

<p>Institution: London South Bank University</p>
<p>1. Context and mission</p> <p>London South Bank University (LSBU) is a medium-sized university situated in the Borough of Southwark, with over 17,000 students and ca. 2,000 staff, of whom over 1,100 are academics.</p> <p>Established in 1892 with the ambition of promoting <i>the industrial skill, general knowledge, health and well-being of young men and women</i>, LSBU remains true to these ideals. Its 2015-20 mission was to be an enterprising civic university that addresses real world challenges, and it has expanded its educational remit in South London through the formation of the LSBU Group, comprising the university, two school academies, and an FE College.</p> <p>LSBU's research is informed by South London communities and businesses, and LSBU has signed Memoranda of Understanding with three local Boroughs. LSBU's 2016 agreement with Lambeth Council to support strategic priorities has helped produce the ELEVATE project, which supports Lambeth's mission to open up the creative sector, breaking down barriers for disadvantaged communities.</p> <p>The success of our enterprising research mission is further evidenced by our 2016 <i>THE Entrepreneurial University of the Year</i> award, and our position in UBI Global's 2017/18 World Rankings as 2nd in the UK, 4th in Europe and 15th globally as a university-managed incubator.</p>
<p>2. Strategy</p> <p>2.1 LSBU's research and impact objectives 2014-21</p> <p>Building on the REF2014 outcomes, LSBU's Corporate Strategy 2015-2020 proposed to deliver a vibrant, sustainable research environment, <i>providing outstanding economic, social and cultural benefits from our intellectual capital, by connecting our teaching and research to the real world through commercial activities and social enterprise.</i></p> <p>LSBU's Strategic Plan for Research, Enterprise and Innovation proposed:</p> <ul style="list-style-type: none"> • <i>Developing our research environment</i> (e.g. through higher postgraduate research (PGR) numbers, a needs-driven PGR hub and training facility, research groupings and forums); • <i>Maximising research impact through enhancing the volume and quality of our outputs, case studies and intellectual property; and</i> • <i>Increasing the volume and capability of our research-active staff by nurturing and recruiting research-experienced staff.</i> <p>2.1.1 Enhancing LSBU's Research Environment</p> <p>This strategy was realised as follows:</p> <ul style="list-style-type: none"> • Reconfiguring, in 2014, from four Faculties to seven Schools to focus on LSBU's specialisms and align strategic research themes with REF Units of Assessment: Engineering (ENG); Arts and Creative Industries (ACI); Law and Social Sciences (LSS); Business (BUS); Health and Social Care (HSC); Applied Sciences (APS – encompassing Psychology and Sports Science); and Built Environment and Architecture (BEA). • Establishing, in 2016/17, Research Centres (RCs) and Research Groups (RGs) as a framework to consolidate LSBU's strengths, coordinate researchers around strategic themes, and drive research excellence and interdisciplinarity. • Centres are accountable to the University Research Committee (URC), with progress on research outputs, income, impact and researcher development reviewed annually. • Centres are funded principally from QR income, with allocations informed by annual review to incentivise performance. • LSBU's research structure continues to evolve, comprising in 2019/20 12 RCs and 26 RGs, which encourage growth and new collaborations in emerging areas.

