

REF 2029 Code of Practice
University of Westminster

May 2026 (amended August 2026)

Part 1: Introduction	3
1.1 Context.....	3
1.2 Purposes of the Code of Practice.....	3
1.3 Ensuring Robustness, Transparency, and Equity and Inclusion.....	4
1.4 Relation of this Code to Institutional Policies and Strategies.....	7
1.5 Updates on actions since REF 2021	10
Part 2: Identifying staff contracts with significant responsibility for research	14
2.1 Criteria for significant responsibility for research	15
2.2 Decision-making and Communication	16
2.3 Staff, committees and training	18
2.4 Appeals.....	20
2.5 Equality impact assessment.....	23
Part 3: Determining research independence	27
3.1 Criteria and evidence for research independence	27
3.2 Decision-making and communication	28
3.2 Staff, committees and training	29
3.3 Appeals.....	29
3.4 Equality impact assessment.....	29
Part 4: Allocating contracts to Units of Assessment.....	32
4.1 Criteria and evidence for allocating contracts to UoAs	32
4.2 Decision-making and communication	32
4.3 Staff, Committees and Training	33
4.4 Equality Impact Assessment	33
Part 5: Selection of outputs	34
5.1 Policies and Principles for output selection.....	34
5.2 Staff, committees and training	42
5.3 Equality impact assessment.....	43
Part 6: Appendices	44
Appendix A: Committees and Groups	44
Appendix B: Terms of Reference and Membership - Committees and Groups for REF 2029	45
Appendix C: Initial EIA (April 2026).....	49
Appendix D: Equality, Diversity and Inclusion Policy	54

Part 1: Introduction

1.1 Context

This Code of Practice sets out the procedural framework that underlies the University of Westminster's submission to the Research Excellence Framework (REF) 2029. The REF is the process for assessing research in UK Higher Education Institutions (HEIs). It is undertaken by Research England on behalf of the four UK higher education funding bodies to: 1) provide accountability for public investment in research and produce evidence of the benefits of this investment; 2) provide benchmarking information for use within the HE system and for public information; and 3) to inform the selective allocation of funding for research.

The assessment is carried out by expert sub-panels representing each of 34 subject-based units of assessment (UoAs), under the guidance of four main panels. For each submission to a UoA, three distinct elements are assessed: Contribution to Knowledge and Understanding (including the quality of outputs, e.g. publications, performances, exhibitions, etc.), Impact and Engagement, and Strategy, People and Research Environment.

1.2 Purposes of the Code of Practice

By developing and setting out the procedural framework that underlies the University's REF submission in this Code of Practice, Westminster is committed to ensuring that our processes and submission accord with the University's [purpose, mission and values](#), its current [Equality, Diversity and Inclusion \(EDI\) policy](#) and [Diversity and Dignity at Work and Study](#) policies and plans, and [Code of Research Good Practice](#), as well as with all relevant legislation. Westminster's Code of Practice is underpinned by the important obligation that the University has to ensure that its REF procedures do not discriminate unlawfully against, or otherwise have the effect of harassing or victimizing, individuals because of age, disability, gender reassignment, marriage and civil partnership, race, ethnicity, religion or belief, sex or sexual orientation, because they are pregnant or have recently given birth, or any other protected characteristic. This includes impacts on staff whose volume of research output has been limited for reasons covered by equality legislation in circumstances recognised under the REF guidance. The Code also seeks to ensure that fractional and fixed-term staff are not discriminated against by any aspect of the University's REF procedures, including in the criteria for meeting the REF 2029 requirements for 'significant responsibility for research' (for those on teaching and research contracts) and 'research independence' (for those on research only contracts).

The primary purposes of this Code are thus:

- To establish robust, transparent, consistent, accountable and inclusive procedures to govern the University's REF 2029 preparations;

- To define roles, responsibilities, terms of reference and criteria, and to ensure appropriate equality and diversity training for all committees, groups and individuals involved in REF preparation and decisions;
- To outline the University's definitions of 'significant responsibility for research' and 'research independence' as criteria for determining those contracts that will contribute to the volume measure for REF 2029 in each Unit of Assessment;
- To outline the University's processes and procedures for allocating eligible staff contracts to the Units of Assessment in which the University will submit in REF 2029;
- To outline the University's processes and procedures for selecting outputs for submission to REF 2029 in a consistent and transparent way across each of our Units of Assessment;
- To ensure that the University's REF processes and criteria are clearly communicated and widely disseminated in accessible forms across the University, including to staff who may be on leave of absence;
- To ensure that REF 2029 preparations and decisions have due regard for equality and diversity requirements and responsibilities;
- To ensure adherence to relevant current University policies, including those concerning equality and diversity and dignity at work, in all aspects of Westminster's REF process;
- To provide for an appeals procedure, independent of other decision-making processes, for the review of decisions on which staff contracts meet the criteria of research independence and/or significant responsibility for research;
- To demonstrate the alignment of University policy and procedure with best practice and legal requirements as set out in the REF 2029 Guidance, 2010 Equality Act and by the final [report](#) of the Equality and Diversity Panel (EDAP) for REF 2021.

1.3 Ensuring Robustness, Transparency, and Equity and Inclusion

The following principles are an inherent part of the REF process at Westminster and we outline below how they link to the University's approach to determining submissions to REF 2029:

1.3.1 Robustness, Consistency and Accountability

Policies and procedures regarding the designation of research responsibilities for staff are well established across the University of Westminster, including for the determination of significant responsibility for research and research independence. These have been in place and have been consistently applied since 2019, following consultation and agreement with the University and College Union (UCU) and other key stakeholders, and are set out in sections 2 and 3 below. The University has continued to implement the policies and procedures relating to staff research responsibilities that were outlined in its [Code for REF 2021](#) throughout the current REF period. The present REF 2029 Code of Practice reflects how these policies and procedures have been further embedded in the work of the University, including in

annual staff research plans and the allocation of hours by line managers to undertake research activities in staff workloads.

The University recognises that the promotion of equity within any process requires that decisions are taken on the basis of clear, appropriate and justifiable criteria which are applied fairly and consistently by those with relevant knowledge and expertise. The principles underlying the decision-making process will be applied across the University in accordance with the framework presented within this Code. The allocation of research hours within overall staff workloads (Section 2), determination of research independence for staff on research only contracts (Section 3), allocation of contracts to UoAs (Section 4) and selection decisions on outputs (Section 5) will be taken by staff with relevant expertise and appropriate awareness of current equality legislation and University equality and diversity policies, and their implications for the REF. A series of Equality Impact Assessments (EIAs) will inform all policies and procedures, which will thus be kept under review as submissions are prepared. More detail on the latter is provided in Sections 2, 3, 4 and 5, and in Appendix C, of this Code.

This Code will ensure that responsibilities are clearly defined and that any individuals and bodies involved in assigning significant responsibility for research, defining research independence and coordinating the selection of outputs for REF submission are accountable and clearly indicated to all staff through our dissemination protocols.

Ultimate responsibility for Westminster's preparations for REF 2029 resides with the University Deputy Vice-Chancellor (DVC) for Research and Knowledge Exchange (decision-making role), who chairs the University REF 2029 Sub-committee, and the Head of the Research and Knowledge Exchange Office (advisory/coordination role). Day-to-day management of REF processes across the University is overseen by the Senior Research Governance and REF Manager (advisory/coordination role) and by the University REF Director (decision-making role). The role of academic REF Director was initially advertised to all Professors and Readers in the University in advance of REF 2021. The Director was then interviewed and appointed in late 2018 via an open process supported by HR following the process similar to that used for external appointments. The appointment was renewed for REF 2029. An additional post of Deputy REF Director, with particular responsibility for impact and engagement, was advertised and appointed in early 2025 following the same processes. A diagram of the committee structures is shown in Appendix A. Terms of reference and memberships of key committees is shown in Appendix B. Minutes and notes for REF-related meetings ensure a clear record of discussions and decisions, and are held by the Research and Knowledge Exchange Office for reference and audit purposes.

More detail on roles and responsibilities regarding REF 2029 preparations and decision-making is provided in the section on 'Staff, Committees and Training' in section 2 below.

1.3.2 Transparency

Policies and procedures for determining significant responsibility for research and research independence are well established in the University and have been disseminated and publicised at both local School and University level continuously since 2019 as a part of staff research planning processes. For REF 2029, the final approved version of this Code will be openly available and widely publicised within the University, including via the University's external website. The University's criteria for defining significant responsibility for research and research independence are documented clearly within this Code, and individual Heads of School, College Associate Heads for Research and Knowledge Exchange (KE), School Research and KE Leads and UoA Leads will be required to clearly document any local discipline-specific practices underpinning the allocation of workload hours for research, and to ensure that these are clearly articulated and publicised to all relevant staff. All documentation will be provided to the University Research Culture and Equality, Diversity and Inclusion (EDI) Committee, and shared with the REF 2029 Sub-committee, to evidence that Colleges, Schools and UoAs have adhered to the Code throughout the submission process.

