

Annual Report for the Concordat to Support the Career Development of Researchers	
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Statement on how the organisation creates, maintains and embeds a research culture that upholds a positive and inclusive environment for researchers at all stages of their careers

We have made good progress in developing a strong and sustainable research environment. This is evidenced by a strong REF2021 result that increased our Quality Related (QR) funding by over 80%, and the £1.4 million additional annual investment in our R&I environment through our Research Wales Innovation Fund (RWIF) allocation. RWIF has enabled a systematic improvement of our research infrastructure through increased research capacity, volume, quality and impact, together with support for an open-access, integrity-based and a collaborative, interdisciplinary research culture.

Underpinned by these investments, our research culture is growing, with structured support now being offered via a wide range of initiatives. These include:

The 'Women to Professor' Action Learning Sets, available to all women academics at any career stage, which have pushed our percentage of women in the Professoriate from well below the HESA benchmark to significantly above it and resulted in a career pipeline of Readers where women outnumber men by more than 2:1.

Our 'How I became...' lecture series, open to all staff and research students, where research Professors from a range of backgrounds give a recorded 20-minute lunchtime talk followed by 40 minutes of Q&A.

Our 'Reveal' programme, a targeted, bespoke support package aimed at emerging researchers with the potential to capture significant funding from cherished sources and which includes financial support, training and mentorship elements.

We acknowledge however that our research culture is not perfect, and that we are on a journey of change. Culture is experienced through the everyday behaviours, expectations, and norms that signal "the way we do things round here". We recognise that our research environment is not as diverse as we would like it to be, and that we need to do more to provide a safe and supportive environment that enables individuals or groups within our research community to tell us when things are going wrong, and to sometimes challenge 'the way we do things round here'.

One step on this journey has involved recruiting a Staff Development Officer (SDO). The role holder herself positively questions 'the way we do things round here', bringing best practice from other HEIs to improve our support for the career development of researchers. As part of the role, she will be taking day-to-day operational responsibility for the implementation of the Concordat. In Spring 2023, we will be speaking directly with our research community through a series of focus groups and interviews to gather views from across our research community on the challenges they face, what we are doing well as an institution, and what a better research culture might look like. These interactions will form part of an ongoing project to further promote a positive research culture, and the discussions will help us to propose solutions for change.

Part of our planning for the 2023/24 academic year involves developing a Research Culture Statement on our commitment to achieving positive change, and including a series of actions to promote a more supportive, inclusive, and collaborative research culture.

We recognise that building an inclusive and supportive Research Culture will be a dynamic process. We are committed to embedding good practice as it emerges, to embracing new opportunities, and to continuously reviewing our progress.

Provide a short summary of the institution's strategic objectives and implementation plans for delivering each of the three pillars of the Concordat (environment and culture, employment, and professional development of researchers) for your key stakeholder groups together with your measures for evaluating progress and success

Environment and culture

We are currently drafting the R&I sub-strategy of the institution's Strategy 2030. Relevant aspects under discussion and likely to feature include:

- research studentships;
- Athena SWAN and Race Equality Charter Mark award submission;
- reduced teaching burden;
- researcher awards.

Employment

- recruitment, selection and career progression at all levels aligned to our EDI values;
- significant investment in the R&I staff base;
- recruitment of high-performing researchers at a range of levels including research assistants;
- fellowships.

Professional Development of Researchers • recognition of team as well as individual performance. • developing a high-performance research environment where time, space and support is given to research; • a comprehensive R&I staff development programme; • a mentorship scheme to help drive up research output quality; • a schedule of funding calls to support R&I projects of all sizes, and academics at all career stages.	
Summary of actions taken, and evaluation of progress made, in the current reporting period to implement your plan to support the three pillars in respect of each of your key stakeholder groups [Institution; Academic Managers of Researchers (Deans, Heads of Schools/Departments/PIs); Researchers]	
Environment and Culture	The duration of the original Implementation Plan published by the University in February 2022 has been extended from the calendar year to the academic year 2022/23 as this reflects operational practice. This will allow us to report on a full academic year from December 2023 onwards. The focus of our 2022 Implementation Plan was to ensure that we were compliant with our institutional commitments to support the three pillars of the Concordat. Our Implementation Plan from 2023 onwards will capture our plans to support our academic managers and researchers under this pillar. The following is a summary of the actions taken through our 2022 Implementation Plan. • In March 2022 we published and translated our 2022 Annual Report to the Board of Governors on the University website. • The institutional Concordat Implementation Group was established. Chaired by the Director of Research, it meets twice a year. • We continued to develop our 'one-stop-shop' web resource for our researchers. • We appointed a Staff Development Officer in July 2022, giving us the opportunity to engage in an ongoing conversation with our researchers and their line managers. • We contacted all relevant staff in 2022 to make them aware of our commitments as a signatory of the Concordat and invite them to meetings with the Director of Research and Staff Development Officer to discuss how we might further improve the quality of our research environment. • These conversations with our Researchers and their line managers will take place in early 2023 to identify the support required. Our response will form part of our 2023/24 Implementation Plan. • We continue to raise awareness of our Research Integrity and Governance Commitments via training and resources on our web pages, and in 2022 we subscribed to the UK Research Integrity Offices' Services.
Employment	In our 2022 Implementation Plan we committed to two key actions as part of our commitment to this pillar. The actions and progress made against them are detailed below: Commitment: Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.

