ARC Academic Career Development Strategy Pro-forma
## (up to 1500 words)

- **Academic Career Development Lead:** Please provide the name and email of your academic career development lead. These details are kept up to date and included on the NIHR website.

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- **Governance:** Please outline the academic career development lead role in the organisations' governance structure.

Capacity building and academic career development is designated as one of four central activities of ARC KSS alongside Implementation, Applied Research Delivery and Co-production with the public.

Figure 1: Oversight and delivery structure of ARC KSS
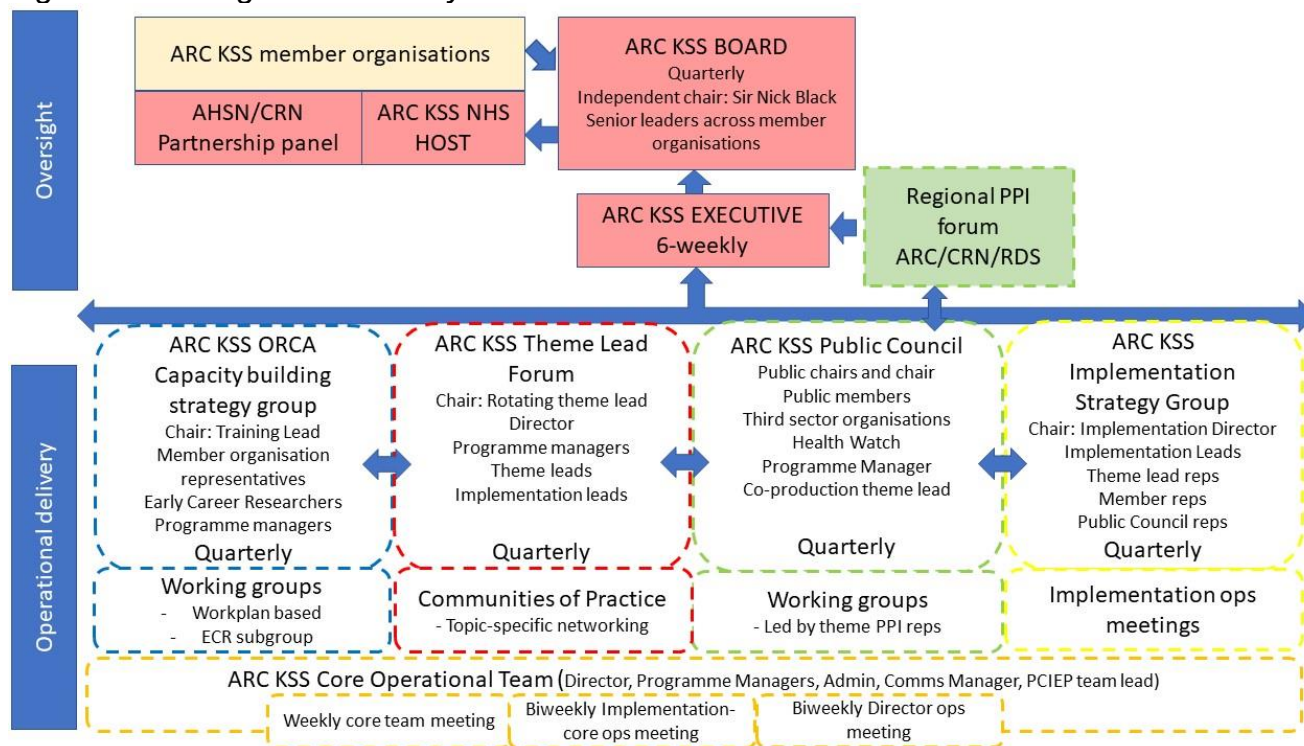
ARC KSS academic career development activity is governed by a dedicated strategy group: Organisation for Research CApacity (ORCA). It is chaired by Prof. Kendall as Academic Career Development Lead and its members include academics, NHS organisation representatives across acute, community, general practice, public health, social care and early career researchers. The group meets quarterly to oversee academic career development activities within ARC KSS.

