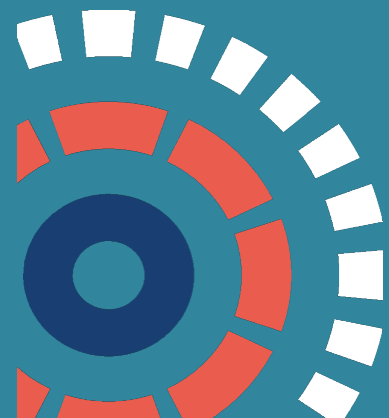


# Academic Capacity Development Strategy 2023-2028

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June 2023



## BRC Academic Career Development Strategy Pro-forma

**1. Academic Career Development Lead:** Please provide the name and email of your academic career development lead and the BRC site at which you are based.

NIHR Leeds Biomedical Research Centre. Our Academic Career Development Co-Leads are

- Professor Anne-Maree Keenan: [a.keenan@leeds.ac.uk](mailto:a.keenan@leeds.ac.uk)
- Dr Carole Burnett: [carole.burnett1@nhs.net](mailto:carole.burnett1@nhs.net)

**2. Governance:** Please outline where the academic career development lead's role sits in the BRC's governance structure.

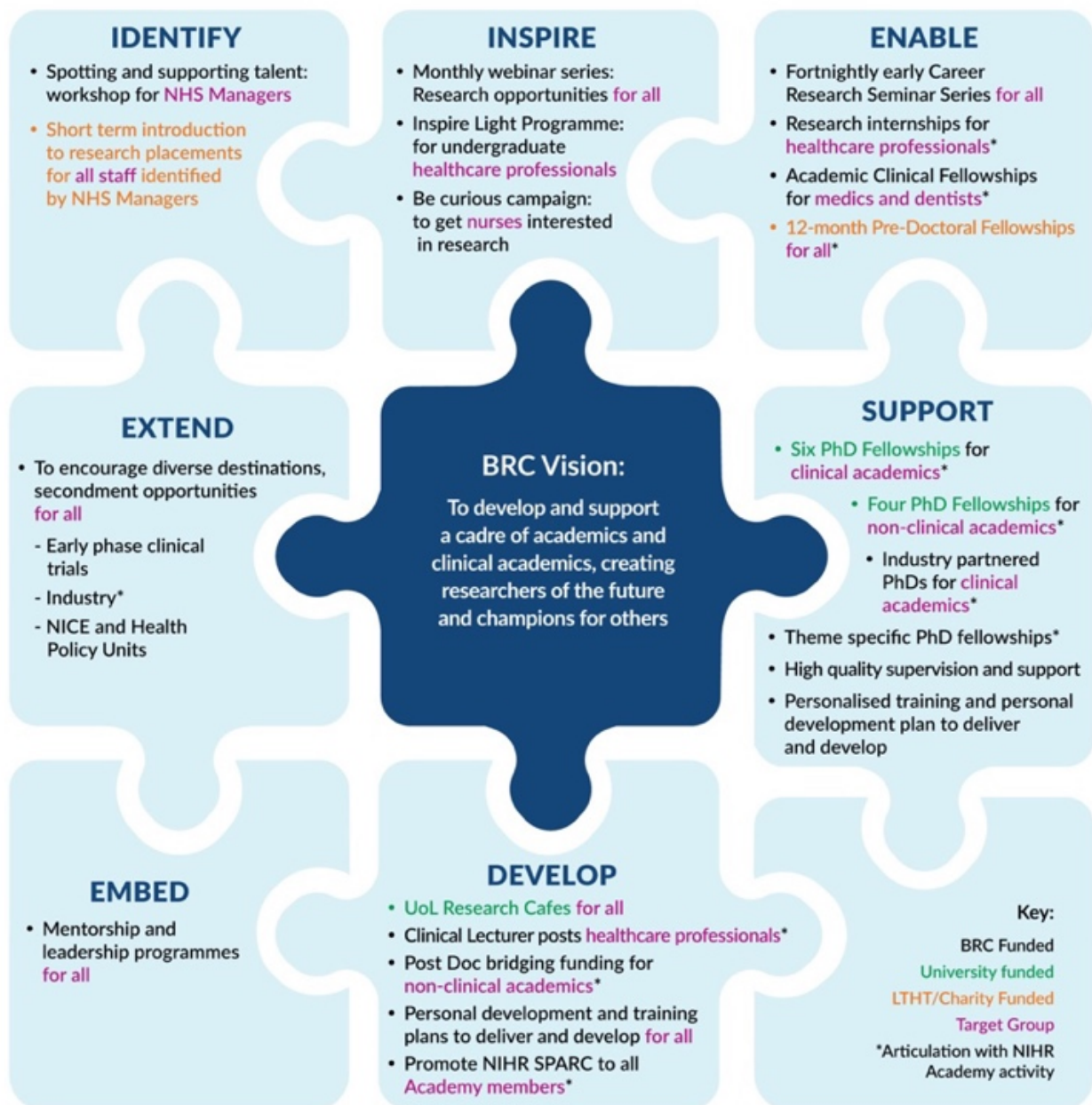
Academic Capacity Development will be overseen by an Academic Capacity Development Group (Chair: Burnett), reporting into the BRC Executive. The ACDLs are members of the BRC Executive (Burnett) and the BRC Board (Keenan) (Appendix 1).