- In partnership with The Welding Institute (TWI), we have capitalised on LSBU's engineering research strengths through establishing three industry-oriented Innovation Centres in Robotics (LSBIC), Advanced Coatings (ARTIC), and Polymers (POLYMERIC).
- Formation (in 2014) of the **Research, Enterprise and Innovation (REI)** unit, with £11m of investment to develop LSBU's enterprise and innovation activities. REI supports funding applications and research awards with its Research Awards Team, and provides dedicated space for knowledge-exchange activity, including LSBU's SME tenant community.
- Establishing a **Research Office** to deliver LSBU's research development goals; it is tasked with coordinating RCs and RGs; managing our Research Manager system; driving Research Impact; and discharging LSBU's Research Concordat responsibilities. To deliver these aims, LSBU's permanent research support staff has more than doubled, from 4.3 (2013) to 10.9 FTE (2020).
- Establishment of the **London Doctoral Academy** graduate school (LDA) to build a vibrant postgraduate culture supporting PGR students and supervisors and providing bespoke training, yielding new pathways for PhD and MRes qualifications, and a doubling in doctoral completions compared with REF2014.
- Implementing the **Research Manager** system in 2016/17 to enhance PGR administration and progression, supporting an increasing number of new students (81 in 2017-18; 88 in 2018-19; 92 in 2019-20).
- Founding the **Researcher Development Group** in 2014 to uphold LSBU's commitment to the *Concordat for Researcher Development*. This has been recognised by successive *HR Excellence in Researcher Development* awards (2014, 2016, 2018, 2020).
- Delivering a syllabus of researcher training in line with the national *Researcher Development Framework* (RDF), including researcher integrity, PGR supervision, preparing quality publications and identifying impact.
- Launching LSBU's **Research Sabbatical Scheme** in 2016, with 27 sabbaticals awarded, leading to 15 grant applications, 28 conference papers, 37 journal articles and 18 book chapters.
- Establishing the **Annual University Research Audit (AURA)**, which records staff research activity including outputs and measures of esteem, enhances understanding of research excellence criteria, and supports self-reflection, development and appraisal. Since 2018/19, ca. 225 researchers have engaged annually.
- Creating the **Professoriate** in 2018, which focusses on key research development areas, mentoring of research staff, and development of interdisciplinarity; inaugural professorial lectures were launched in 2019.

2.1.2 Promoting interdisciplinarity

Interdisciplinary research is prioritised through themed inter-School *Research and Enterprise Forums* and the associated 'topical debates series' and promoting inter-School and inter-Centre collaborations.

LSBU's four timely, cross-cutting and interdisciplinary research themes underpin the delivery of the **2020-25 Corporate Strategy**, addressing global challenges and aligning with LSBU's civic, environment and social justice agendas:

1. **Environment and Sustainability:** delivered by the [London Centre for Energy Engineering](#); [Centre for the Integrated Delivery of the Built Environment](#); and [the Centre for Civil and Building Services Engineering](#). Flagship activities include: [GreenSCIES](#) and [GreenSCIES 2](#) (£3,311,822 total value, Innovate UK projects delivering low-carbon heat, power and transport to ca. 33,000 London residents/ca. 70 businesses); [Balanced Energy Network](#) (£2,908,718 Innovate UK project); and [SUNRISE](#) (*Strategic University Network to Revolutionise Indian Solar Energy* – a £6,580,123, EPSRC project).
2. **Health and Social Care:** delivered by the [Centre for Applied Research in Improvement and Innovation](#) (CApRII); [Centre for Addictive Behaviours Research](#); the [Sports and Exercise Research Centre](#); and the [Centre for BioEngineering](#). A major project resulting from this

collaboration is the European Regional Development Fund (ERDF) backed [SimDH](#) (LSBU value - ~£2,299,030).

3. **Social Justice:** the [Research Centre for Social Justice and Global Responsibility](#) has contributed materially to the Fawcett Society/Local Government Commission's joint report *Does Local Government Work for Women?* and yielded invitations to advise several governments on their diplomatic practice. It has influenced the *European Asylum Support Office (EASO)*, informing the *Country of Origin Information* reports on Eritrea, while the BUS RC has improved EASO's communication/collaboration among its 30 member countries.
4. **Digital:** delivered by the [Centre for Research in Digital Storymaking](#), the [Centre for the Study of the Networked Image](#) and the [Cognitive Systems Research Centre](#). The focus is the creative industries, including an ongoing collaboration with *The Photographer's Gallery* on its digital curation strategy, and the ERDF-funded projects [Accelerating the Creative Economy with Immersive Technologies](#) (~£1,443,000 total – LSBU value: ~£1,065,000) and *R&D-4-SMEs* (~£6,100,000 total – LSBU value: ~£1,850,000); the latter is supporting post-production sector SMEs across the South East.