1.3.3. How this Code is being communicated to staff

The final approved Code of Practice will be disseminated electronically to all academic staff and will be available on the REF section of the Researcher Support webpages of the University's public website. It will also be sent by post or to the personal (non-work) emails of any staff who are on leave of absence from the University. Additionally, it will be made available in a range of formats, including Word, PDF, plain text and alternative accessible formats such as large print or Braille on request.

Regular staff REF workshops, consultation and training sessions at College and School level, run by the REF Director and Associate Heads of College for Research and Knowledge Exchange and by UoA Leads, have been held since 2023. Attention will further be drawn to the Code of Practice during all future internal staff briefings and workshops relating to the REF, as well as when information is sent to all staff (including those absent from the University) regarding the determination of significant responsibility for research and research independence in advance of our HESA staff returns.

1.3.4 Equity and Inclusion

The University aims to ensure that as many staff as possible who have a significant responsibility for research, as reflected in workload allocations, are able to be included in the submission, so as to give as fully-rounded picture as possible of our research. The University values the contributions of all staff, regardless of the terms of their contracts. University policy ensures equal treatment for all staff including those on part-time and fixed-term contracts, who have the same contractual status and the same rights to research time, resources, support, staff development and promotion opportunities as do full-time and permanent staff. With regard to the REF 2029 submission, all eligible academic staff including those on part-time and fixed-term contracts may be equally considered to meet the definition of staff with significant responsibility for research and research independence in accordance with the process

and criteria set out in this Code. Fixed-term and part-time staff will also be fully included in the dissemination protocols for all REF-related material.

The impact of the University's REF process and criteria on staff on fixed-term or fractional contracts, as well as groups with protected characteristics, will be monitored through an analysis of rates of staff determined to have significant responsibility for research and research independence, and of the selection of outputs, in the reviews of the Equality Impact Assessments (see Sections 2, 3 and 5). The University will also make clear to all staff in each iteration of the communication of this Code that, while its REF strategy is to maximise the quality of Westminster's submission as far as possible, decisions related to REF 2029 will not be taken into account in any future promotion, progression, extension of contracts or performance management processes within the University. This conforms to the University's larger commitment to equality of status between research, teaching and other academic responsibilities, reflected in, for example, the opportunities for promotion to Professorial and Reader positions available under both 'Education' and 'Research and Knowledge Exchange' pathways.

Those involved in REF 2029 decision-making processes, including the REF 2029 Subcommittee, Heads of School, Assistant Heads of School, College Associate Heads for Research and Knowledge Exchange, School Research and KE Leads, UoA Leads, internal reviewers and external advisors, and Appeals Panel members, will be expected to be fully conversant with equal opportunities issues and the legislative environment and its implications for the REF. Training (both online and in-person workshops) will be mandatory for everyone undertaking key decisions on significant responsibility for research and research independence, and/or the selection of outputs, but will also be made available to staff more widely. Further details of specific training programmes can be found in Sections 2 and 5 below.

1.4 Relation of this Code to Institutional Policies and Strategies

The University's [Vision, Mission and Values](#) make clear its commitment to supporting diversity, inclusivity and equal opportunities in all dealings with students, staff, applicants and the public across the institution. The University acknowledges, in particular, the special role of higher education in promoting equality of opportunity and furthering social inclusion. As such, all staff and students at Westminster are considered to have rights and responsibilities in relation to the promotion of equality of opportunity, and all members of staff and students are required to become familiar with - and observe - the spirit and letter of the University's equality, diversity and inclusivity related policies.

In developing this Code of Practice there has been a commitment to ensuring that our REF processes are embedded within and draw upon existing policies and plans. In support of the University's longer-term strategies for enhancing equality of opportunity, growth and sustainability, wherever possible we will also use the REF preparations, including the findings of the Equality Impact Assessments, to inform the

development of existing policies and activities more generally, in order to support the development of staff research within an inclusive environment beyond REF 2029.

Outlined below are the current key University policies that frame this Code.

1.4.1 Equality, Diversity and Inclusion Policy

The University's commitment to creating a stimulating and supportive working environment based on mutual respect and trust is set out in our current [Equality, Diversity and Inclusion \(EDI\) Policy](#) which was approved by the University's Court of Governors in March 2024 (see Appendix D). The EDI Policy is aligned to the current Strategy *Being Westminster 2022-2029* and was also aligned to the previous 2018-2023 University Strategy. The Policy is reviewed and re-approved every three years (or sooner if there are significant legislative or regulatory developments) and will next be reviewed in March 2027. The EDI Manager leads the review process and the draft policy is reviewed and discussed by the University EDI Committee, the University Executive Board and the Governance and Nominations Committee prior to submission to the Court for approval. The current Policy superseded the previous Single Equality Policy Statement in March 2021, which was an update on the previous policy titled Single Equality Policy and Plan 2015.

The Policy is published on the University's public website – <https://www.westminster.ac.uk/about-us/our-university/equality-diversity-and-inclusion> – and an internal SharePoint communication site: [Equality, Diversity and Inclusion](#) (launched 16 September 2025). The University informs all colleagues about updates via our colleague newsletter – Westminster Weekly – and there is further communication and dissemination via the Co-Chairs of our five Colleague Networks (BME network, Colleague Disability network, Faith, Spirituality and Belief network, Q+ network, and Women of Westminster (WoW) network) and our School and Professional Services EDI Leads.

Our [Equality, Diversity and Inclusion Strategy 2025-30](#), refreshed in May 2025, follows the same formal governance approval process. Prior to submission, our EDI Team led stakeholder engagement activities between January and April 2025, both in person and online to ensure these were accessible.

The University EDI Policy guarantees the opportunity for all 'students and colleagues to reach their full potential, regardless of their age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation', and pledges 'to respect and value diversity within our communities of students, colleagues and stakeholders, to challenge inequities, to strive to eliminate unlawful discrimination, to promote equality of opportunity, to practice positive action where possible, and to foster an inclusive institutional culture'. It also incorporates ongoing actions and recommendations identified through the annual statutory EDI report, and the action plans associated with the University's current application to the Athena Swan silver award.

The University has committed to taking all necessary steps to implement effectively the EDI Policy since 2021 and to improve it through regular monitoring, consultation and review. Continuous development of plans supports the equality and diversity agenda by reporting on progress to date, and by providing an overarching action plan through the University Equality, Diversity and Inclusion Committee which addresses all equality strands. All reports prepared as a result of the EDI Policy and its implementation are presented to the Equality, Diversity and Inclusion Committee and Research Culture and EDI Committee and shared with the University Executive Board.

1.4.2 Diversity and Dignity at Work and Study Policy

The current University of Westminster [Diversity and Dignity at Work and Study Policy](#) was approved by the University Executive Board in May 2025, following consultation with the recognised Trade Unions, Colleague Networks and Student Experience Committee. This is specifically designed to protect the well-being of all members of the University. The purpose of this document is to set out the University's position on bullying and harassment (including victimisation) and to provide a framework for students and staff to bring complaints about such behaviours.

1.4.3 Further Key Policies

The following key policies and guidance (as reviewed and updated from time to time) are also equality-related and feed into the broader equality and diversity aims of the overarching EDI Policy at Westminster:

- Flexible Working Policies and Procedure
- Freedom of Speech – Code of Practice
- Grievance Policy and Procedure
- Maternity, Paternity and Adoption Leave and Pay Policies
- Parental Leave Policy
- Shared Parental Leave Policy
- Time Off for Dependents Policy
- The Transgender Equality Code of Conduct and guidance on transitioning at Westminster (developed in conjunction with the staff LGBTQ+ network)

Both the EDI and Diversity and Dignity at Work and Study policies are published on the [EDI pages of the University's public website](#) and are available for download in alternative formats such as large print or Braille on request. All our other relevant policies and guidance are available via the staff intranet SharePoint site. They have also been publicised internally through a variety of staff and student channels and were sent to all Heads of College, Directors and key committees for dissemination as widely as possible. An [Annual Staff Equality, Diversity and Inclusion Report with Appendices](#) is made available on the public website under Annual Reporting.