**3. Strategy:** Please outline your overall strategy for developing research capacity across the duration of the BRC award.

The Leeds NIHR BRC aspires to be the workplace of choice for our research community, committed to developing and supporting an inclusive, multi-professional workforce that drives world-leading research, embedded in an environment where individuals are supported and encouraged to achieve their full potential. We will provide an environment which promotes a positive research culture through valuing and rewarding collaboration, interdisciplinary working, respect, wellbeing and supporting both personal and peer development.

Building on our existing capabilities, we will develop an infrastructure to support researchers from a wide range of professions, specialisms, ethnic and social backgrounds, and levels of research readiness. We will provide bespoke solutions to ensure that we are targeting underrepresented groups (Figure 1 and Appendix 2) to help identify, inspire, enable, support, develop, embed and extend opportunities across career stages. Our activities will be based around the values which drive a positive academic culture: excellence, integrity, inclusiveness, community, and freedom.

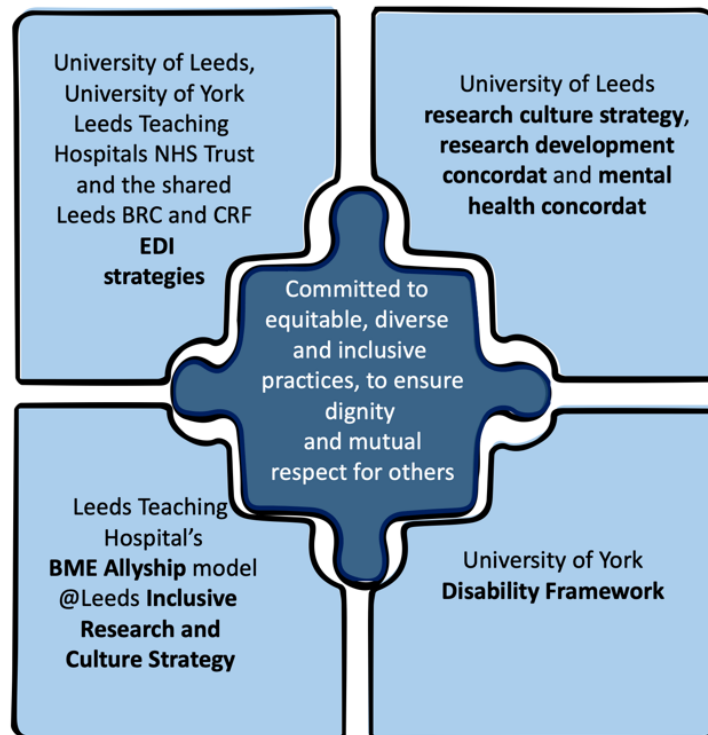
Figure 1 NIHR Leeds BRC Academic Capacity Development vision and underpinning activities



We are committed to equitable, diverse, and inclusive practices across all BRC activities to ensure that all members act to promote dignity and mutual respect. We will operationalise the BRC’s “Our People at Leeds” (OPAL) plan for those on an academic career path (Section 9).

Our strategy has been developed to capitalise organisational initiatives, including the [University of Leeds](#) (UoL), [Leeds Teaching Hospitals](#) Trust (LTHT) and [University of York](#) (UoY) EDI strategies; the UoL [Research Culture Strategy](#), the [Vitae Research Development Concordat](#) and [Mental Health Concordat](#) Plans; the LTHT’s [BME Allyship Model](#), the NIHR@Leeds Inclusive Research and EDI Strategy (Figure 2).

Figure 2 Utilising best practices from our partners to provide an equitable and inclusive environment



Building on our existing strengths and extending our collaborations, we strive to move from a position of 'committed' to 'leader' in our maturity level of ACD delivery.

**3. Objectives:** Please outline your short and long term objectives for research capacity development and academic career development and how you will achieve these objectives across the BRC award.

**Objective 1: To operationalise Our People at Leeds (OPAL) into all BRC activities, we will**

- Working with BRC members, define and agree the definition of OPAL
- In consultation with our BRC Academy members, define barriers and opportunities to ensure that those on an academic career path are supported
- Embed OPAL principles into all BRC activities
- Review the impact in our staff satisfaction survey

**Objective 2: To implement the BRC Charter, we will**

- Create a values-based charter informed by our inclusive strategies, and ask all BRC members to commit to
- Advocate the BRC Charter and review with OPAL to ensure that it is fit for purpose
- Review the impact in our staff satisfaction survey

**Objective 3: To develop novel interventions to support targeted groups, we will**

- Target underrepresented groups with bespoke solution and to support them to become research active (Appendix 2).

- Consult with groups (survey, focus groups) to understand potential barriers and enablers
- Establish the Advocates of the North and create a Northern forum for knowledge exchange
- Follow up with our initiative participants to evaluate the impact of our activities, in both the short and long term, including career journey and destination of current and previous BRC members.

**Objective 4: To create a NIHR BRC sense of community, we will**

- Host the Annual Leeds BRC Conference to showcase the work of OPAL
- Work with the Advocates of the North and other Northern NIHR resources to support researchers of the North
- Work with our Northern BRC colleagues to continue our Annual BRC ACD conferences: we will host the first conference of the new BRC cohort in November 2023
- Monitor the impact of our strategy through our annual staff survey,

Details of the delivery of these objectives are included in Appendix 3.

**4. Areas of NIHR strategic need:** Please give details of any planned activity which supports the NIHR areas of strategic need.