2.1.3 Internationalisation

Internationalisation is a pillar of LSBU's [2015-20 corporate strategy](#). LSBU's increased global reach is evidenced by its 701-750 position in the [2020 QS World University rankings](#), having first entered in the rankings at [position 801+](#) in 2016-17. Key international partnerships include the British University in Egypt (BUE) and the Applied Science University of Bahrain. For BUE, LSBU delivers a PhD programme linked with energy and education *Global Development Goals*, increasing the skills of BUE academics, with 3 completions and 12 students enrolled across three Schools. The effectiveness of this collaboration is evidenced by a successful submission (one of 45 shortlisted from 800) to Parliament by a co-supervised BUE-LSBU PhD student in the 2019 *SET for Britain* competition.

LSBU is an active partner in the Fulbright scheme, hosting three US Fulbright Specialists between 2018-19, across three Schools.

2.1.4 Key outcomes of LSBU's Research Environment

The **Research Environment** step-change is evidenced by the following outcomes between 2008-2013 and 2014-2020:

- Increasing the Unit of Assessment REF submissions from seven to eight;
- Almost doubling the REF-returned cohort from 102 FTE (2014) to 187 FTE;
- Achieving a two-fold increase in research doctoral degree completions;
- More than doubling the size of the Research Office to support research;
- A 47% increase in the average volume of Scopus-listed research outputs published annually (from 276 to 406);
- LSBU's 2014-2020 Scopus database-listed outputs cited in ≥150 countries;
- A 25% increase in the proportion of LSBU's outputs in the top 10% citation percentiles;
- A 67% increase in the number of outputs with international co-authors (from 24% to 40%).

2.2 LSBU's 2025 vision and objectives

LSBU's 2025 vision comprises:

- *Transforming the lives of individuals, communities, businesses and society;* and
- *Generating £5bn of economic impact through research and enterprise.*

Key goals include:

- Being consistently in the **top 50 of UK universities**, as measured by research and knowledge exchange income;

- Generating **£50m of research and knowledge exchange income** per annum as a means of delivering Real World Impact;
- Further **enhancing research vitality** to achieve (by 2027), research and impact REF GPAs of 3.0 and 3.2 respectively and double doctoral completions;
- Enhancing the **Research Centres/Groups framework** to ensure it is fit-for-the-future, with a mechanism in place to reward performance against KPIs including researcher development, impact, quality output productivity and grant income;
- **Catalysing interdisciplinarity** and inter-School collaborations through creating an online hub for researchers to network and identify collaborators;
- Using digital tools such as PowerBI, **enhance AURA** to deepen LSBU's annual performance monitoring and reporting to encompass research achievements, impact, income, infrastructure investment, outputs, postgraduate completions, and staff diversity;
- **Raising the SRR staff number to ≥250**, through increased mentoring and support, refinement of the workload model framework, and the appointment of academic staff with strong research profiles or potential.

2.3 Structures underpinning LSBU's research strategy

2.3.1 University Research Committee (URC)

[URC](#) oversees the conduct of research, ensuring it adheres to the highest standards. Chaired by a Dean, its members are Directors of Research and other senior staff with responsibility for research. The URC meets quarterly, and has specific responsibility for research integrity and governance, open research, and the promotion of interdisciplinary research.

2.3.2 Research Board of Study (RBoS)

Chaired by the Head of the Research Office and comprising the PGR Directors, RBoS meets bimonthly and helps maximise the quality of LSBU's PGR provision. It is responsible for setting PGR strategy, capacity building and provision of research degrees, including monitoring, progression and ethics.

2.3.3 Research Integrity and Governance

Excellence in research conduct is upheld at LSBU via its [Research Integrity](#) policy, adhering both to the [Concordat for Research Integrity](#) (2012, 2019) and the UK Research Integrity Office's (UKRIO's) [Code of Practice for Research](#) (2009). LSBU's [policy on Safeguarding Good Scientific Practice](#) sets out the institution's adherence to research principles, and LSBU is 100% compliant with the UKRIO's procedures, publishing its nominated contact, policies, procedures and annual statements of research integrity [on its website](#). As a result of LSBU's robust policy, no significant cases of misconduct have been recorded since reporting began.