The University's REF processes are further informed by our robust [research integrity](#) and [open research](#) policies and expectations, which are available on the research

governance and researcher support pages of our public website, including our [Open Access Policy](#) and [Code of Research Good Practice](#). The University of Westminster is committed to the five commitments outlined in the UK Committee on Research Integrity's Concordat to Support Research Integrity (2025) and the principles contained within UK Research Integrity Office's (UKRIO's) Code of Practice for Research: Promoting good practice and preventing misconduct. The University expects all those engaged in any research activity, including its academic employees, doctoral researchers, postgraduate students, visiting researchers, and in addition any other staff undertaking research on behalf of the University, to observe these principles. Our [Research Integrity Annual Narrative Statements](#) describe openly and transparently the work undertaken by the University to build on strengthening its commitments under the Concordat to Support Research Integrity.

1.5 Updates on actions since REF 2021

The final Equality Impact Assessments (EIAs) of the University's submission to REF 2021 are [published on our public website](#). Recommendations deriving from the EIAs for REF 2021 committed the University to continuing to work to advance Equality, Diversity and Inclusion through its University EDI Strategy and to support staff through initiatives and programmes linked to our ongoing Concordat to Support the Career Development of Researchers commitment and action plan. A key action was also to improve the completeness and accuracy of staff data related to protected characteristics, particularly for the characteristics of marital status, religion or belief and sexual orientation where a relatively high proportion of colleagues had 'unrecorded' or 'unknown' for these categories in the EIAs for REF 2021.

1.5.1 Changes to organisational structures

A dedicated University Equality, Diversity and Inclusion (EDI) Committee was established in 2020-21, whose purpose is to make recommendations to the University Executive Board with regard to the strategic direction, priorities and objectives for EDI at the University; to support university-wide engagement with EDI; and to help enable the development and delivery of EDI programmes of work and action plans. Since its formation the EDI committee has provided senior cross-institutional leadership and scrutiny, development and implementation of the 2020-25 and 2025-30 University EDI strategies, annual action plans, and all statutory reporting. The EDI committee is co-chaired by our Deputy Vice-Chancellor for Global Engagement and Employability and the Co-Chair of the Black and Minority Ethnic (BME) Colleague Network. It includes representation from academic and professional services, colleague networks, trade unions and the Student Union. Terms of reference, Committee membership and minutes of Committee meetings are all made [publicly available](#) via the University website.

REF2021 was also a catalyst for strengthening governance of EDI in our research endeavour. In 2022-23, the University established a research EDI working group, which, in turn, recommended the establishment of an EDI Subcommittee for Research (2024-25), now termed the Research Culture and EDI Committee (2025-26).

A dedicated EDI team was created in Professional Services in 2024 with the recruitment of an EDI Manager and EDI Accreditations Lead and a permanent EDI Officer role. The team works across the institution, including in recruitment, retention, student experience, staff development and governance, to support the embedding of EDI throughout the University.

EDI was made a standing agenda item on all University committees from 2022, ensuring EDI considerations are included in all aspects of our business. In 2021 we established the role of 'EDI lead' in each of our 12 Academic Schools and in our Professional Services directorates. With dedicated hours provided in workload, EDI leads drive the implementation of our strategies and report locally and institutionally (to the EDI Committee). Our Professional Development Review (PDR) explicitly captures EDI activity, while promotion and progression frameworks require evidence of inclusive leadership. A defining feature of our EDI governance model is the centrality of our colleague networks which act as participatory and consultative mechanisms. Our five networks: Women of Westminster, WoW; Black and Minority Ethnic, BME; Colleague Disability Network; Faith, Spirituality, and Belief Network; and Q+ constitute a critical interface between the lived experience and our institutional policies, and they consistently facilitate co-creation of EDI initiatives. Each co-chair has an allocation of hours to fulfil their role and responsibilities and each network has a budget allocation.

1.5.2 Support for the career development of researchers

The actions from our REF 2021 EIAs committed the University to supporting staff through initiatives and programmes linked to our ongoing Concordat to Support the Career Development of Researchers commitment and ongoing action plan. Our 2020 [Letter of Commitment](#) can be found on the public website of the University. The University submits an annual report to the Court of Governors, outlining progress and actions around researcher development and the enhancement of culture and environment for researchers. This work is managed by the University's Researcher Development Working Group. The Research and KE Office runs an extensive researcher development programme and hosts a [Researcher Development Hub](#) which provides up-to-date workshop listings and a growing bank of resources.

The University is currently applying for an Athena Swan Silver Award. The draft application for this was submitted in April 2026. The Athena Swan Self-Assessment Team is led by the Associate Head of College for Research and Knowledge Exchange in the College of Liberal Arts and Sciences and includes a specific Research Working Group.

Under-representation of women, particularly from global majority backgrounds, and the need to build a better pipeline to feed into leadership positions has led to the University joining Advance HE's Diversifying Leadership Programme, formally launching this in 2022-23, and London Higher's Global Majority Mentoring Programme. Colleague participation in the latter has grown significantly, with the largest number of

mentors and mentees in our 2025 cohort. Since 2021-22, our Women at Westminster (WoW) network has encouraged colleagues to participate in the Aurora Women's Leadership Programme and delivered their own mentoring programme to support women's development at the university. In 2025, we piloted the Women in Higher Education Network's (WHEN) '100 Black Women Professors Now' programme and supported a first cohort of five colleagues on their Career Accelerator Programme. Our Black History Year Researchers Network won the Vitae Impact, Culture and Engagement (ICE) Award 2025 for Research Culture Impact through Researcher Development. Together, these initiatives have sought to disrupt unequal pipelines through capacity building, sponsorship, and culturally responsive support.

The University also monitors the outcomes of the Researcher Development Action Plan via CEDARS and the Athena Swan survey, as well as through our annual Colleague Wellbeing & Engagement Survey.

1.5.3 Enhancing and developing research culture

A September 2025 report on Research Culture was produced in response to a request by the Research and Knowledge Exchange Steering Committee considering the people undertaking research, those supporting research, as well as our governance frameworks, and recommending priorities for the coming period. This identified a number of priorities for 2025-26 and beyond, including establishing a new centrally-delivered research mentoring scheme for academic and researcher colleagues; celebrating research excellence among colleagues who contribute to research (in non-academic roles); auditing our digital research-related resources for accessibility; and hosting an annual Research Culture Symposium to act as a platform for sharing good practice and celebrating achievements across our institution. (The first of these was staged in 2025.)

1.5.4 Improving data relating to protected characteristics

The EIAs for REF 2021 noted that 'for a number of [protected] characteristics there are a high number of staff with the designation "unknown", with close to 50% of staff listed as "unknown" for the characteristics of marital status, religion or belief, and sexual orientation'. Analysis suggested that this was 'due to these data being added to the data requested from new staff joining the institution more recently, resulting in a high proportion of staff [joining at an earlier date] for whom this data has not been requested and therefore are listed as unknown'.

Since 2021, our People, Culture and Wellbeing directorate has proactively sought to improve the completeness and accuracy of data for all colleagues by asking them to take the time to review and update their personal data via the University's Self-Service Portal. This includes data such as ethnicity, disability, health information and other equality monitoring data. This request has been sent out annually via the all-staff newsletter, Westminster Weekly, with the most recent being sent in February 2026.

This has had measurable impact in, for example, a steady increase in disability disclosure among academic colleagues since 2021 – both in absolute terms and as a proportion (percent) of colleagues – although it is notable that this growth remains concentrated at earlier academic grades, while disclosure at senior academic levels remains relatively low and static, suggesting that work still needs to be done among this group. There have been significant improvements, however, in the completeness of data relating to sexual orientation, religion and belief and marital status, which were ‘unrecorded’ for, respectively, 46.67%, 40.86% and 25.53% of staff on teaching and research contracts in REF 2021, but which now stand at 29.27 % for sexual orientation, 27.57% for religion and belief and 17.68% for marital status.

Part 2: Identifying staff contracts with significant responsibility for research

For REF 2029, there will be no direct link between individual staff members and submitted outputs. Instead, the calculation of the 'volume measure' for REF 2029, which determines the number of outputs and impact case studies to be submitted by each Unit of Assessment, will be based upon data held in the Higher Education Statistics Agency (HESA) Staff record regarding the full-time equivalent (fte) of staff contracts that have 'research independence' or 'significant responsibility for research' as a part of their overall workload (thus capturing the information relating to the same group of staff as submitted to REF 2021, i.e., those with 'research independence' or 'significant responsibility for research'). Those volume-contributing contracts included in HESA across academic years 2025-26 and 2026-27 will be averaged to calculate the REF 2029 volume measure in each Unit of Assessment.

While all contracts belonging to a staff member whose primary employment function is recorded in HESA as either 'teaching and research' or 'research only' is then 'eligible' for REF, only those which fulfil the University's criteria for having 'research independence' or 'significant responsibility for research' as a part of their overall workload will actually contribute to the calculation of the 'volume measure' for each Unit of Assessment. In this way, the volume measure in REF 2029 will ensure that the scale of the University's submission aligns with its research capacity in each subject area. It should be noted that the inclusion of a specific staff contract in the calculation does not dictate however whether an output or impact case study will be included in the University's submission to REF 2029, nor which Unit of Assessment it will be assigned to.

