Bournemouth University (BU), established in 1992, is growing in research intensity, with 132 (111.2 FTE) staff submitted to RAE 2008, 171 (161.8 FTE) staff to REF 2014 and 551 (513.01 FTE) staff to REF 2021. Enabling the development of research staff has been a critical element of this growth. As such in January 2013, we were awarded the HR Excellence in Research Award and to further the principles of the Concordat to Support the Career Development of Researchers (henceforth the 'Concordat'). The Research Concordat Steering Group (RSCG) was established and reports into the University Research & Professional Practice Committee (URPPC), which, in turn, is accountable to the Senate. The RCSG is now co-chaired between the Deputy Dean for Research & Professional Practice (BU Business School) and the Senior RDS Manager (Research Development & Support, RDS – the central university research office). Meeting at least four times per year (more frequently when required), the group comprises representation from across all four Faculties (including research staff representatives and more senior academic colleagues), HR/Organisational Development (OD), the Careers Service and the Doctoral College.

Ensuring our action planning is informed by researchers for the benefit of researchers is integral to our approach to the embedding of the Concordat. Evidence of the impact of the action plan includes data from CROS (37 responses in 2019, 57% response rate), our internal survey targeted at research staff (35 responses in 2020), facilitated feedback sessions and the compilation of case studies. Research staff at BU are at the core of developing this submission with the BU Research Staff Association (RSA) representatives reviewing progress against the action trackers, illustrating the impact of change and informing future planning. In the new action plan to 2023, ambitious targets have been set, in line with the wider institutional we however,

we held firm in our intention to continue to grow research as a central tenet of our strategic plan. Currently, BU has 660 academic staff on 'teaching & research' contracts and 68 staff on 'research-only' contracts. Although we have a relatively small number of research staff, it is a significant growth on our first submission (2012) when we employed c.20 research staff. We expect this number to continue to grow as we pursue ambitious research targets, and with this further acceleration of enabling HR excellence in line with the Concordat.

Solid progress has been made towards supporting researcher career development. We have enabled a revitalised RSA who are supporting and advocating for our researcher community; provided extensive training opportunities; ensured we have accurate data on who our researchers are; ensured there are informal/formal channels for researchers to feedback and have a voice; and provided funding for researchers to maintain employment between contracts plus promotion opportunities. That said, some of the plans outlined in our six-year submission were interrupted owing to a restructure of our Organisational Development team, meaning a lack of continuity in staff supporting the actions, further compounded by the unexpected retirement of the research manager responsible for this area of work (a post which has not been backfilled). Furthermore,

27 members of staff (100% of the RSA and 11% of the ECRN) (GEN1). Regular meetings (latterly online) were held via the RSA and the ECRN to create and sustain a dialogue around the Concordat themes.

- The Concordat is a standing agenda item at Faculty Research and Professional Practice Committee (FRPPC) meetings and is regularly discussed with all DDRPPs and RDS' executive team (GEN2; B.2.1d).
- Furthermore, during the COVID-19 pandemic the number of research staff placed on furlough was minimised (four in total), with the University meeting the gap between government funding and salaries. Research staff have been prioritised for access to laboratories and field sites to enable them to continue working wherever possible (B.2.1d).

contracts (EI6).Ultimately, we aspire to reduce the numberand proportion of researchers on fixed term contracts