Prof. Kendall is also a member of the ARC KSS executive group responsible for the day-to-day delivery of activities reporting to the governing ARC KSS Board.

- **Strategy:** Please outline your overall strategy for developing research capacity across the duration of the ARC contract.

ARC KSS will build and grow a sustainable research environment and workforce with expertise within practice as well as academic fields driven by shared values of:
- Providing a supportive and consistent culture focussing on place-based applied research development across the whole system
- Conducting meaningful research to benefit practice and in the public interest.
- Sharing excellent practice – doing things better and achieving better things
- Encouraging socially-driven collaboration through shared interests
- Learning together through inclusive opportunities for development
- Ensure that we embed values of equality and diversity within our opportunities for building capacity and our research programmes

This will build a strong, sustainable research capacity foundation strengthening and empowering the health and social care system to ensure quality care delivery is evidence based, cost effective and ensures benefit for patients, families, carers and communities.
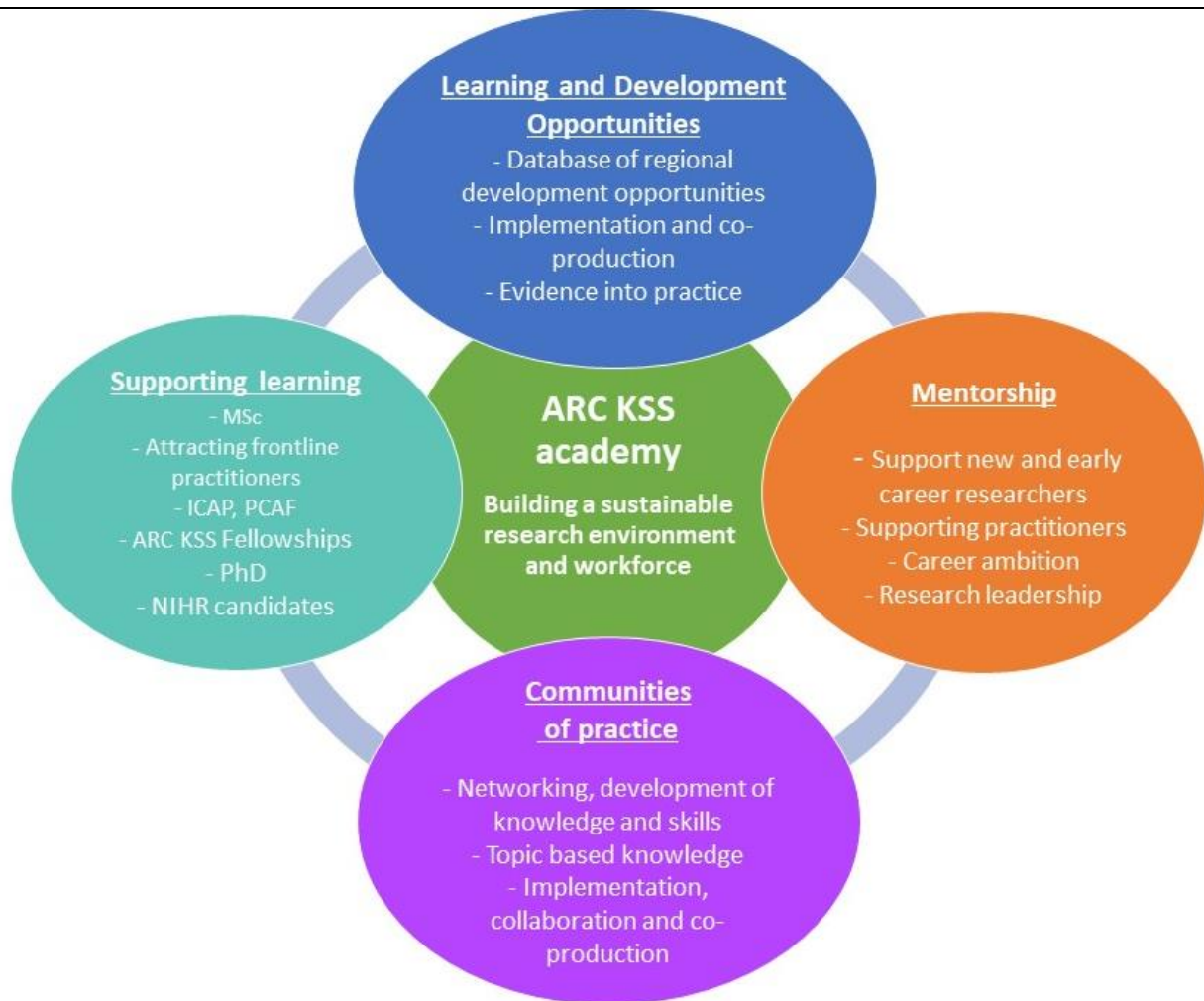
We will build on existing work across the region built on the transformational thinking that research facing health care systems emerge from a strong workforce, leadership and research awareness across all staff. The ARC will provide the structure required to ensure that all parts of the system work together to make this happen consistently and collaboratively. To enable this, we will:

1. Learn from good practice already in the system.
2. Establish an Early Career Researcher subgroup to inform and co-design academic career development activities
3. Continue to work with HEE-KSS, the CRN and RDS to provide funding and support for developments within organisational settings that can be scaled up and spread across the system.
4. Support projects aimed at increasing NHS, Social Care and other service provider capacity to deliver research.
5. Ensure theme leads support the Communities of Practice across our themes thereby fostering research capability.
6. Provide good research and implementation communication
7. Reward innovation in practice that demonstrates how research can inform and change practice
8. Monitor research awareness and activity through an annual on-line survey and NIHR reporting procedures.

- **Objectives:** Please outline your short and long term objectives for research capacity development and academic career development and how you will achieve these objectives.

ARC KSS has a comprehensive and ambitious set of objectives that aim to build a sustainable applied research workforce regionally.

Figure 2: Overview of academic career development activities planned by ARC KSS.

Learning and Development Opportunities
- Database of regional development opportunities
- Implementation and co-production
- Evidence into practice

Supporting learning
- MSc
- Attracting frontline practitioners
- ICAP, PCAF
- ARC KSS Fellowships
- PhD
- NIHR candidates

ARC KSS academy
Building a sustainable research environment and workforce

Mentorship
- Support new and early career researchers
- Supporting practitioners
- Career ambition
- Research leadership

Communities of practice
- Networking, development of knowledge and skills
- Topic based knowledge
- Implementation, collaboration and co-production

Short-term objectives:

Year 1

1. To establish a strategy group for academic career development oversight regionally including representative Early Career Researchers.

2. To establish a diverse Early Career Research subgroup across settings to share experiences, support and co-design academic career development activities focussing on the 'journey'. The group will guide learning needs, build on strategies that work and identify roadblocks in the research career pathway.

3. To understand current capacity through consolidation and cohesive mapping of research readiness and capacity across the health and social care system. Conduct an on-line researcher survey to establish a data set of all current academic and health and social care researchers to:
   - find out what the perceived needs are in terms of learning and development
   - understand individual researcher's interests and ambitions
   - identify experienced research supervisors and those interested in our mentorship programme as either mentees or mentors (see objective below on mentorship scheme)

4. To survey all ARC KSS member organisations and other service provider and academic institutions to identify NIHR academy members, NIHR investigators and map academic career development practice and opportunities.

5. To build a freely accessible database of learning and development opportunities for researchers from information gathered from our survey of organisations and web-based information on regional and national opportunities.

6. To engage with citizens through at the wider ARC-KSS co-production theme and public engagement groups that are already established across the system.