The University also wishes to emphasise its recognition of the invaluable contribution made by staff across the institution to its mission, including those for whom research is not a significant part of their current responsibilities. The University of Westminster's parent institution was London's first polytechnic, established in 1838 to educate the working people of London and later known for its public exhibitions, technical, practical and commercial education and commitment to widening participation. In line with this history, the University employs a large number of staff on academic contracts whose essential contribution to Westminster's educational mission resides, first and foremost, in teaching, professional practice and enterprise, including, but not limited to, staff in finance and accountancy; art, design and architectural practice; construction; events management; fashion buying, marketing and promotion; journalism; professional interpreting; language teaching; programming; web design; radio, film, music and TV production; quantity surveying and commercial management; and real estate. In recognising and valuing these different contributions, the policies and procedures set out in this Code of Practice take a clear, robust and transparent approach to defining those specific staff who do and do not have significant responsibility for research as a part of their overall workload and who will thus contribute or otherwise to the volume measure for REF 2029.

Equally, the University's policies and procedures are intended to recognise the value of all people who undertake, enable or support research at Westminster, including those who are not employed on academic teaching and research or research only contracts. This includes the University's pledge to support the [Technician Commitment](#), a global initiative aimed at providing support and recognition for technical colleagues in higher education and research, for which an action plan is currently being prepared for submission in June 2026.

2.1 Criteria for significant responsibility for research

Since 2019 Westminster has taken a clear, straightforward and robust approach to defining significant responsibility for research. **Any contract associated with a member of staff for whom explicit time/resources are made available to engage actively in research as a part of their overall workload, and for whom research is thus an expectation of their job role, will, as a matter of principle, be included in REF 2029 within one of the Units of Assessment in which the University is submitting.**

Since 2014 Westminster has developed a work allocation model (WAM), which identifies the time spent by individual staff on a range of specified activities, including research. Having been operated, tested and refined since 2014, the allocation of hours in WAM therefore represents the most robust and appropriate means of identifying those staff who hold significant responsibility for research, based on whether or not explicit time/resources have been made available to them to engage actively in research within the overall hours allocated to them in WAM. This policy is continuous with that successfully developed for determining significant responsibility for research in our Code of Practice for REF 2021 and has been fully embedded into annual workload allocation and academic research planning since the last REF cycle. Such consistency has ensured clarity among colleagues concerning the University's criteria for determining significant responsibility for research and ensured that line managers with responsibility for allocating research time in WAM clearly understand how this relates to our overall REF policies and procedures.

Academic work is classified by WAM broadly into six 'types': *Teaching, Research, Knowledge Exchange/Enterprise, Scholarship, Administration and Other Professional Duties*. The Research category in WAM specifically designates 'time [that] involves the production of research outputs that lead to original, new insights effectively shared, applications to (and resulting activities for) research councils, charitable bodies and other funding bodies, [and] impact activities resulting from original research'. Hours are allocated (pro rata) according to the level of significant responsibility for research as a part of overall workload (that is, as a portion of 1504 hours as the total number of allocated hours for a full-time colleague, after annual leave and paid leave have been deducted) at 3 levels: level 1 (250 hours), level 2 (350 hours) and level 3 (425 hours). Readers and Professors via the Research, Scholarly Activity & Leadership route are expected to demonstrate research activity at level 3 and will normally be supported at this level. For Professors, activity will be reported on, assessed and monitored in the annual university-wide professorial review. However, any colleague may be allocated such hours if deemed to fulfil the criteria. The criteria for each level of significant

responsibility for research are consistent across the University and are set out in the 'Work Modelling: Introduction and Guidance for Academic Colleagues' document, which is [available](#) on the University's intranet Sharepoint site. Research hours in WAM also include allocated hours for research administration roles, including those of UoA Leads and School Research and KE Leads.

While hours for supervision of MPhil and PhD students may also be allocated under the 'Research' category in WAM at a local level, these hours, when allocated to an individual member of staff who has not otherwise been allocated hours for research, are not considered by the University to constitute a significant responsibility for research in themselves. This recognises that in some subject areas there may be a need for staff who do not themselves have significant research responsibility to serve on supervisory teams in order to provide specific expertise, including in professional practice.

More broadly, the University is committed to equality of status between research, teaching and other academic activities, and to ensuring that those who do not have a 'significant responsibility for research' nonetheless have equal opportunities for staff development support, progression and promotion. At the same time, it recognises that individual staff – including those, for example, coming from industry and business into academia – may wish to develop their careers, and hence their balance of different academic activities, in varied ways, including staff who may wish to assume a significant responsibility for research where this has not previously been an expectation of their job role. As with any other significant responsibility, the University will provide support in the form of staff development towards taking on a responsibility for research, where this is agreed with the relevant line manager. This will include the appointment of an appropriate research mentor and the undertaking of a customised researcher development training programme delivered via the Research and KE Office.

2.2 Decision-making and Communication

2.2.1 Decision-making on significant responsibility for research

Workload allocation is carried out annually in line with the local 'Guidelines for Implementation of the Professional Contract for Academic Staff' that were agreed with University and College Union (UCU) representatives in September 2016, in particular (in the section on The Determination of Academic Duties):

- Staff are required to undertake all teaching, examining, research, academic enterprise and other duties assigned by their line manager, which will be reviewed regularly, through the appropriate approved processes.
- The proportion of time an individual should devote to any of these activities is a matter for professional judgement. The focus of this process is a meaningful discussion (with a view to reaching agreement) between the individual and

their line manager or nominee. This discussion should be informed by the collective views of appropriate colleagues.

- The duties of individual academics will be determined and recorded, on an annual basis, by the line manager in meaningful consultation with the individual. This discussion will take into account the needs of individuals as well as those of the University, and where possible the timetable will have regard to the family responsibilities of individuals.

Ultimate responsibility for deciding whether a member of staff has responsibility for research as part of their overall duties in each year resides then with the relevant line manager (usually, the Head of School or Assistant Head of School) in agreement with the member of staff concerned. In the case of the allocation of research time, School Research and KE Leads are also expected to perform an advisory role in determining which staff should be allocated hours for independent research activity in WAM. All allocations of research hours and resources to eligible staff are carried out according to fair and transparent criteria, which are consistent across the University and which set out standard tariffs for recognising research effort at different levels (see section 2.1 above). All eligible staff have, as part of this process, the opportunity for meaningful discussion about the allocation of research hours in WAM with their line manager or nominee and local research lead, including as part of their annual Professional Development Review (PDR). This also identifies any individual staff training needs and connects staff to relevant courses offered by the Research and KE Office and Westminster Professional Development Academy. Decisions on the allocation of hours for undertaking independent research activity as recorded in WAM are then reflected directly in HESA staff returns relating to the relevant academic year.

The processes outlined in this document are intended to make clear, in line with our Diversity and Dignity at Work and Study Policy (see Section 1.4), that no member of academic staff will be offered a change in their working terms and conditions or advised or pressured to alter their contractual or workload arrangements as a consequence of REF 2029 preparations. All line managers, and other staff involved in advising on the allocation of hours for research, are obliged to be aware in this regard of appropriate legislation, including the Health and Safety at Work Act 1974, which requires employers to provide a safe and healthy working environment, including protection from bullying and harassment at work; and the Equality Act 2010, which covers bullying that may be linked to gender reassignment, disability, age, sex, sexual orientation, race, religion or belief, or nationality. Equally, the University will make clear to all staff in each iteration of the communication of this Code that decisions related to the allocation of significant responsibility for research for the purposes of REF 2029 will not be taken into account in any future promotion, progression, extension of contracts or performance management processes within the University.

2.2.2 Communication to staff on their responsibility for Research

Following discussion of their workload allocation with the relevant line manager, the fact that each individual member of staff is able to access their own WAM sheet online means that all staff can clearly see in any academic year whether they would be

determined to have a significant responsibility for research for REF purposes. In order to confirm this, however, School Research and KE Leads will also email all staff on teaching and research and research only contracts prior to the 2025-26 and 2026-27 staff HESA returns clearly indicating whether they meet the criteria for inclusion among the volume-contributing contracts for REF 2029. In the case of staff absent from the University, a letter to their given residential address or personal/home email address stating whether or not they currently meet the University's criteria for significant responsibility (teaching and research staff) or research independence (research only staff) will be sent. These communications will include links to the Code of Practice and indicate the channels available in order to receive further feedback on the decision and the appeals process (see Section 2.4). Where further feedback is requested by staff who do not meet the criteria for significant responsibility for research, this will be provided in a timely manner by the relevant line manager or their nominee, and, in particular, will be completed in sufficient time to allow for the potential operation of the appeals procedure prior to the submission.