**Embed EDI across NIHR's research system and culture:**

We have an Inclusive Research (EDI) for NIHR@ Leeds, which includes the BRC: specific actions related to ACD are presented in Section 8.

**Strengthen careers for research delivery staff and under-represented disciplines and specialisms:**

We will provide education, support and experiences for staff wishing to pursue a research career (sections 3,6 and 7). To address perceived barriers for underrepresented groups engaging with research, we will:

- Work across the Northern BRCs to develop novel engagement initiatives
- Champion the [Vitae Researcher Development Concordat](#) and the [Technicians Commitment](#) action plan to recognise the value of, and provide development opportunities for all our staff.
- Build on the Grow@Leeds programme, to advocate the sharing of educational resources available at UoL and LTHT to OPAL
- Continue to collaborate with the NIHR Leeds CRF and LTHT Research Academy to develop, and provide signposting to, the suite of educational resources (<https://www.leedsth.nhs.uk/research/research-academy/>).

**Expanding our work with the life sciences industry to improve health and economic prosperity:**

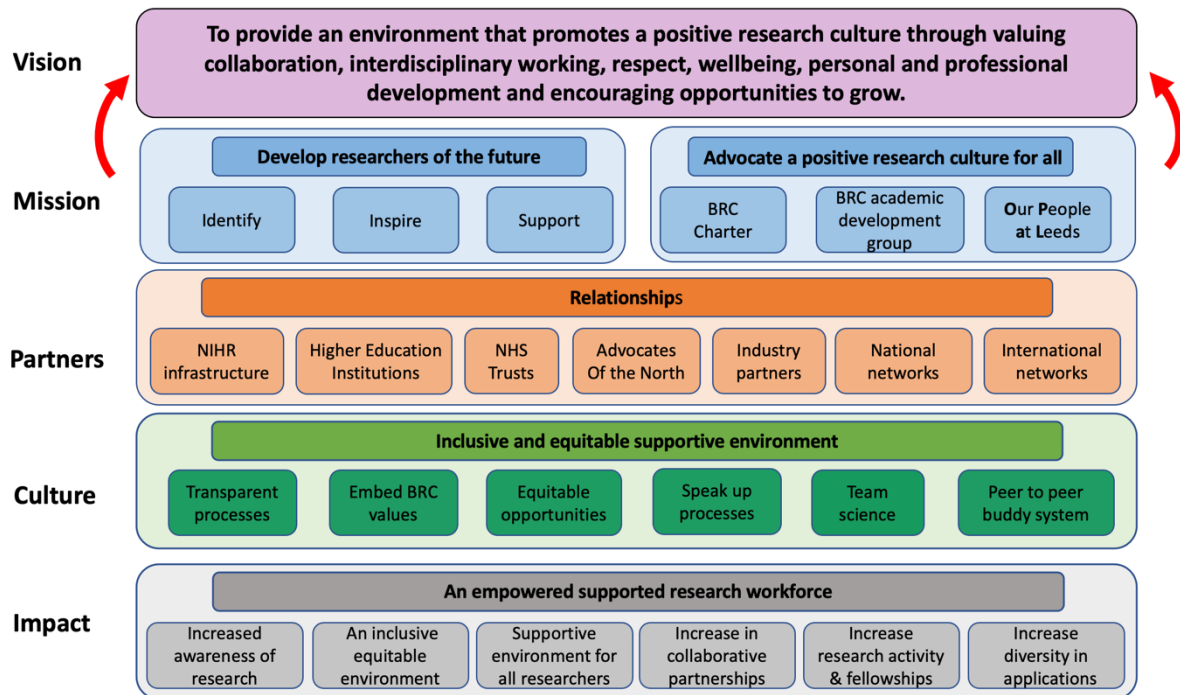
In addition to supporting and developing industry PhD fellowships, we will:

- Provide training to develop skills to interact with industry partners
- Promote entrepreneurship, working with NEXUS and the Innovation pop-up

**5. Impact:** How will you measure the impact of your research capacity development?

To understand our impact, we have created an Impact Assessment Framework (Figure 3).

*Figure 3 The Impact of Leeds Biomedical Research Centre's Academic Development Strategy*



To measure our impact, we will:

**Impact 1: Increased awareness of research**

- Measure the number from underrepresented professions who enrol with our engagement interventions
- Record the number of registrants with the LTHT research academy courses
- Measure the number and demographics of Leeds PIs
- Survey our NHS managers to understand their perception of clinical research before and after research workshops

**Impact 2: An inclusive equitable environment**

- Survey our people to understand the impact of implementing the BRC Charter
- Survey our Early Career Researchers to understand what could be done better to improve their experiences and opportunities
- Survey our non-clinical staff to understand barriers to development opportunities and career progression

**Impact 3: Supportive environment for all researchers**

- Record and monitor the number of staff that register for research educational resources
- Audit BRC outputs to monitor that contributions of OPAL are acknowledged

**Impact 4: Increase in collaborative partnerships**



- Measure the number of projects and activities between Northern partners
- Host multi partner events and survey the attendees to understand outcomes that have resulted

**Impact 5: Increase in research activity and fellowships**

- Survey our staff to understand how research is incorporated into their work
- Measure number of abstracts submitted to LTHT research conference from research naïve staff
- Ask successful fellowship applicants to complete impact questionnaires
- Record the number of clinical trials open to recruitment

**Impact 6: Increase in diversity in applications**

- Record the characteristics of fellowship applicants
- Work with the Advocates of the North to measure the opportunities for underrepresented groups

Our detailed impact assessment can be found in Appendix 4.