Year 2:
1. ARC KSS will establish cross-regional research collaborations through communities of practice aligned with ARC KSS research themes. Early career development will be fully integrated into these 'communities of practice' to support the widening of collaborative networks for early career development. We will:
   - Develop an online portal for developing researchers that pulls together useful resources, development opportunities, links to funding and other research resources across our themes. This portal will also have a discussion boards to enable communication and linking expertise of local researchers and leading clinicians for research projects, support, coaching and peer review. Review and promote the use of other support platforms of interest to early career researchers, e.g. Hexitime skills exchange platform, Health visitor community of practice, PE to Share (https://efpc2018.pietoshare.com/topics, https://cophv.evidence-hub.net/) and Glasscubes.
   - Embed development in our Communities of Practice through events, workshops, webinars and symposia that will enable sharing of knowledge and skills to develop, but also to enhance how people think about implementation, impact and collaboration (including industry and third sector collaboration).
   - Theme leads will ensure opportunities for PhD students and early career researchers to share their projects through short talks, poster presentations and networking opportunities both at 'community of practice' events but through other regional opportunities.

2. Work with other ARC KSS partners and academies (e.g. Kent County Council academy, Surrey Academy etc) in the region for complementary provision of development and support. We do not expect to create new research development modules as these are already in place, but we will provide development workshops in each year of the ARC that focus on:
   - establishing research careers and awareness in NHS, social care and other service provider organisations
   - implementation science and the art of getting research evidence into the system.
   - peer-peer support events incorporating key development activities around implementation, impact and applied research for PhD students, early career researchers and health and social care professionals

3. Provide funding opportunities or protected time awards that will be co-ordinated alongside HEE-KSS and other local schemes (e.g. Darzi, CRN Green Shoots, ICAP

etc.) to form a cohesive development pathway for local research talent and leadership. This will include:

- short, part-time ARC KSS Fellowships that will enable researchers to work up and test small-scale projects or conduct evidence synthesises needed to generate robust research proposals
- protected time to apply for advanced research programmes, e.g. PhD, fellowships
- protected time to apply for grant funding to support applied research projects aligned to ARC KSS themes

4. Establishing robust communication systems to support academic career development regionally:
   - Develop an informative and interactive website to support academic career development
   - Use of the portal mentioned above to share resources and development opportunities as a repository for events, documents and useful links/resources
   - Establish regular academic career development newsletters and communication features to share experiences from researchers in different settings developing their careers (e.g. testimonials, interviews, podcasts, blogs), features on our research themes, development and funding opportunities, development events, links to other infrastructure in region.

5. Develop and implement a mentorship programme that is parallel in design and quality to the NIHR/HEE scheme in order to support researchers in their career ambitions. In line with Athena Swan criteria for ensuring equality and diversity, mentors/mentees would have access to a state-of-the-art programme that parallels the NIHR-ICAM programme. From our Year 1 mapping exercises we will identify our first mentor/mentee cohort development and matching of mentorship partnerships. We will then ensure regular feedback from partnerships to improve the scheme over time and understand the impact of the scheme.

Long term objectives - Years 3-5:
1. Actively increase the volume and quality of NIHR candidates, medical and non-medical, across the health and social care settings.

2. Work with HEE-KSS, CRN and RDS to ensure that there is a consistent and strategic approach to allocating the contracts for ICAP and bridging initiatives to the ARC. This will build on work already being developed by the CRN for KSS such as the Green Shoots initiative that offers small grants to researchers to get new studies off the ground. We will work towards aligning relevant PhD programmes within universities with applied research and the themes.

3. We will monitor and evaluate ARC KSS capacity building activities in order to constantly refine and improve the research environment and support for academic career development.

Areas of NIHR Strategic need: Please give details of any planned activity which supports the NIHR areas of strategic need. For example social care, public health, multimorbidity.

We are committed to building mutually beneficial relationships with local authorities and other partners regionally in order to embed research in practice. We will develop links in NIHR areas of strategic need by:
- Supporting development of embedded research models in less research active organisations and settings (e.g. hospices, local authorities, private care sector, coastal towns) through supporting researchers in residence, academic and social care partnerships and other new ways of working e.g. professionals networks and collaborative development workshops
- Supporting the use of research in Public health through working with local authorities and public health teams to develop expertise in use of datasets for research or commissioning decisions and supporting knowledge in AI and informatics for health care services and service challenges – such as provision of care during COVID-19.
- Supporting hospice research – we will work collaboratively with all 17 hospices in the region to support end of life care research in this setting. We will support collaboration, development and events between care providers in the third sector and community with academics.