2.3 Staff, committees and training

2.3.1 Staff with responsibility for setting workloads

As set out above, primary responsibility for deciding whether a member of staff has responsibility for research as part of their overall workload resides, as is the case with all assignments of individual staff 'duties', with the relevant line manager (usually, the Head of School or Assistant Head of School) in consultation with the individual concerned and as informed by the annual staff PDR process. In the case of research, School Research and KE Leads are also expected to perform a strong advisory role in determining which staff should be allocated hours for independent research activity. Annual records of such decisions are recorded in WAM.

2.3.2 UoA leads

A list of UoA submission areas based on those to which the University submitted in REF 2021 was drawn up by the University Research Committee in 2022-2023. Heads of School were asked to nominate appropriately experienced senior staff to lead the preparation of individual UoA submissions. These nominations were approved by the Deputy Vice-Chancellor for Research and Knowledge Exchange and reviewed again and revised in summer 2025 following the completion of a university-wide 'mock REF' in order to ensure the best intellectual alignment and disciplinary fit with the range of research activity taking place at Westminster. Where necessary, new UoA Leads were then appointed in 2025-26 for those new units in which the University is intending to submit. A list of these UoA Leads has been communicated to all staff via Heads of School and College and School Research and KE Leads.

2.3.3 Identification of Staff with Research Hours in WAM

In advance of completing the University's annual HESA Staff return, lists of those staff determined to have significant responsibility for research on the basis of HR and WAM records are provided by the REF Director and Research Systems and Information Manager to all UoA Leads and Heads of School, who are asked then to confirm (or otherwise) that these accord with their own records of research hours allocations. Lists of those staff determined to have significant responsibility for research for each HESA staff return will then be sent to the REF Director for final checking and approval. This will also constitute the procedure for our annual HESA staff returns (and accompanying EIAs) in 2025-26 and 2026-27.

The role of the REF Director in approving such lists is not to decide on whether or not any individual in fact has significant responsibility, but rather to ensure that correct and consistent procedures, as outlined in this Code, have been followed by Heads of School and School Research and KE Leads in allocating research hours and to report on this to the REF 2029 Sub-committee. The Research Information and Systems Manager in the Research and KE Office will be tasked with cross-checking that WAM records accurately match the draft HESA data and reporting on this to the Sub-committee.

Annual WAM records are archived annually each summer, prior to the 'rollover' to the next academic year. Reports of research hours allocations will also be downloaded from the WAM system and securely stored by the Research and KE Office in each academic year for purposes of audit and monitoring.

2.3.4 Staff training

All staff involved in making key decisions concerning our submission to REF 2029 (Sub-committee Members, Heads of School, College Associate Heads for Research and Knowledge Exchange, UoA Leads, School Research and KE Leads and REF 2029 Appeals Panel members and reviewers) will receive appropriate mandatory training on equality and diversity principles coordinated by the Research and KE Office and the University's Department of People, Culture and Wellbeing. Specific guidance on how such principles relate to REF policies and procedures will also be provided through in-person workshops, and all staff in decision-making roles will be asked to commit to running a fair and transparent process. All staff involved in REF preparations (including external advisors) will also be directly provided with the REF guidance on equality and diversity as well as with copies of this Code.

Mandatory training in equality and diversity principles has two components:

- All staff at Westminster are required to take the mandatory Working Effectively with the Equality Act e-learning module, which examines the Equality Act in detail and explores discrimination, harassment and victimisation as defined by the law, and considers them in the context of dramatic scenarios relating to different work scenarios with expert feedback. This includes case studies, statistics and reflective exercises. The training module requires an 80% pass mark, and scores are recorded for all staff in the University's online Blackboard Virtual Learning Environment. (The Working Effectively with the Equality Act

module replaced the previous mandatory Equality and Diversity Essentials module in November 2025.) All staff involved in REF are further encouraged to take an Introduction to Race Equity module, which is designed to equip colleagues with a comprehensive understanding of race, racism and inequality in the context of HE. Heads of School are further expected to attend a specific Recruitment and Selection workshop run by our People, Culture and Wellbeing department and an e-learning module, which includes sections on employing diverse teams and managing unconscious bias.

- All staff in REF 2029 decision-making roles are required to attend an in-person Equality and Diversity and Unconscious Bias training workshop with guidance specifically tailored to REF processes and procedures. These will be delivered by the University's Equality, Diversity, and Inclusion (EDI) Manager in conjunction with the REF Director. These workshops will be scheduled for the first semester of 2026-27 and will seek to ensure that all staff with decision-making responsibilities have (i) a clear understanding of the legislative context and Funding Councils' guidance on equality and diversity principles; (ii) awareness of University policies on equality, diversity and inclusivity, and their relation to REF 2029; and (iii) confidence in making fair and consistent decisions regarding the University's REF 2029 submission and an awareness of where to find additional advice and support where needed. The workshops will also incorporate the use of case studies to assist in understanding how equality, diversity and inclusivity issues should be given due consideration within the specific context of determining significant responsibility for research, research independence and the selection of outputs for REF 2029. Staff required to attend the sessions are asked to register for one of the workshops and to sign a register to record their attendance at the workshop itself. These registers will then be securely stored by the Research and KE Office for audit purposes.

All training materials, including case studies, will be made available via the Research and KE Office's REF Support website for all staff to access by end of 2026.

2.4 Appeals

2.4.1 Allocation of Research Hours and University Guidelines for Implementation of the Professional Contract for Academic Staff

The local 'Guidelines for Implementation of the Professional Contract for Academic Staff' that were agreed with University and College Union (UCU) representatives in September 2016 allow for appeals where any 'member of staff disagrees with the allocation of duties [in WAM] or with the interpretation of these guidelines'. Such duties include the allocation of hours for research. Initial appeals in this instance should be '[r]aised informally with the immediate line manager responsible for the decision', and 'should be dealt with promptly' by the manager concerned. In the case of research hours allocation, Heads of School may also nominate the relevant School Research and KE Lead, where they have advised on the allocation of hours, to provide feedback to the member of staff. If the member of staff is still dissatisfied, the issue

may then be raised formally in writing with the next senior line manager (usually, the Head of College), who, following the Guidelines, 'should respond within 5 working days'. The staff member also has the right to be accompanied by a colleague or trade union representative at any subsequent meeting.

2.4.2 Grounds for appealing inclusion or otherwise in REF 2029

Members of 'teaching and research' or 'research only' staff also have the right to submit an appeal via a specific University of Westminster REF 2029 appeals process if they believe (i) that the data used to determine their eligibility for inclusion or not in the volume measure for REF 2029 was incorrect, and where this error has had a significant impact on the outcome; and/or (ii) that the processes and procedures outlined in the Code of Practice to determine significant responsibility or research independence were not followed and that this resulted in a significant impact on the outcome of the process.

Appeals will be considered in respect of decisions concerning eligibility for inclusion in the volume measure for REF 2029 alone, and solely on the basis of a defect in the application of this Code of Practice. Issues involving, for example, an individual's HESA category or specific workload allocations do not represent grounds for appeal via the REF 2029 eligibility for submission appeals process, although they may be subject to appeal via other processes outside of the scope of the REF (see Section 2.4.1 above).

2.4.3 REF 2029 Eligibility for Submission appeals process

The University believes that staff confidence in the independence and integrity of those constituting the REF 2029 appeals process is crucial to the good working of our REF policies and procedures as a whole. All staff sitting on an appeals panel will be independent of other REF-related decision-making processes and will receive mandatory training from the Research and KE Office in order to ensure that all of the regulations concerning eligibility set out in the REF 2029 Guidance documentation, as well as the specific policies and procedures elaborated in this Code of Practice, are familiar to them and that they understand how these should be applied.

Step 1: Informal investigation

Any member of 'teaching and research' or 'research only' staff considering appealing their inclusion or otherwise from the list of volume-contributing contracts for REF 2029 should in the first instance discuss this with the relevant Head of School and/or UoA lead who may be able to clarify the reasons for their inclusion or exclusion. If the UoA lead is unable to assist, the individual may make an informal query to their College Associate Head for Research and Knowledge Exchange who can seek support and information from the Senior Research Governance and REF Manager and/or REF Director to resolve the issues via an informal process.

Step 2: Formal process

If the informal processes outlined in step 1 have not resolved the issues raised or the staff member remains unsatisfied by the outcome the staff member can begin a formal appeal process by writing to the chair of the REF 2029 Sub-committee and submitting a formal appeal to research-knowledge-exchange-office@westminster.ac.uk. Notice of the appeal must include the staff member's name and an explanation of the nature of the appeal along with any supporting evidence and a summary of the steps taken via the informal process (step 1).

