are being recruited and trained to be panel members.</p> <p>UB training uptake is close to 100% measured by My HR completions.</p> <p>Complete</p>
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Principle 7: 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.

Action to be Taken	Deliverable	Owner and Timescale	Success Indicators	Status 2021
<p>Review and Progress: NTU Concordat Management Group to continue to meet a minimum of three times each year.</p>	<p>Concordat Management Group to discuss and formulate action plans including NTU's participation in the next CROS and PIRLS.</p>	<p>Throughout 2019/2020 Concordat Management Group.</p>	<p>Regular meetings of Concordat Management Group as evidenced by meetings schedule and minutes.</p>	<p>The CMG has provided progress updates/briefings for wider circulation and discussion. Concordat Champions encourage participation in CROS and PIRLS and engagement has improved over the period, though PIRLS engagement remains low. This is being addressed through the launch of the new CEDARS survey.</p> <p>Ongoing</p>
<p>Membership of CMG: Membership, terms of reference and main standing agenda items for the year to be set out during the November 2019 and 2020 meetings.</p>	<p>Terms of Reference updated for CMG.</p>	<p>November 2019 and 2020 Chair of Concordat Management Group.</p>	<p>Continued progress of actions and activities in support of the career development of NTU research staff. Communicated via website and monitored through 25% increase in awareness of Concordat via CROS survey.</p>	<p>Awareness of Concordat remains low in line with the sector at 38%. The newly formed College for Leadership Engagement and Research is making an impact on increasing awareness.</p> <p>New Champions will be recruited in 2021 following</p>

				changes in membership and end of terms of office. Ongoing
Governance: Concordat Management Group to continue to present regular reports to University Research Committee and School Execs. Research Committee will retain oversight of CMG activity, including CROS and PIRLS.	Concordat Management Group to disseminate minutes to appropriate committees.	Following each Concordat Management Group meeting Concordat Management Group.	Concordat Management Group reports tabled and discussed regularly at relevant University committees and fora.	Research Committee receives a report annually. Academic Research Leadership Team (ARLT) also received a briefing on the new Concordat in 2019 and has discussed plans and progress through regular meetings and an extended ARLT workshop Complete
Feedback loops: CMG to develop strategies to ensure engagement with and feedback from researchers in Schools through School Concordat Champions.	CMG to analyse information and use to inform strategies. CMG will retain annual oversight of Concordat- related activities and is empowered to intervene to address any issues identified through active review of management information.	As appropriate throughout 2019/20 Membership of the group ensures research staff requirements inform specifications for the Research Information Management System.	Increased NTU-wide participation in CROS and PIRLS, surveys. Data analysis and reports to inform future developments	Participation in CROS and PIRLS in 2019 showed an increase in engagement from 2017 to 2019. Whilst PIRLS engagement remains low, we anticipate greater engagement with CEDARS through a wider campaign at senior level. Ongoing.

Guide to the abbreviations used in this document	
ARLT	Academic Research Leadership Team
CMG	Concordat Management Group (at NTU)
Athena SWAN	Gender equality initiative managed by the Equality Challenge Unit
CROS	Careers in Research Online Survey
E&D	Equality and Diversity
HR	Human Resources
IRP	Individual Research Plan
NTU	Nottingham Trent University
PIRLS	Principal Investigators and Research Leaders Survey
PI	Principal Investigator
Key Contacts	
Deputy Vice-Chancellor Research and Innovation	Prof Nigel Wright
HR	Sarah Bailey, Jayne Billam
Director of Research Office	Dr Ian Forristal to June 2019
Organisational Development/Researcher Development Manager	Fiona McKerlie
Concordat Management Group Chair	Fiona McKerlie since January 2017
Former Concordat Group Management Chairs	Prof. Thom Baguley, Dr Stephanie Walker, Prof. Steve Allin
Head of Equality, Diversity and Inclusion	Claire Bell
Concordat Champions	David Brown, Jane Ching, Allan Collins, Dawn Scholey, David Boocock, William Niven, Suvo Mitra, David Kilgour