**6. Collaboration:** Please give details of planned collaborative training and research capacity building activities with other parts of NIHR Infrastructure, wider NIHR and other partners (including industry).

We will work with existing and new collaborators to provide resources and infrastructure to enable our researchers to succeed.

**Locally**

- We will **champion** #TeamLeeds and #TeamScience to ensure that opportunities are equitable and that all contributions are recognised.
- Overseen by a Joint Clinical Academic Committee, Leeds will continue to be at the forefront for innovation in academic career development through combined research strategies, peer support and networking through NIHR@Leeds group.
- We wish to **extend** our reach to increase capacity and to **inspire** undergraduates, to identify the researchers of the future and support our transitioning fellows.
- We want to engage with existing and new partners to **collaborate** and provide mechanisms to implement a shared learning and supportive ecosystem to **champion** academic capacity development. As a northern network (NIHR infrastructure, NHS Trusts and HEIs) we can maximise our impact.

**Regionally**

- We will continue working with the **BRC's of the North**, promoting cross institutional initiatives, projects, and supervision; we will continue with our annual BRCs of the North conference
- We will create '**Advocates for the North**' a multidisciplinary group of individuals from a range of professional backgrounds, championing Academic Research Capacity for the North of England.

**Nationally**

- We will actively support NIHR Academy and One **NIHR initiatives** and engage with and promote cross NIHR schemes, including SPARC and mentorship
- We will promote and support other national training initiatives, such as **CATCH**, to promote best practice

**7. Equality, Diversity and Inclusion:** Please outline how you will provide equity of access to opportunities and support for creating a positive research culture at the BRC.

*Our People At Leeds (OPAL):* We will create an inclusive and diverse community at the Leeds BRC to promote excellence in research and value our people. We will be equitable and non-discriminatory towards our staff and patients.

To achieve this, we will:

- ⇒ **Embed OPAL into everything we do:** We will value and celebrate the contributions that *OPAL* make to our research projects and enrich our community.
- ⇒ **Ensure** that *OPAL* becomes common parlance and be included as a standing agenda item on all BRC meetings.
- ⇒ **Operationalise** *OPAL* and link to our PPIE activities to embed these principles in all our activities. We will work with our researchers to mandate the inclusion of our EDI framework into grant and fellowship applications.
- ⇒ **Launch the Leeds BRC Charter:** We will describe our values and beliefs by which anyone affiliated with the Leeds BRC agrees to abide by. We will protect our values of Academic excellence, Integrity, Inclusiveness, Community and Freedom.
- ⇒ **Champion equitable and transparent processes to appoint to our vacancies and fellowships.** Building upon our Athena swan Gold, we will aim to avoid school holidays and religious celebrations when running competitive fellowships and appointments.
- ⇒ **Support** diverse methods of applying for BRC competitive fellowship awards.
- ⇒ **Develop mechanisms** to record, monitor and increase the diversity of *Our People At Leeds*.
- ⇒ **Develop our academic development group** with representatives from different professional groups and stages of research careers to provide a safe forum to influence and support the BRC landscape.
- ⇒ **Aspire** to be an equitable academic capacity development leader of the future.
- ⇒ **Promote** a positive research culture in everything we do at the BRC.



**8. Summary:** Please provide a summary of the information above that we could share with other academic career development leads. Please use the headings provided (up to 500 words).

**a) Strategy**

We will develop an infrastructure to support researchers from a wide range of professions, specialisms, ethnic and social backgrounds, and levels of research readiness to delivery high quality, impactful research.

**b) Objectives**

- 1: To operationalise Our People at Leeds (OPAL) into all BRC activities.
  - Embed OPAL principles into all BRC activities
- 2: To implement the BRC Charter.
  - Create a values-based charter informed by our inclusive strategies, and ask all BRC members to sign
- 3: To develop novel interventions to support targeted groups.
  - Establish the Advocates of the North
- 4: To create a NIHR BRC sense of community
  - Host the Annual Leeds BRC, promote collaborative approaches locally, regionally and nationally
  - Work with the Northern BRCs to deliver our Northern BRC Annual Conference, create Advocates of the North and NIHR resources to support researchers of the North

**c) Work in areas of strategic need**

We will **embed EDI across NIHR's research system and culture** through our NIHR@Leeds Inclusive Research (EDI).

We will **strengthen careers for research delivery staff and under-represented disciplines and specialisms** by providing education, support and experiences for staff wishing to pursue a research career. To address perceived barriers for underrepresented groups engaging with research, we will:

- Work across the Northern BRCs to develop novel initiatives
- Champion the [Vitae Research Development Concordat](#) and [Technicians Commitment](#) action plan
- Embed the NIHR@Leeds EDI Strategy and create the Advocates of the North

We will **expand our work with the life sciences industry to improve health and economic prosperity** by

- Providing training to developing skills to interact with industry partners
- Promoting entrepreneurship, working with NEXUS (University of Leeds) and the Innovation pop-up (Leeds Teaching Hospitals Trust).