All appeals submitted via step 2 will be acknowledged and a record of such appeals will be maintained by the REF 2029 Sub-committee. Each appeal will be investigated by an appeals panel, which shall include three senior staff members (e.g. Research Community Lead or Research Centre lead), who are independent of other University REF decision-making processes. The Appeals panel may seek information from the Research and KE Office, REF Director and others as required to ensure that the appeal is fully investigated, and the grounds of appeal and context adequately understood.

The appeals panel will provide the REF 2029 Sub-committee with a report detailing the panel's findings and their recommendation. The REF Sub-committee will be expected to take on the recommendation of the appeals panel. The REF Sub-committee will write to the appeals panel, the staff member making the appeal and the Chair for REF 2029 Appeals (the Deputy Vice-Chancellor for Global Engagement and Employability) detailing the outcome of the appeal and the reason for the outcome.

Step 3: Review

If the staff member is not satisfied with the outcome of step 2 the staff member may request a review of the decision. Reviews will be carried out by the Chair for REF 2029 Appeals and the request to review should be submitted via email to research-knowledge-exchange-office@westminster.ac.uk. The review request must include the staff member's name, the reason for requesting a review and any supporting evidence.

Reviews will normally only be pursued if the staff member requesting the review can demonstrate that the appeals panel did not carry out the process correctly or if new evidence has come to light that could impact upon the decision made by the appeals panel.

The Chair for REF 2029 Appeals will consider the review and take necessary and appropriate steps to review the decision reached by the appeals panel. The Chair will notify in writing the staff member and the REF Sub-committee of the outcome of the review. The decision of the Chair is considered final and further appeals by the staff member will not be taken further.

2.4.4 Timetable for appeals process

All staff on teaching and research and research only contracts will receive emails from their School Research and KE Lead in June 2026 and June 2027, prior to the 2025-26 and 2026-27 staff HESA returns, clearly setting out whether they meet the criteria for

significant responsibility (teaching and research staff) or research independence (research only staff) in the relevant academic year. To ensure that staff have the opportunity to appeal and for the appeals process to be completed in a timely fashion before the final submission is made, there will therefore be two main review periods, following each of the staff communications detailed above.

Initial review period

- August 2026 All staff informed of current REF status
- September 30 2026 Completion of informal appeals stage (step 1 - see 2.4.3)
- October 1 2026 Deadline for submitting a formal appeal
- October 30 2026 Completion of formal appeals process (step 2 and 3 – see 2.4.3)

Second review period

- August 2027 All staff informed of current REF status
- September 30 2027 Completion of informal appeals stage (step 1 - see 2.4.3)
- October 1 2027 Deadline for submitting a formal appeal
- October 29 2027 Completion of formal appeals process (step 2 and 3 – see 2.4.3)

2.5 Equality impact assessment

Consideration of the possible equality and diversity impacts of emerging REF policy has informed the development of this Code. To assess whether its REF 2029 submission policies may have any discriminatory effect, the University has undertaken an initial Equality Impact Assessment (EIA) using data from the HESA staff return for 2024-25. See Appendix C. This was also informed by the results and interpretation of the final EIAs undertaken for REF2021.

Conducted in accordance with the University's standard EIA procedure, the initial EIA and future assessments will address the potential impact of the University's REF policies and procedures including this Code under a range of headings. Consideration of the initial EIA, and future reviews thereof, is supported by a baseline dataset of the population of eligible academic staff analysed by protected characteristics and contractual status (age, ethnicity, gender, disability, full or part-time status, sexual orientation, religion or belief, marital status, maternity, adoption, paternity and shared parental leave).

EDI data has been consistently monitored throughout the REF period. Institution-level data relating to staff on teaching and research contracts based on the 2024-25 HESA staff return (the most recently available data and the REF pilot year) is presented below. Data is not provided for characteristics that are held by fewer than five individuals.

	No. of T&R colleagues with SRR	% of T&R colleagues with SRR	No. of T&R colleagues in the University	% of T&R colleagues in the University
Age Group				
25 to 34	19	4.03%	67	6.69%
35 to 44	126	26.75%	241	24.08%
45 to 54	158	33.55%	303	30.27%
55 to 64	128	27.18%	306	30.57%
65 and over	40	8.49%	84	8.39%
Ethnicity				
Asian/ Asian British	66	14.01%	166	16.58%
Black/ African/ Caribbean/ Black British	27	5.73%	68	6.79%
Information Refused	8	1.70%	13	1.30%
Mixed/ Multiple Ethnic groups	14	2.97%	38	3.80%
Other Ethnic Background	19	4.03%	45	4.50%
Unrecorded	14	2.97%	43	4.30%
White	323	68.58%	628	62.74%
Disability Status				
Has (or previously had) a Disability	35	7.43%	87	8.69%
No Known Disability	436	92.57%	912	91.11%
Prefer not to say			1	0.10%
Unrecorded			1	0.10%
Gender				
Female	243	51.59%	512	51.15%
Male	228	48.41%	489	48.85%
Employment Status				
Full-time	400	84.93%	778	77.72%
Part-time	71	15.07%	223	22.28%
Gender Re-assignment				
Yes	≤5	Too small to disclose	≤5	Too small to disclose
Sexual Orientation				
Heterosexual	244	51.80%	536	53.55%
LGBTQIA+	45	9.55%	69	6.89%
Prefer not to say	49	10.40%	103	10.29%
Unrecorded	133	28.24%	293	29.27%
Religion or Belief				
Has a religious belief	150	31.85%	360	35.96%
No Religion	154	32.70%	265	26.47%
Prefer not to say	44	9.34%	100	9.99%
Unrecorded	123	26.11%	276	27.57%

Marital Status				
Civil Partnership	11	2.34%	14	1.40%
Cohabiting	40	8.49%	78	7.79%
Divorced	13	2.76%	36	3.60%
Married	206	43.74%	450	44.96%
Separated	≤5	Too small to disclose	10	1.00%
Single	104	22.08%	230	22.98%
Unknown	88	18.68%	177	17.68%
Widow	≤5	Too small to disclose	≤5	Too small to disclose
Widower			≤5	Too small to disclose
Maternity, Adoption, Paternity & Shared Parental Leave				
Yes	12	2.55%	22	2.20%

Analysis of each protected staff characteristic and part-time/full-time status revealed that there was no significant difference across the characteristics ($p < 0.05$) in terms of staff who were identified as having significant responsibility for research, apart from full-time/part-time status and the rate of staff determined to have significant responsibility for research who identify as White.

Comparison with data from our final [EIAs for REF 2021](#) shows that the significant differences recorded then for rates of staff with significant responsibility for research by age range are no longer apparent in the most recent HESA staff data. It remains the case, however, that colleagues on part-time contracts are less likely to be identified as holding significant responsibility for research. This was previously identified in each of the EIAs undertaken for REF 2021 and subsequent analysis found this to be the result of high numbers of part-time staff in specific subject areas where there is a particular emphasis on teaching of professional practice and where such part-time staff are also often employed in such practice outside the University. Percentages of colleagues identifying as White on teaching and research contracts with significant responsibility for research in REF 2021 relative to the overall percentage of staff on such contracts in the University showed a discrepancy of just over 2%, which has risen to just over 5% in the most recent HESA data. At the same time, the percentage of staff overall on teaching and research contracts identifying as White has fallen since REF 2021 from 72.92% to 62.74%. Further analysis of more granular data is being undertaken at UoA level to ascertain whether the discrepancy in this rate of staff with significant responsibility for research is focused in particular subject areas. Heads of School, School Research and KE Leads and UoA Leads will be provided with EIA data at a UoA level and will be asked to consider any statistically significant discrepancies and consider progress against EDI action plans and, where necessary, implement new action plans to address any imbalances.

The initial Equality Impact Assessment will be reviewed iteratively as the University develops and refines its submission, assessing rates of staff with significant responsibility for research and research independence in December 2026 and December 2027 following the 2025-26 and 2026-27 HESA staff returns. Additional Equality Impact Assessments will also be undertaken specifically to assess the selection of outputs at initial Draft Submission stage (in 2027) and subsequently at Final Draft Submission stage (in 2028), and will also be crosschecked with those EIAs on staff determined to have significant responsibility for research and research independence in order to determine whether the REF policies and procedures are in fact exerting any discriminatory effect.

Where groups are shown by these EIAs to be clearly under / over-represented across the University or in any UoA, the University will firstly review the processes and procedures outlined in this Code of Practice to consider whether these are in themselves discriminatory. Should this under-representation prove to result from possible issues regarding the uneven distribution of actual allocation of time and resources to undertake research or support for researcher development at School level, this will be referred to University Research Committee and the Research Culture and EDI Committee to take further action to ensure fair, transparent and consistent policies and procedures across the University.