Within our research themes and community of practice activities, we will also support applied research and regional collaboration place based research such as coastal towns.ARC KSS is committed to embedding research in service delivery and will provide development and research awareness resources for provider organisations to support healthcare professionals and social care practitioners to become involved in research.

- **Academic career development budget:** Please provide details of your planned academic career development expenditure each year. Please note that we will ask for a breakdown of the following in the annual reports:
  - Cohort costs for networking/ career development/ events for NIHR Academy members
  - Salary and support costs for NIHR Academy members (incl travel, training, equipment, PPI)
  - Costs for wider academic career development activities

See separate spreadsheet for finalising and inserting text prior to NIHR submission. Also embedded below

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Training Plan
Budget v0.1 17.06.2(

TOTAL Development budget		£159730

- **Co-funding arrangements:** Please provide details of the agreed co-funding partners who will fund research capacity development activity. Please outline what they have agreed to fund.

Co-Funder Organisation	Activity	Co-funding in-kind
University of Surrey University of Kent Canterbury Christ Church University Kent & Medway STP Kent Community NHS FT Sussex Community Health FT CCG/PCN East Kent Western Sussex Hospital NHS FT Local Authority - tbc	ORCA strategy Group Members and sub committees	0.1 wte per month each member

Mental Health Trust - tbc CRN KSS HEE KSS – agreement pending St Barnabas Hospice – agreement pending - Early Career Researcher health Sussex Partnership NHS Foundation Trust - Early Career Researcher social care		
University of Kent University of Surrey University of Sussex BSMS Christ Church Canterbury University University of Chichester with WSHT University of Brighton	14 PhD 4 PhDs 1 PhDs 3 PhDs 2 PhDs 2 PhDs 2 PhDs	Fees & Stipend NB To date we have recruited 13 PhD students and on this basis we have confidence that we will recruit and retain a robust proportion of PhDs in future years.
Kent County Council (KCC)	KCC Design & Learning Centre: implementing new ways to deliver social care	**12 Innovation Exchange events across 5 years (3 per year)**
Kent Community Health NHS FT	Research Interest Group	**15 days across 5 years (2 RIGS per yr)**
Co-funding Organisations tbc	**Communities of Practice (CoP)** Social Care and Digital Innovation CoP x 2 Primary/Community Care and H&SC Economics CoP x 2 Dementia and Co-Production CoP x 2 Starting Well and Public Health CoP x 2	32 events across 4 years (8 per year) - split co-funded/core ARC
Co-funding Organisations tbc	**Development Events** as per identified regional need	16 events across 4 years (4 per year) - split co-funded/core ARC
Co-Funding Organisations tbc	**Targeted ECR Events**	28 events across 4 yrs (7 per year) - split co-funded/core ARC
Co- Funding Organisations tbc	**KSS Partnership Day & ARC KSS Launch**	4 events across 4 years (1 per year) - split co-funded/core ARC
Co-Funding Organisations tbc	**Protected Time Awards**	X co-funded protected time awards across 4 years (X per year) - split co-funded/core ARC
Co-Funding Organisations tbc	**Mentorship Programme**	X co-funded mentorships across 4 years

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

Impact and reach of applied research is central to the success of the ARC. We will sponsor a Research Fellow who will work across the system to support the strategy, drawing on the transformational approach that we can do things better and do better things. They will develop a logic model for monitoring and evaluation activities. We will collect metrics and impact information as follows:

1. Reach will be determined through metrics and regular feedback via an annual survey of researchers and research active organisations and service delivery organisations – to measure impact and understand the benefits of ARC KSS capacity building activities, understand any evolving or continuing development needs. Key metrics to measure impact include:

- Number of scholars, interns, PCAF and PDRF, NIHR Fellows applications annually
- Number of successful applications
- Applications and successful applications by professional group
- Applications and successful applications by theme/clinical area
- Number of prepared mentors
- Number of paired mentors/mentees
- External funding awarded to organisations or individuals

2. Collect feedback at all development events, workshops, seminars and community of practice events to understand the usefulness and refine activities and consult with researchers for ongoing activities.