**d) Pathways to impact**

To measure our impact, we will capture data on:

**1: Increased awareness of research**

- Monitor the number of underrepresented groups who enrol with our engagement interventions
- Measure the number of Leeds PIs
- Survey our NHS managers to understand their perception of clinical research before and after research workshops

**2: An inclusive equitable environment**

- Survey our people to understand the impact of implementing the BRC Charter
- Survey our Early Career Researchers to understand what could be done better to improve their experiences and opportunities
- Survey our non-clinical staff to understand barriers to development opportunities and career progression

**3: A supportive environment for all researchers**

- Record the number of staff that register for research educational resources
- Audit BRC outputs to monitor that contributions of OPAL are acknowledged

**4: Our collaborative partnerships**

- Measure the number of projects and activities between Northern partners
- Host multi partner events and survey the attendees to understand outcomes that have resulted

**5: Our research activity and fellowships**

- Survey our staff to understand how research is incorporated into their work
- Measure number of abstracts submitted to LTHT research conference from research naïve staff
- Record the number of clinical trials open to recruitment

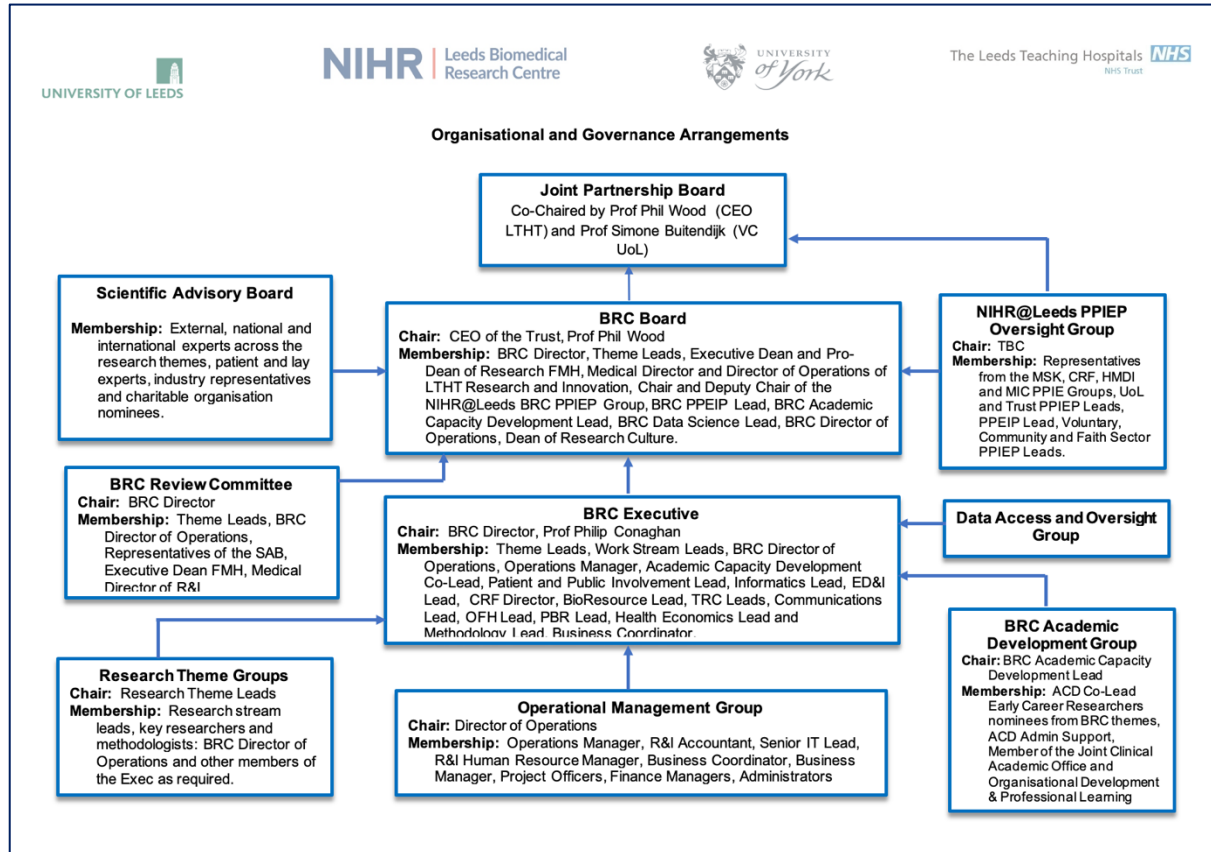
**6: Diversity in applications**

- Record the characteristics of fellowship applicants
- Work with the Advocates of the North to measure the opportunities for underrepresented groups

**e) Collaboration**

We will engage with existing and new partners locally, regionally, and nationally to **collaborate** and provide mechanisms to implement a shared learning and supportive ecosystem to **champion** academic capacity development.