2.3.4 Open Research

LSBU's [Open Access](#) (OA) policy was introduced in 2015 and was bolstered by the establishment of an [Open Research repository](#) in 2016, enabling research outputs to be shared freely. Since 2018, LSBU has employed a full-time Open Access Officer to drive OA and provide training on OA compliance. Since 2017 LSBU has invested £30k/year on *Article Processing Charges* to provide gold open access for publications, and expanded publishing agreements with major publishers. The high usage rates of the repository corroborates the efficacy of LSBU's Open Research mission, with an average of 7,995/month and 95,941 total downloads for August 2019 – July 2020.

To support its open research commitments, LSBU has issued a [statement on the responsible use of research metrics](#). Further, LSBU is a signatory of the [San Francisco Declaration on Research Assessment](#) (2020), affirming its commitment to an equitable metrics culture.

2.4 Impact strategy

2.4.1 LSBU's 2015-2020 Impact Strategy

LSBU's 2015-2020 Corporate Strategy goal was to deliver outstanding real world 'economic, social and cultural benefits: the attainment of this goal is evidenced by LSBU's 2019-20 top 200 ranking (top 27%, 766 institutions) in the *THE University Impact* rankings.

LSBU's 2015-20 Impact strategy had three planks:

1. **Strengthening impact support:** In order to deliver on research impact, a *Research Impact Manager* and a *REF and Impact Officer* were recruited in 2016-2018 as part of the Research Office, in order to drive an impact culture, provide impact training and administer a research impact database. Since these appointments, there has been a 31% increase in REF impact case studies from **16 (2014)** to **21 (2021)**.
2. **Cultivating partnerships:** Strong commercial links were facilitated through LSBU's [Clarence Centre](#) (CC) for Enterprise and Innovation, with 40 Knowledge Exchange professionals. For 2013-2018, CC's community generated £317m income (£197m charity-linked; £120m by trading companies); raised £13.6m through its tenants' collective enterprise activity; and awarded £64m of charitable spending to 3.2 million beneficiaries. This support nurtured ≥40 new research collaborations between SMEs and LSBU: collectively our collaborations have led to >60 new products being introduced.
3. **LSBU's incubation programme.** In support of maximising its real-world research impact, LSBU has targeted commercial *Research and Innovation* (RI) development activity that maps onto its four strategic themes (2.1.2). This strategy has yielded ca. £11m of EU ERDF and *Interreg* RI funding to tackle barriers to innovation, including business/innovation support programmes in the: **green tech** (LSBU value - £3,842,500), **food** (LSBU value - £1,922,386), **digital/creative industries** (LSBU value - £2,915,292) and **health** sectors (LSBU value - £2,299,030). This activity has produced an extensive network of commercial stakeholders to support LSBU's impact mission.

2.4.2 LSBU's 2020–2025 impact strategy

LSBU's 2020-2025 **Impact Strategy** will be delivered through three key components:

- **Identification, tracking and recording of impact** – implementing a systematic means of mapping impact through our annual research review (AURA), production of an annual impact report, and use of tools such as Altmetrics Impact Explorer to identify impacts not formally reported by researchers.
- **Training on impact** – refining LSBU's impact training to improve the understanding of impact, and embed it in the culture, in line with LSBU's commitments to the HR Excellence in Research Award (2020).
- **Facilitation, incentivisation and realisation of impact** – supporting researchers with impact through: 1) providing access to opportunities to inform/engage with national government, companies and local authorities; 2) membership of the University Policy Exchange Network; 3) working with LSBU's Corporate Affairs Team to engage policy-makers and local and national government; and 4) an annual open call for impact funding applications, with 1-3 to be awarded each year.

3. People

HESA data shows that there were 230 *Teaching and Research* staff at LSBU (21% of the total academic and research cohort) on 1 December 2013: this number had risen to 300 on 1 December 2019 (25.6%).