3. Collect narrative **evidence of impact** through case studies, testimonials or interviews with researchers and stakeholders – understand the reach and impact of capacity building at a local level alongside support for innovation and implementation of evidence into practice.

- **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 plan to work closely with NIHR CRN KSS, RDS SE, KSS AHSN, HEE KSS regional academies and other partners to support capacity building activities. In particular, we will work collaboratively on:

1. Funding opportunities for academic career development such as 'Green shoots' which provide funding to healthcare professionals to develop research ideas and the 'Research Ready programme' aiming to support topic areas where research activity is low or research activity needs further capacity and growth to maintain a pipeline of studies.

2. Work with RDS SE and NIHR CRN KSS to provide development in key areas e.g. implementation, impact, and social care research within our role as national theme lead for social care. We will develop resources development-targeted at Social care providers and practitioners to encourage research activity and use of evidence in practice.

3. Work closely with the AHSN to ensure opportunities for collaboration with industry are provided and development opportunities around scale and spread, implementation and use of evidence in practice

4. Work with NHS and social care organisations to support health and social care professionals to become research active and progress their academic career development linked to ARC themes.

5. We will work closely with Local Authorities to support research development and embedding of research for social care and public health.

6. We will work with researchers in our region to identify areas of interest or opportunities to develop or collaborate nationally with other ARCs for academic career development.

- **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

ARC KSS aims to build on existing work to deliver a strong, sustainable applied research environment and workforce regionally using the transformational thinking in order to create a research awareness and leadership. This will empower the health and social care system to deliver care that is evidence based, cost effective and ensures benefit for patients, families, carers and communities.

b) Objectives (including how you will achieve them)

We will work across all parts of the system working consistently and collaboratively to:

1. Learn from good practice already in the system.
2. Work with HEE-KSS, the CRN and RDS to provide funding and support for academic career development.
3. Support projects aimed at embedding research and increasing NHS, social care and other service provider capacity to deliver research.
4. Ensure research themes support academic career development through Communities of Practice.
5. Provide good research and implementation communication
6. Rewarding innovation and implementation of evidence in practice.
7. Monitor, evaluate and refine academic career development provision.

c) Work in areas of strategic need

We will build mutually beneficial relationships with key partners to strengthen and embed research in practice in priority areas of social care and public health. We will also work with less research active organisations e.g. primary care, hospices and private care providers and in settings such as coastal towns, to improve the research environment, increase research capacity and capability and promote academic career development.

d) Pathways to impact

ARC KSS will have an impact on the capacity and the capability of the NHS and Social Care workforce to undertake and complete research across our themes, enabling organisations to do better things better and improve the lives of patients and the public.

- Through delivering this plan and drawing on development opportunities, mentorship, leadership, excellent supervision and communities of practice we will build partnerships across organisations and themes. Impact and reach will be amplified by co-operation between experts and supporting career pathways for researchers from a wide scope of disciplines.
- By working closely with our partners across the ARC, especially strategic organisations such as the AHSN, CRN, STP's, CCGs, HEE and primary care hubs

where research development can be strategically supported and prioritised to enable capacity to build as a sustainable stream of work.

- Effective communication through our website, social media, blogs, newsletters and the community of practice portal will ensure that organisations and individuals can access opportunities and then communicate their achievements across the ARC and beyond. Public organisations and members of the public will be part of our communications as well as those who have been part of co-produced projects.

- Monitoring of capacity building will ensure milestones and outputs are met and the impact of ARC KSS activities is recorded and used to continuously improve.

- Annual analysis of narratives from case studies, newsletters, blogs etc. will enable an evidence base of experience of impact of research capacity building to be formulated.

e) Collaboration

We will work closely with NIHR CRN KSS, RDS SE, KSS AHSN, HEE KSS and other partners to support capacity building activities that have synergy and pool resources to provide good quality academic career development opportunities. We will work on: funding initiatives, implementation and supporting collaboration with industry, local authorities, NHS organisations, private care and third sectors.