## Appendix 1 NIHR Leeds BRC Governance



**Appendix 2**  
**NIHR Leeds BRC Academic Capacity Development Programme of Work**

Activity	Time	Responsibility
<b>Identify</b>		
Develop a workshop for NHS managers to assist in identify, supporting and developing HCP researchers	Year 1	LTHT R&I
Develop a short-term research placement for NHS staff as nominated by NHS managers	Year 3	ACD Team
<b>Inspire</b>		
Development of monthly webinar series for all	Year 1	ACD Leads
Develop an Inspire Light program for pre-registration/undergraduate for healthcare professionals	Year 1	ACD Leads
Be curious campaign: series of events to get nurses interested in research across the Yorkshire region	Year 2	ACD Leads, School of Healthcare, LTHT R&I
<b>Enable</b>		
Early career research seminar series	Year 2	ACD Leads supported by BRC Ops Team
Develop research internships for healthcare professionals	Year 2	
Develop academic Clinical Fellowships for medics and dentists	Year 1	
Develop 12-month Pre-Doctoral Fellowships for all	Year 2	

<b>Support</b>		
<p><b>Launch the clinical academic PhD Fellowships</b></p> <ul style="list-style-type: none"> <li>▪ Identify appropriate supervisory pool</li> <li>▪ Develop communication strategy for promoting the schemes and information sessions, with an emphasis on underrepresented groups</li> <li>▪ Expressions of interest submitted by potential candidates who are matched with supervisors</li> <li>▪ Support potential candidates develop applications</li> <li>▪ Recruitment</li> <li>▪ Appointment</li> </ul>	Year 1	ACD Team supported by BRC Ops Team
<p><b>Launch the non-clinical PhD Fellowships scheme</b></p> <ul style="list-style-type: none"> <li>▪ Identify theme specific and cross theme research topics</li> <li>▪ Develop communication strategy for promoting the schemes and information sessions, with an emphasis on underrepresented groups</li> <li>▪ Recruitment</li> <li>▪ Appointment</li> </ul>	Year 1	
<p><b>Support all BRC Fellows, including theme specific fellows</b></p> <ul style="list-style-type: none"> <li>▪ Development of personal and professional training program</li> <li>▪ Quarterly BRC Academic Fellows catch up sessions</li> <li>▪ Promoting NIHR opportunities</li> <li>▪ Promoting BRC, local, regional opportunities</li> <li>▪ Annual catch up with ACD leads for pastoral support</li> </ul>	Year 1	ACD Leads
Develop and promote industry funded PhD fellowships and ensure that they are BRC Fellows and have access to support	Year 1	ACD Leads
Promote, develop and support high quality supervision practices <a href="#">Promote the UKCGE's supervision framework and accreditation</a>	Year 2	UoL OL&PD

<b>Develop</b>		
Promote UoL Research Culture Cafes to all BRC Academy members	Year 1	ACD Leads, supported by BRC Ops Team
Launch Clinical Lecturer Posts for healthcare professions	Year 2	
Launch Post-doc bridging fund for non-clinical academics	Year 2	
<b>Promoting personal and professional development plan for all BRC members</b> <ul style="list-style-type: none"> <li>▪ Sessions conducted through the webinar program on an annual basis</li> <li>▪ One to one consultation promoted</li> </ul>	Year 1	
Promote SPRAC placements and other NIHR initiatives to all BRC members	Year 1	
<b>Embed</b>		
<b>Mentorship and leadership programmes for all</b> <ul style="list-style-type: none"> <li>▪ Promote existing mentorship and leadership programmes through webinar program, promoting each a bespoke intervention similar to a treatment under the MRC's complex interventions framework</li> <li>▪ One to one consultations promoted</li> </ul>	Year 1	ACD Leads
<b>Extend</b>		
<b>Develop and promote diverse destinations and secondment opportunities for all, including</b> <ul style="list-style-type: none"> <li>▪ Early phase trial</li> <li>▪ Industry placements</li> <li>▪ NICE and Health Policy Units</li> <li>▪ Development of FMH Post-Doc academy, with an emphasis on non-clinical post doc destinations</li> </ul>	Year 3	ACD Leads, supported by FMH Pro Dean for Research FMH and LICTR



**Appendix 3  
NIHR Leeds BRC Academic Capacity Development Strategic Objectives**

Objective	Timing	Initiatives	Action plan	Outcomes	Lead	Partners
<b>Objective 1:</b> Operationalise Our People at Leeds (OPAL) into all BRC activities	Years 1 to 2	Working with BRC members, we will define and agree the definition of OPAL	All BRC members will be made aware of and invited to contribute to defining the scope of OPAL	BRC members will feel included and able to influence the values of working at the BRC	BRC ACD and EDI leads	BRC members
		In consultation with our BRC Academy members, we will define barriers and opportunities to ensure that those on an academic career path are supported	All BRC members will be invited to participate in a survey to identify barriers and opportunities to pursuing an academic career	BRC members will feel valued and able to contribute to the values of the BRC	BRC ACD and EDI leads	BRC members
	Year 3	Embed OPAL principles into all BRC activities	Include OPAL as a standing agenda item on all BRC meetings	Advocacy and implementation of an inclusive equitable research environment	BRC ACD , EDI, workstream leads and managers	BRC members
	Years 4 to 5	We will review the impact in our annual staff satisfaction survey and report to BRC Executive via the Academic Capacity Group	Survey our members to understand their experiences and ask for recommendations for improving inclusion and equity within the BRC	Associates and members of the BRC will feel empowered and valued	BRC ACD , EDI, workstream leads and managers	BRC members

Objective	Timing	Initiatives	Action plan	Outcomes	Lead	Partners
<b>Objective 2:</b> Implement the BRC Charter	Year 1	We will create a values-based charter which will be informed by our Inclusive Research, EDI and Research Culture strategies and we will ask all BRC members to sign up to	We will invite BRC members to contribute to and co-author the BRC Charter	BRC members will feel valued and included	BRC ACD and EDI leads	BRC members
	Years 2 to 3	We will promote and advocate the BRC Charter and review with BRC Members to ensure that it is fit for purpose	'Freedom to speak up guardians' will provide mechanisms to call out behaviours that are not in line with the BRC Charter	BRC members will have equitable opportunities and will have mechanisms to call out behaviours that do not fit with the BRC values	BRC ACD and EDI leads	BRC members
	Years 4 to 5	We will review the impact in our annual staff satisfaction survey and report to BRC Executive via the Early Careers Research Group	Survey our members to understand their experiences and ask for recommendations for improving inclusion and equity within the BRC	Assurance that the Charter is relevant and has purpose by a process of iterative updates	BRC ACD and EDI leads	BRC members