	Progress We provide effective line management training opportunities for managers of all staff via the manage@met training programme and associated resources. Training includes modules on wellbeing, mental health, and equality and diversity. The 2022 Staff survey found that 63% of staff are satisfied with the policies and processes in place to help them manage their health and wellbeing and 84% agreed that their line manager is open and approachable. Further actions The outcomes of our conversations with researchers and their line managers will be used in tandem with the outcomes of the 2022 All Staff survey to improve our support for researchers and their line managers. These actions will be captured in the 2023/24 Implementation Plan. Commitment: Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position. Progress Cardiff Met provides corporate induction for all new starters to ensure they have access to key information, understand how the University functions and our focus. There are six mandatory e-modules that must be completed within the first two weeks of employment and two mandatory face-to-face sessions that must be completed during the probation period. While Research and Innovation Services already participates in a digital online induction event called the 'All Staff Benefits Market' we recognise the need for a specific 'Researcher Induction' and the Staff Development Officer is committed to developing one.
Professional development	The 2022 All Staff Survey found that 68% of our staff reported receiving the training and development needed to do their job well, while 73% responded positively to the statement that their line manager supports their career development. In total, 57% responded positively that their career development aspirations are being met. While this is 16% above the external benchmark, it nevertheless suggests that there is a great deal of room for improvement and all these aspects will explored in our consultation with our researchers and their line managers. Our 2022 Implementation Plan committed us to developing the opportunities we provide to staff to ensure that the institution was supporting the implementation of this pillar in the following ways: • In July 2022 we issued a training survey to all research-active staff asking them to advise what type of training / support they are interested in receiving. We tailored our 2022/23 provision accordingly and will monitor and report on the engagement of our staff in our 2023 Annual Report. • This academic year we are providing training in bid development, research impact, REF, Intellectual Property, tender writing, networking, public engagement, and influencing policy makers. • In 2022 we joined the University Policy Engagement Network (UPEN) and have promoted their services and training to our staff. • We continue to participate in the Welsh Crucible Programme and actively promote it our researchers. • We are part of a network of Welsh Universities delivering the 'Made in Wales; Researcher Career Researcher Stories' series. These events are aimed at early-career researcher (post-graduate and post-doctoral researchers). Their purpose is to

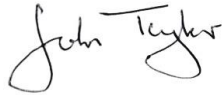
	give early career researchers an insight into the great variety of successful career options alongside the “traditional” academic route. • We have also built on the success of our 2021/22 series of career talks entitled ‘How I became...’ which involve members of our professoriate giving an overview of their career path to date, their experiences, the benefits of moving between, and across employment sectors, the role of mentors and training secondments and key career advice they would give researchers. Speakers to date have included the Deputy Vice-Chancellor, Pro Vice-Chancellor for Research & Innovation and the Director of Research. In 2021/22 these sessions yielded 221 attendances and 116 YouTube views. Further Actions The Staff Development Officer will organise focus groups and one-on-ones with our researchers and line managers to ensure that the 2023/24 Implementation Plan reflects the needs of our key target groups.
Comment on any lessons learned from the activities undertaken over this period and any modifications you propose to make to your action plan and measures of success as a result	
i. The CIG and the work carried out to date has allowed us to gauge our progress to date and understand where we are situated. This has provided a starting benchmark from which to build. ii. We have re-aligned the planning and reporting phases so that reporting occurs on the anniversary of our membership as per requirements, while planning aligns with academic years. This better reflects operational practice. iii. The appointment of the Staff Development Officer has given us necessary additional resource through which to drive change.	
Outline your key objectives in delivering your plan in the coming reporting period	
i. We will expand the membership of our CIG to include researchers and their line managers. ii. The Staff Development Officer will take day-to-day operational responsibility for implementation of the Concordat and will meet with research staff in focus groups and 1:1 interviews to help shape our action plan. iii. The CIG will be invited to shape our Research Culture statement as we finalise our R&I sub-strategy 2030. iv. We will establish a working group to turn feedback from focus groups, meetings and sessions into actions to support the three pillars of the Concordat within the 2023/24 Implementation Plan. v. RIS will further develop the Research and Innovation induction to ensure researchers are aware of the support and training available to them to aid their career development, including internal funding opportunities and staff development activities. vi. The results of the 2022 Cardiff Metropolitan University staff survey will be analysed and results will inform the 2023/24 Implementation Plan.	

Please provide a brief statement describing your institution's approval process of this report prior to sign off by the governing body

This report was reviewed and approved by:

- i. the University Research & Innovation Committee on 14 December 2022;
- ii. the institutional CIG on 18 January 2023; and
- iii. the Board of Governors SPPC on 19 Jan 2023.

Signature on behalf of governing body:



This annual report will be analysed by Universities UK, secretariat for the Concordat to Support the Career Development of Researchers, to identify good practices, themes for development and information to improve national research culture policy and practice. If you have any questions, or suggestions on how the reporting process could be improved, please contact the secretariat at CDRsecretariat@universitiesuk.ac.uk / www.researcherdevelopmentconcordat.ac.uk