Part 3: Determining research independence

3.1 Criteria and evidence for research independence

All staff on research only contracts included among volume-contributing contracts in REF 2029 must be independent researchers. Guidance provided by Research England states that: “an independent researcher is defined as an individual who undertakes self-directed research rather than carrying out another individual’s research programme” (REF2021 Guidance on Submissions, para 131). Our policy for determining research independence as outlined below remains the same as that developed in our Code of Practice for REF 2021.

3.1.1 Senior and Principal Research Fellows

Staff employed at the University of Westminster on research only contracts with the job titles Senior Research Fellow and Principal Research Fellow have the production of independent, self-directed research or related activities as an explicit part of their job role and description. It is expected that the majority of these will be included among volume-contributing contracts for REF 2029. This includes those staff that hold these job titles who are externally funded through competitive research fellowships. In exceptional cases where a staff member employed in these job roles does not meet the criteria of research independence as outlined below in 3.1.2, and therefore should not be included among volume-contributing contracts for REF 2029, the Head of School should provide evidence indicating that a staff member does not meet the criteria of research independence (see process outlined in 3.1.3).

3.1.2 Research Associates, Research Assistants and other research only staff

Staff employed on ‘research only’ contracts who hold job titles other than Senior Research Fellow and Principal Research Fellow are not normally expected to undertake self-directed research and will usually be carrying out research objectives that have been set by another person and are related to a specific project or programme of work.

As an institution, it is anticipated that the majority of such staff will not be considered as independent researchers. In some cases, an individual may set research-related objectives within the context of their role to support their personal development. While this is encouraged, since the setting of objectives is not a requirement of the work itself this does not indicate research independence. In exceptional cases staff may be able to provide evidence that they are undertaking self-directed research by providing evidence of the following cases outlined below.

- That they have acted as Principal Investigator or equivalent on an externally funded research project (or as a Co-Investigator in the case of those staff whose research falls within the remits of Panel C or D);

- That they hold an independently won, competitively awarded fellowship where research independence is a requirement;
- That they have led a research group or a substantial/specialised work package at Westminster.

In the case of those staff whose research falls within the remits of Panel C or D specifically, significant input into the design, conduct and interpretation of the research that they are employed to undertake may also be taken as evidence of research independence.

3.1.3 Processes for recording individual staff research independence

The Research and KE Office provided Heads of School, School Research and KE Leads and UoA Leads, or (where nominated by the former) other relevant senior staff members who are responsible for setting the individual's research objectives, with an initial list of names of researchers employed on research only contracts (irrespective of any end of contract date) along with their job titles in advance of the 2024-25 HESA staff return in summer 2025. This same process will be followed for future HESA staff returns. For researchers with job titles of Senior Research Fellow and Principal Research Fellow, Heads of School are asked to confirm that the staff member meets the independent research criteria or, in exceptional cases, to provide evidence that they do not. For staff with job titles other than Senior Research Fellow and Principal Research Fellow, Head of Schools are asked to confirm that each individual is not an independent researcher or to provide evidence in line with the above to indicate that they exceptionally meet the independence criteria. All decisions on staff research independence will be securely recorded and stored by the Research and KE Office for the purposes of audit.

3.2 Decision-making and communication

3.2.1 Decision-making on research independence

As set out above, primary responsibility for deciding whether a member of staff has research independence resides with the relevant line manager (usually, the Head of School or Assistant Head of School) in consultation with the individual concerned and, where possible, as informed by the annual staff PDR process.

3.2.2 Communication with staff

As with decisions concerning significant responsibility for research, the University will ensure that all staff on research only contracts receive an email from their School Research and KE Lead prior to the 2025-26 and 2026-27 staff HESA returns – and, in the case of staff absent from the University, a letter to their given residential address or home/personal email address – clearly indicating whether they meet the criteria for inclusion among the volume-contributing contracts for REF 2029. These communications will include links to the Code of Practice and indicate the channels available in order to receive further feedback on the decision and the appeals process

(see Section 2.4). Where, following this, further feedback is requested by staff who have not been judged to meet the criteria for research independence, this will be provided in a timely manner by the relevant line manager or their nominee in person, and, in particular, will be completed in sufficient time to allow for the potential operation of the appeals procedure prior to the submission.

3.2 Staff, committees and training

See Section 2.3

3.3 Appeals

See Section 2.4

3.4 Equality impact assessment

See Section 2.5 for information on our EIAs. EIAs relating to staff on research only contracts will follow the same processes as those for staff on teaching and research contracts. EDI data has been consistently monitored throughout the REF period. Institution-level data relating to staff on research only contracts based on the 2024-25 HESA staff return (the most recently available data and the REF pilot year) is presented below. Data is not provided for characteristics that are held by fewer than five individuals.

	No. of Research only colleagues with RI	% of Research only colleagues with RI	No. of Research only colleagues in the University	% of Research only colleagues in the University
Age Group				
16 to 24			≤5	Too small to disclose
25 to 34	≤5	Too small to disclose	30	33.33%
35 to 44	13	40.63%	33	36.67%
45 to 54	7	21.88%	13	14.44%
55 to 64	≤5	Too small to disclose	9	10.00%
65 and over	≤5	Too small to disclose	≤5	Too small to disclose
Ethnicity				
Asian/ Asian British	6	18.75%	18	20.00%
Black/ African/ Caribbean/ Black British	≤5	Too small to disclose	6	6.67%
Information Refused	≤5	Too small to disclose	≤5	Too small to disclose

Mixed/ Multiple Ethnic groups	≤5	Too small to disclose	≤5	Too small to disclose
Other Ethnic Background				
Unrecorded			≤5	Too small to disclose
White	23	71.88%	58	64.44%
Disability Status				
Has (or previously had) a Disability	Unable to disclose		10	11.11%
No Known Disability			80	88.89%
Gender				
Female	14	43.75%	46	51.11%
Male	18	56.25%	44	48.89%
Employment Status				
Full-time	14	43.75%	49	54.44%
Part-time	18	56.25%	41	45.56%
Gender Re-assignment				
Yes	0	0.00%	0	0.00%
Sexual Orientation				
Heterosexual	22	68.75%	51	56.67%
LGBTQIA+	≤5	Too small to disclose	12	13.33%
Prefer not to say	≤5	Too small to disclose	11	12.22%
Unrecorded	≤5	Too small to disclose	16	17.78%
Religion or Belief				
Has a religious belief	7	21.88%	28	31.11%
No Religion	15	46.88%	34	37.78%
Prefer not to say	4	12.50%	17	18.89%
Unrecorded	6	18.75%	11	12.22%
Marital Status				
Civil Partnership			≤5	Too small to disclose
Cohabiting	≤5	Too small to disclose	11	12.22%
Married	16	50.00%	30	33.33%
Single	9	28.13%	38	42.22%
Unrecorded	≤5	Too small to disclose	10	11.11%
Maternity, Adoption, Paternity & Shared Parental Leave				

Yes	≤5	Too small to disclose	≤5	Too small to disclose
-----	----	-----------------------	----	-----------------------

As can be seen from the above, much of the data relates to characteristics that are held by fewer than five individuals and so are too small to disclose. Overall, even for those protected characteristics held by more than five individuals, the numbers are very small, which makes it hard to analyse discrepancies in rates of staff identified as holding research independence in any detail. As with any discrepancies relating to staff with significant responsibility for research, further analysis of more granular data will however be undertaken at UoA level to ascertain whether any discrepancy in the rate of staff with research independence is concentrated in particular subject areas with higher numbers of staff on research only contracts. Heads of School, School Research and KE Leads and UoA Leads will be provided with EIA data at a UoA level (where data is not too small to disclose) and will be asked to consider any statistically significant discrepancies and consider progress against EDI action plans and, where necessary, implement new action plans to address any imbalances.

The initial Equality Impact Assessment will be reviewed iteratively as the University develops and refines its submission, assessing rates of staff with significant responsibility for research and research independence in December 2026 and December 2027 following the 2025-26 and 2026-27 HESA staff returns. Additional Equality Impact Assessments will also be undertaken specifically to assess the selection of outputs at initial Draft Submission stage (in 2027) and subsequently at Final Draft Submission stage (in 2028), and will also be crosschecked with those EIAs on staff determined to have significant responsibility for research and research independence in order to determine whether the REF policies and procedures are in fact exerting any discriminatory effect.