Objective	Timing	Initiatives	Action plan	Outcomes	Lead	Partners
<b>Objective 3:</b> Develop novel interventions to support targeted groups	Year 1	We will establish the Advocates of the North	We will hold the inaugural Advocates of the North Meeting in 2024	A networking event held in Spring 2024 supported by the NIHR networking and collaboration call	Leeds BRC ACD lead	Northern NIHR, HEI's and NHS Trusts
	Year 2	We will create a network and platform to facilitate knowledge exchange	We will collaborate with our Northern NIHR, HEI and NHS colleagues to create a network	The formation of a Northern network of MDT individuals from education, health and research	Leeds BRC ACD lead	Northern NIHR, HEI's and NHS Trusts
	Year 3	We will design programmes of activity to engage with underrepresented professions and specialisms	We design engagement activities such as research taster sessions and on line resources	Increased resources that are available to all	Leeds BRC ACD lead	Northern NIHR, HEI's and NHS Trusts
	Year 4	We will advocate and support the implementation of programmes of activity to engage with underrepresented professions and specialisms	We will advocate peer to peer support for research naïve individuals	Bespoke support for individuals interested in becoming research active	Leeds BRC ACD lead	Northern NIHR, HEI's and NHS Trusts
	Year 5	We will review the impact of the Advocates of the North by measuring the number of contacts made with the Advocates of the North	We will survey the Advocates of the North to measure the numbers of enquiries into research and applications from identified groups at the beginning and in year 5 of the initiative	An increase in engagement from individuals or professions that historically have not sought out information regarding a career in research	Leeds BRC ACD lead	Northern NIHR, HEI's and NHS Trusts

Objective	Timing	Initiatives	Action plan	Outcomes	Lead	Partners
<b>Objective 4:</b> Create a NIHR BRC sense of community	Year 1	We will design the format of our annual Leeds BRC conference We will work collaboratively with our Northern BRC colleagues to facilitate an ACD network and forum	We will form a local working group to design annual BRC conference We will bring together a regional working group to implement Northern network and forum	Annual events hosted by the Leeds BRC and Northern BRCs	Leeds BRC ACD leads Northern BRC colleagues	BRC members
	Year 2	We will host our annual Leeds BRC Conference We will co-design a northern BRC ACD Annual conference	We will advertise to the greater BRC and NIHR communities our events We will support early career and novice researchers to submit abstracts We will provide financial support to attend these events	A diverse and representative attendees from a range of professions and specialisms Abstract submissions from novice researchers	Leeds BRC ACD leads Northern BRC colleagues	BRC members
	Year 3	We will host our annual Leeds BRC Conference We will co-host a northern BRC ACD Annual conference	We will advocate peer to peer support for writing and submitting conference abstracts	The number of abstracts from novice researchers will increase Support from previous applicants will increase the cadre of abstract submissions	Leeds BRC ACD leads Northern BRC colleagues	BRC members
	Year 4	We will host our annual Leeds BRC Conference We will co-host a northern BRC ACD Annual conference	Previous applicants will be co-opted onto the organising committees	BRC members will increase their profile and network BRC members will learn skills from organising events	Leeds BRC ACD leads Northern BRC colleagues	BRC members
	Year 5	We will host our annual Leeds BRC Conference We will co-host a northern BRC ACD Annual conference	Expansion of the events to more than once a year or to subject specific themes	The Leeds and Northern BRC conferences will be exemplars of showcasing high quality NIHR funded research	Leeds BRC ACD leads Northern BRC colleagues	BRC members

### Appendix 4 Impact assessment

Aim	Outcome	Measured by	Short term impact	Long term impact
<p><b>Aim 1: Increased awareness of research</b></p>	<p>Increase the knowledge of research within nurses at LTHT</p>	<p>Number of nurses enrolling with Be Curious programmes</p>	<p>Increase in the number of nurses becoming PIs</p>	<p>Increase the number of fellowship applications by nurses</p>
	<p>Increase in the knowledge of research within healthcare professionals at LTHT</p>	<p>Number of healthcare professionals enrolling with Inspire Light programmes</p>	<p>Increase the number of healthcare professionals becoming PIs</p>	<p>Increase the number of fellowship applications by healthcare professionals</p>
	<p>Awareness of research initiatives by NHS managers</p>	<p>NHS managers who have enrolled with research awareness and engagement workshops to complete a pre and post event questionnaire</p>	<p>NHS managers aware of research opportunities for their staff and have an understanding of how they can support them</p>	<p>NHS managers feeling comfortable and able to support staff in pursuing academic careers and engaging with research activities</p>
	<p>Awareness of NIHR schemes</p>	<p>Increase of numbers of queries regarding NIHR fellowship schemes and hits on ACD pages of BRC website Completion of destination questionnaire by those contacting BRC ACD leads and NHS R and I leads</p>	<p>Increase in competitive fellowship applications</p>	<p>Increase cadre of NIHR fellows, enhancing the academic reputation of Leeds</p>
	<p>Increase in numbers of people enrolling with LTHT Research Academy courses</p>	<p>Number of enquiries and application to attend courses provided by LTHT Research Academy</p>	<p>Staff having a foundation of knowledge and skills to allow for engagement in research delivery and instigation</p>	<p>An Increase in number of Leeds people appointed as study PIs and instigating research studies</p>

