

Developing a research culture at LSBU

London South Bank University (LSBU) is a diverse and enterprising civic university with a real world research strategy. Comprising seven Schools (Arts and Creative Industries, Applied Sciences, Built Environment and Architecture, Business, Engineering, Health and Social Care, Law and Social Sciences) the university has a staff base of some 620 academics. Creating an effective research culture and building research capacity has been a significant part of the university's forward planning. As such, LSBU's researcher development mission has been to create an environment that attracts and fosters the very best research staff, who feel their achievements are equally and fairly valued, rewarded and representative of LSBU's core values, EPIIC (Excellence, Professionalism, Integrity, Inclusivity and Creativity).

To oversee this developing culture, the University maintains a Researcher Development Group, comprising senior research staff from each School, Early Career and Contract Researcher representatives, and staff from LSBU's Research, Enterprise and Innovation (REI) and Organisational Development (OD) teams. This Group reports to the University Research Committee, which oversees the policy and direction of the Concordat and of Researcher Development in general. In addition, a key innovation has been the creation of its Professoriate, which acts as the intellectual heart of the university, and is led by active research professors, who act as academic ambassadors for the university, its research and subject specialisms, and who provide mentoring at the highest level.

To focus its research activity, 15 Research Centres have been created, tasked with the delivery of LSBU's research excellence strategy and the development of researchers. The Centres work with LSBU's smaller, more grassroots-focussed Groups to enable researchers to cohere around emerging research themes, and to support the development of early career researchers. The Annual University Research Audit (AURA) collects data to ensure all researcher achievements are recognised; LSBU is committed to its 'research for all' ethos.

Development is very much at the heart of LSBU's research environment, taking into account the whole research life of an individual, from the day a doctoral student embarks on a programme of study, to the moment a researcher is elevated to professor. Researcher Development is delivered by a number of specialist partners, led by REI. Using Vitae's state-of-the-art Researcher Development Framework (RDF) all researchers have the opportunity to take part in a modern, fully integrated programme of lectures, webinars, workshops and seminars designed to enhance and complement their research experience.

For academics the development journey commences with induction to the university and the identification of training needs during the appraisal process. All training is mapped to the four main domains of the RDF, colour-coded according to the RDF planning wheel, to ensure that a core syllabus of training opportunities is available, and that horizon scanning for opportunities is recognised. These training events support the development of a wide range

of skills, and in particular those that contribute to enhanced effectiveness in Research Governance and Organisation, and in Engagement, Influence and Impact: essential in today's research environment, and suitable for all levels of development.

At each step of the journey, attendance in development activities, training and seminars are recorded as achievements by HR; and all research staff have the opportunity to sign up for Vitae's dedicated researcher development planning tool.