LSBU's commitment to equality and diversity are evidenced by being a *London Living Wage Employer*, a signatory to the *Time to Change Mental Health pledge*, a holder of the *London Healthy Workplace Charter*, 104th in the *Stonewall Workplace Equality Index*, and a member of *AdvanceHE's Race Equality Charter*.

3.1 LSBU's staff commitments

LSBU's staff mission is underpinned by the principle of fairness. LSBU has an **Academic Framework** that ensures research is one of the three principal strands of work in the development of an academic's career.

LSBU's REF Code of Practice stipulates that all Category A *Teaching and Research* staff who are independent and have $\geq 20\%$ of their time tagged as research have SRR. This ≥ 1 day/week commitment ensures that SRR staff have dedicated research time, and LSBU is now developing a pan-university workload framework to ensure greater transparency and provide clearer pathways for staff (especially ECRs) to gain SRR.

Research support and development is a significant component of LSBU's commitment to its staff, and the following processes are in place to ensure that this is achieved.

3.1.1 Appointment and Academic induction

Academic induction, launched in 2019, includes an *Introduction to Research* module which provides the foundations of research at LSBU, followed by dedicated REI *Researcher Induction* sessions. Academic induction events are held at least twice a year.

3.1.2 Recruitment, appraisals and promotions

Since 2018, LSBU has made research a significant part of the recruitment process for all academics. In line with the Academic Framework, the selection process should give equal weighting to teaching and research, as articulated in LSBU's 2018 [HR Excellence in Research Award](#) action plan.

Academic appointments are devolved to Schools but all appointments are made via LSBU's central Human Resources Department, who help ensure that no employee receives less favourable treatment on the grounds of having a protected characteristic, caring responsibilities, HIV status, or on the basis of trade union activity or having a particular political or religious belief. All of LSBU's Schools are expected to recruit staff who can demonstrate LSBU's values of [Excellence, Professionalism, Integrity, Inclusivity and Creativity](#).

LSBU's staff development mission is evidenced by its annual **staff appraisals**, which are development focused, with staff being asked to identify their training needs for achieving their objectives. Training Needs Analysis (TNA) was conducted for 2018-19 and 2019-20, with 26% requesting research skills development, 17% publications and impact training, 11% grant writing, 7% PGR supervision, and the remainder (ca. 40%) asking for development in personal effectiveness. Training was provided through the Research Office to support grant bidding, writing research publications and improving impact, with 5-15 individuals in each cohort, whilst LSBU's *Organisational Development (OD)* team provided courses in the development of personal effectiveness skills.

Every October LSBU runs a **promotions round**. Between August 2013 and July 2020, 103 promotions were achieved by the 211 people LSBU returned to REF2021 (inclusive of staff who left prior to 31 July 2021 with submitted research outputs), comprising 32, 46 and 25 promotions respectively to the positions of Senior Lecturer, Associate Professor and Professor. In the same period, 11 contract researchers/research fellows acquired permanent academic positions at LSBU, confirming the effectiveness of LSBU's development activity.

3.1.3 Researcher Development

LSBU's researcher development commitment is publicly stated in line with its commitments to the [HR Excellence in Research Award](#). In 2019, LSBU published its handbook [Researcher Development](#), which describes researcher support and training. Key to LSBU's commitments to ECR development is its [integrated training programme](#), in line with Vitae's [Researcher Development Framework](#), comprising four strands: *Being an Effective Researcher*, *Bid and Grant Development*, *Publications and Impact*, and *PGR supervision*. 20 research courses are available to all staff, with participation rates of 5-15 individuals. The success of the programme is

evidenced by the fact that LSBU was one of just eleven institutions invited to provide a case study for [Vitae](#).