Aim	Outcome	Measured by	Short term impact	Long term impact
<p><b>Aim 2:</b> An inclusive equitable environment</p>	Valued staff within a supportive environment	Survey our people in year 1 and then annually to understand the impact of implementing the BRC Charter	An empowered staff who feel able to influence the the values and working environment of the BRC	A BRC Charter that is fit for purpose, the content of which is agreed on by the people of the Leeds BRC
	Fair, transparent and equal opportunities for all	Survey our people in year 1 and then annually to gain feedback on job appointment and education opportunity processes	Our people at Leeds who have opportunities to develop and progress their careers in an equitably	The Leeds BRC recognised as the place of choice to pursue a research career
	Our People at Leeds regardless of their protected characteristics, disability status or profession will not be disadvantaged or discriminated against	Survey our people in year 1 and then annually to gain feedback on staff experiences within the BRC	An increase in job applications research fellowship submissions from underrepresented professions, specialisms and people with protected characteristics	A greater diversity of Our People At Leeds
	Supported Early Career Researchers	Number of initiatives driven by the BRC Academic Development Group Survey our Early Career Researchers annually to understand what could be done better and collect ideas to improve their experiences and opportunities	An iterative procees to implement recommendations from our researchers	A staff group who know that their recommendations will be listened to and acted on "You said, We did"
	A valued non-clinical workforce	Survey our non-clinical staff annually to understand any barriers to development opportunities and career progression	A supported, valued non-clinical staff group	The Leeds BRC recognised as the place of choice to work for non-clinical staff



Aim	Outcome	Measured by	Short term impact	Long term impact
<p><b>Aim 3: Supportive environment for all researchers</b></p>	<p>A suite of resources available to support staff in upskilling</p>	<p>Number of staff that register for research educational resources</p>	<p>An educated research workforce</p>	<p>An increase in number of PI's and research grant applications</p>
	<p>Empowered staff with a voice to influence the research working environment</p>	<p>Characteristics of the BRC Academic Development Group members recorded annually</p>	<p>A fair representation of professions, specialisms and personal characteristics as members of a BRC leadership group</p>	<p>Future Leaders from diverse backgrounds and destinations</p>
	<p>Fair and equitable opportunities for development</p>	<p>Survey our staff annually to understand barriers to career development</p>	<p>An empowered qualified staff group who deliver world class research</p>	<p>Leeds recognised at being able to deliver world class research</p>
	<p>Contributors to projects and studies will be acknowledge and celebrated</p>	<p>Audit of research studies and papers to ensure that the contributions of OPAL (including support and research delivery staff) are fully recognised, acknowledged and celebrated</p>	<p>A collaborative valued team</p>	<p>The Leeds BRC recognised as the place of choice to work</p>

Aim	Outcome	Measured by	Short term impact	Long term impact
<b>Aim 4: Increase diversity of research engaged and active staff</b>	Collaborative network between Northern NIHR infrastructure, HEIs and NHS Trusts	Collaborative network between Northern NIHR infrastructure, HEIs and NHS Trusts	Increase in number of collaborative meetings and events	An increase in diversity of applicants for research grants and fellowships
	Instigating a northern forum for knowledge exchange	Measuring the number of partner research projects and activities	Increase in sharing knowledge and exemplars of good practice	An increase the diversity of the research workforce
	Empowered population of underrepresented professions or specialisms	Increased number of interactions by individuals from underrepresented professions or specialisms	Increase in collaborative working with underrepresented professions, specialisms and protected characteristics	Consolidating the reputation of Northern institutions regarding supporting research from our diverse population

Aim	Outcome	Measured by	Short term impact	Long term impact
<p><b>Aim 5: Increase research activity &amp; fellowships</b></p>	<p>Integrating questions regarding research career aspirations into LTHT appraisals</p>	<p>Survey staff to understand how research is becoming a regular occurrence in their working life</p>	<p>A workforce that is comfortable in discussing research opportunities</p>	<p>An increase in research engaged and active staff</p>
	<p>Research naive Individuals feeling confident to share and present their research outputs Staff feeling confident in publishing work that they are involved with</p>	<p>Increase in number of abstracts submitted to LTHT research conference from research naive staff</p>	<p>Confidence in research naive staff to share outputs from projects</p>	<p>An increase in internship applications from staff who are inexperienced with research activity</p>
	<p>A research active and engaged workforce working in a range of roles</p>	<p>Successful fellowship applicants to complete impact questionnaire: including destination, grant applications, papers etc</p>	<p>Increased grant income for Leeds</p>	<p>Leeds to be the location of choice for future academics</p>
	<p>Leeds staff as PIs to research studies clinical trials studies</p>	<p>Increased number of clinical trials open to recruitment</p>	<p>Improves the reputation of Leeds to recruit to clinical trials</p>	<p>Leeds recognised as highest recruiter to clinical trials in UK</p>

**Academic Capacity Development Strategy  
2023-2028**

**June 2023**

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