3.1.4 PGR Supervision training

LSBU's online training **PGR Supervision Programme**, developed jointly with *Epigeum*, provides comprehensive instruction for postgraduate supervisors, and provides a means of engaging new supervisors and ECRs in the process. Involvement in the programme is encouraged by the Directors of Postgraduate Research and monitored through RBoS. LSBU is directly engaged in the further development of the *Epigeum* programme. Since its inception, some 46 supervisors have been trained, of which 83% are engaged as supervisors. In addition, an in-house *Research Supervision* training pathway is delivered by experienced supervisors to support those starting out in supervision.

3.1.5 Mentoring

LSBU's approach to mentoring of research staff has three layers representing different stages of development and addressing specific needs:

- **Research Leadership** is developed through *The Leadership Academy*, offering leadership and management development sessions, with personalised support to ensure that future research leaders obtain coaching. Members of the Professoriate are committed to developing future research leaders in their areas of research, and are engaged in guiding colleagues at all levels.
- **At School level**, mentoring is carried out across the university, overseen centrally by OD, initiated in 2019/20. Open to all staff, it links potential mentees with the most appropriate mentors based on need, with a dedicated OD staff member working with each School to match mentor and mentee according to specified needs.
- **At Research Centre (RC) level**, early career researchers (ECRs) are supported by RC Heads, who are tasked with developing and mentoring researchers by identifying the needs of the individual, pairing them with senior RC members, and sponsoring research seminars, writing retreats and open forums to engage researchers more fully. Mentoring takes the form of experienced RC members supporting less experienced members, typically with grant preparation, output production, and impact development.

3.1.6 Sabbaticals

Academic staff are encouraged to apply to LSBU's **Research Sabbatical Scheme**, based on the sector-average concept of a single semester sabbatical which provides buy-outs from teaching and administration to focus on developing impact, quality outputs, funding bids and intellectual property. Since 2017, the number of sabbaticals awarded has more than doubled, worth a total of £60,000/year for 2017-19 and £80,000 in 2020, with further growth planned. The scheme has been highly successful: the number of awardees has doubled since launch (4 in 2018, 6 in 2019, 8 in 2020, and 9 in 2021), yielding 15 grant applications (including the Interreg-funded ca. £2.9m CEDaCI project), 28 conference papers, 37 journal articles and 18 book chapters.

3.1.7 Wellbeing

- In support of its staff mission, LSBU hosts an annual Staff **Wellbeing Day**, and is a member of the [UK Healthy Universities Network](#), as well as being a *Mindful Employer*[™], an NHS initiative supporting people with mental health conditions.
- The **Health and Safety** of laboratory researchers is ensured via the University's [Health and Safety Policy and Procedures](#), recognised in 2017 by a silver award from the Royal Society for the Prevention of Accidents.
- LSBU has a [shared-parental-leave policy](#) and has a robust [policy in place to support staff on sick leave](#), with a policy also on [occupational sick leave and sick pay](#). LSBU also has a [flexible working policy](#), thus enabling staff to balance their working life with other priorities including parental and other caring responsibilities.

- In accordance with its **REF Code of Practice**, LSBU ran two calls for ‘staff circumstances’ applications. Of the SRR cohort, 21% had internally-approved research output reductions (UoA leads concluded that submissions did not require their use). The findings are informing enhanced support for staff, with recommendations being developed by the *Inclusive Research Working Group* (see Section 3.3).

3.2 PGR support

Since REF2014 LSBU has instigated a step-change in doctoral student support, more than doubling the number of research doctoral degrees awarded, from 95 (REF2014) to 205 (REF2021).

Key to this growth was the creation of the London Doctoral Academy (LDA) in 2016/17 to enhance the skills and employability of the postgraduate research community. The efficacy of LSBU’s PGR student support is evidenced by the 27% reduction in the average length of time taken to complete a doctorate from 6.1 years (students starting 2008/2013) to 4.4 years (students starting 2013–2018).

Key attributes of the LDA’s achievements are:

- Introduction of the *Key Skills Development* programme for the wider development of PGR students, as described in the [PGR student handbook](#). All **Key Skills courses** are mapped to the nationally recognised Vitae [Researcher Development Framework](#) (RDF) and are managed through LSBU’s Research Manager system. Blending face-to-face and online delivery for student training ensures LSBU’s students acquire the requisite research and transferable skills. In the wake of COVID-19, these courses have all been successfully moved online, with average attendances increasing from 25 to 45 in 2020.
- Development of the **Summer School** – an annual conference that includes key training opportunities, poster and oral presentation sessions, and keynote lectures promoting the development of an interdisciplinary research culture. The Summer School has attracted around 90 doctoral students to participate each year since its launch.
- Introduction of the **Research Manager** system, allowing enhanced monitoring of student progress. Students register on enrolment and the system ensures the six-monthly progress reports and review meetings occur in line with LSBU’s *Research Code of Practice*.
- Enhancement of viva examinations through the use of an **Independent Chair** to ensure impartiality and due process; all chairs and panel reviewers are required to attend the appropriate training led by the LDA.
- In 2017/18, as part of its commitment to developing its doctoral research and delivering real-world research impact, LSBU initiated its **co-funded studentship scheme**, in collaboration with relevant companies. This initiative ensures that students benefit from assignment to a real-world challenge by working with a research stakeholder. Funders include: The Photographers’ Gallery, the Serpentine Gallery, the Royal Opera House, London Underground, and the British Blind & Shutter Association.

3.3 Equality and Diversity

LSBU values diversity across all the dimensions of difference, as its [Equality, Diversity and Inclusion](#) Policy describes. The strength of LSBU’s diversity mission is reflected by its attainment, in 2020, of an [Athena Swan Bronze award](#).

Evidence of LSBU’s commitment includes:

- LSBU prides itself on its diverse staff and student body and is committed to widening participation. Recent figures are: 53% of LSBU’s staff are female, with a slight growth in the number of females appointed to strategic organisational roles, comprising 33% (3/9) of the Executive, 29% (2/7) of Deans, 48% of professors and 50% (4/8) of Professional Service Group Directors.

Institutional level environment template (REF5a)

- The Equality Impact Assessment (EIA) of LSBU's REF2021 submission ascertained that there were no significant differences between the SRR sub-group and the wider group, especially relating to gender and ethnicity.
- In support of LSBU's mission to attain a truly equitable research environment, an *Inclusive Research Working Group* is being established. Key objectives include:
 - developing a strategy to monitor and enhance the diversity of LSBU's SRR cohort;
 - advising on the inclusivity of URC proposals, and highlight unconscious bias risks;
 - advising on barriers to progression for under-represented groups.
- In support of its EDI mission LSBU has four [staff networks](#) which provide social activities, awareness-raising events, and advocacy:
 - *Equinet*: equality network for black and minority ethnic (BAME) staff;
 - *GenderNet*: equality network for staff of all gender identities;
 - *SONET*: sexual orientation and gender identity network;
 - *dNet*: disability network.

4. Income, infrastructure and facilities

- LSBU provides ca. £1m/annum for research by supporting activities and initiatives including LSBU's Research Groups, research sabbaticals, match-funded studentships and research data management systems.
- LSBU's investment (incorporating some use of QR and external *Catalyst* funding) on laboratories and research facilities over the REF2021 period totalled ca. £15.5m.
- Since 2016, LSBU's £1.8-2.0m/annum QR income has funded its RCs. Each RC has performance indicators, evaluated annually. This framework has delivered a rise in annual research income: increasing from £2.2–2.4m between 2013/14 and 2015/16 to £3.1m in 2016/17, £3.7m in 2017/18, £4.3m in 2018/19 and £5.5m in 2019/20.
- These actions have raised total research income from £18.974m for REF2014 to £23.457m for REF2021.
- LSBU has a well-supported research infrastructure, with ca. 40 technical staff employed within the Technical Support Services team, ensuring researchers benefit from LSBU's facilities.
- To meet its strategic vision for 2020-25, the University is currently investing approximately £55m in its campus, due to be completed in September 2021. Through modernising its facilities, LSBU will have a South London campus that provides a research environment that is fit for the future, focused on the needs of the community and delivers real world impact.