Where groups are shown by these EIAs to be clearly under / over-represented across the University or in any UoA, the University will firstly review the processes and procedures outlined in this Code of Practice to consider whether these are in themselves discriminatory. Should this under-representation prove to result from possible issues regarding the uneven distribution of actual allocation of time and resources to undertake research or support for researcher development at School level, this will be referred to University Research Committee to take further action to ensure fair, transparent and consistent policies and procedures across the University.

Part 4: Allocating contracts to Units of Assessment

4.1 Criteria and evidence for allocating contracts to UoAs

The majority of the 13 UoAs in which University intends to submit in REF 2029 are the same as those in which we submitted in REF 2021 and have had consistent membership since the previous REF period. In most cases, these map onto our internal organisational School structure (so, for example, staff in the Westminster Law School will usually be returned to UoA 18 Law). Following the completion of a university-wide 'mock REF' in summer 2025, this list was reviewed again and revised in order to ensure the best intellectual alignment and disciplinary fit with the range of research activity taking place at Westminster. As a result, Westminster has decided to submit in one additional UoA to those to which the University submitted in REF 2021, reflecting the additional recruitment of staff in this subject area, while research activity previously returned in another UoA has been relocated to a UoA that better reflects the work now being undertaken in this area.

Staff have continued to be allocated to UoAs since REF 2021, as part of preparations for the annual HESA staff return process. Since 2019 this has been recorded for all REF eligible staff in the University's Virtual Research Environment (or VRE) and displayed on staff profile pages there. Where, exceptionally, the allocation of a staff contract to a UoA does not best match 'default' UoA alignments on the basis of internal organisational structure, these contracts may be allocated to another unit to which the University submits where it is judged their best intellectual fit is with that UoA. The best fit for an individual's research is the sole criterion employed for UoA allocation. Where researchers are undertaking research that crosses more than one UoA, they are encouraged to engage with each of these units, and, in consultation with the relevant UoA Leads, to establish the best fit for their research through these interactions.

4.2 Decision-making and communication

In advance of completing the University's annual HESA Staff return, lists of those staff determined to have significant responsibility for research or research independence on the basis of HR and WAM records are provided by the REF Director and Research Systems and Information Manager to all UoA Leads and Heads of School, who are asked then to confirm (or otherwise) that these accorded with their own records of research hours allocations and to confirm (or otherwise) provisional assignments of staff contracts to specific UoAs on the basis of existing staff data, where necessary in consultation with individual staff members. Where the UoA to which an eligible contract is to be assigned is unclear or may potentially have changed over the course of the current REF period, the case is referred to the REF UoA Leads Group by their Head of School / line manager to be considered by relevant UoA Leads and referred to the REF Director and REF 2029 Sub-committee if required, and reviewed further in consultation with the staff concerned. The process will normally involve taking each case for review on a one-to-one basis.

A decision on UoA allocation will then be taken by the relevant UoA Leads on the basis of reviews of the staff member's research and their agreement in consultation with the individual regarding the 'best fit' for the researcher. This will be subject to final approval by the REF Director and REF 2029 Sub-committee, who will also arbitrate on any cases where there is not a clear agreement. Where a new member of staff joins the University, decisions on UoA allocation may be considered at any point in the year, but official allocation of staff contracts to UoAs is confirmed annually as part of the HESA staff return.

4.3 Staff, Committees and Training

See Section 2.4

4.4 Equality Impact Assessment

As set out above, in the majority of cases allocation of contracts to UoAs maps onto our internal organisational School structure and, in the relatively small number of instances where this not the case, decisions are made on a case-by-case basis and are based solely on the best intellectual fit for the research. The University does not perceive any hierarchy of value with regard to different Units or subject areas and so does not anticipate any equality-related impacts regarding allocation to a UoA as such. Nonetheless, EDI data relating to the identification of significant responsibility for research and research independence, and to the selection of outputs, will be monitored at UoA as well as institutional level and comparison and analysis of data will be undertaken at UoA level to monitor any significant differences between cognate UoAs in terms of rates of staff with protected characteristics identified as having significant responsibility for research and research independence.

Part 5: Selection of outputs

5.1 Policies and Principles for output selection

Each Higher Education Institution entering into the REF must decide which outputs to select for submission in each Unit of Assessment, in accordance with the REF 2029 Guidance on Submissions and its own internal Code of Practice. Submissions must include a set number of research outputs of a total equal to 2.5 times the 'volume measure' of volume-contributing contracts in each Unit of Assessment. The result is then rounded to the nearest whole number, with .5 results rounded up. The volume measure will be calculated using the percentage of a full-time equivalent year of staff contracts that have significant responsibility for research (see section 2) and research independence (section 3) as averaged across academic years 2025-26 and 2026-27 in the annual HESA staff return.

The University of Westminster will reach decisions on those outputs to be submitted to REF 2029 in accordance with the Code of Practice outlined in this document and through iterative consideration by the REF 2029 Sub-committee of submission plans for individual Units of Assessment. In reaching academic judgements on the quality of outputs, the University will be guided by the quality level descriptors set out in the REF 2029 Guidance on Submissions and Panel Criteria and Working Methods. These will be primarily assessed through an internal academic peer review process, coordinated by the relevant UoA Lead. Each output in the pool of potential submissions will be read by at least two reviewers. Consideration of outputs, as well as final selection of impact case studies, will also be informed by the advice of external subject experts appointed to each UoA, but final decisions on the selection of outputs and case studies are reserved to the University REF Sub-committee, as advised by the relevant UoA Lead. The final selection of outputs for submission to REF 2029 will seek to maximise the quality of the body of research submitted to each UoA, while ensuring that this selection fully represents the subject range and diversity of research activities undertaken during the REF 2029 cycle, as described in the outline of research activity within the submitting unit in the Strategy, People and Research Environment statement for the UoA.

A recommended maximum of five outputs may be attributed to any individual staff member with an eligible employment relationship to the University in any one Unit of Assessment. The attribution of the maximum number of outputs to a staff member does not preclude, however, the submission of further outputs on which that staff member is a co-author, so long as these are attributed to other eligible staff in the unit.

5.1.1 Determination of output pool for each unit of assessment

Output review and selection is currently managed via the REF Admin module available within the University's research information management system (known internally as the Virtual Research Environment or VRE). This will be used to record all REF data

connected to outputs uploaded by staff to the VRE Repository module, which populates the University's institutional repository WestminsterResearch (<https://westminsterresearch.westminster.ac.uk/>) – and to which the University requires that data on all output types is uploaded. This also includes fields to capture, confidentially, all internal reviewer grades and (where relevant) external advisor comments. The system also allows UoA leads to trigger a process by which a message goes to individual authors to ask them to confirm that their list of outputs is complete, to confirm that all Open Access requirements have been met, and to indicate which outputs meet the REF definition of research. The open access eligibility of each output will then be checked by the Repository and Open Access Advisor, who will record the result of this within the VRE. This will provide a pool of potential outputs that will be refined following the confirmation of a substantive link of outputs to the University (see section 5.1.3 below) and the various stages of quality review up to submission.

Assessment of the quality of outputs for the purposes of selection is an academic-led process of peer review, and, as such, is most appropriately led and coordinated by the UoA Lead for each submission. Staff with significant responsibility for research or research independence may also be requested, particularly in large units, to play a role in the determination of the output pool for each UoA by nominating outputs that they judge to be of the highest quality for consideration to the appropriate UoA Lead (usually up to the maximum of five allowed for each individual). However, final responsibility for decisions on output selection resides with the UoA Lead (as approved by the REF Sub-committee), who will have the right to consider for submission any eligible outputs within the unit.

It is important to emphasise that the University recognises that there may be many reasons why individuals produce outputs at different rates. As such, while Heads or Assistant Heads of School may reasonably set certain expectations in allocating research hours, the University does not expect every eligible staff member to contribute equally (in numerical terms) to either the initial 'pool' of potential outputs for submission nor the final selection of outputs submitted. The University fully concurs in this respect with the Stern Review's proposition that '[r]educing the focus on individual members of staff and instead painting a picture of the submitting unit as a whole will reduce the current consequences for morale of non-submission' and will help to 'encourage cohesiveness and productivity within the submitting unit'. Any University published targets for REF 2029 are thus explicitly set at the level of the University submission as a whole and not as a target for any individual. No individual staff member will be set any specifically REF 2029-related target as regards their individual contribution to the output pool for a particular Unit of Assessment.

In line with the general policy outlined in this Code of Practice, the University will also make clear at all stages of the communication of its REF strategy and procedures that decisions related to the selection of specific outputs (including any internal grades or number of outputs by any one member of staff returned in the final submission) for REF 2029 will not be taken into account in any future promotion, progression, extension of contracts or performance management processes within the University.

5.1.2 Identifying substantive link to outputs

For REF 2029, outputs are not tied to specific researchers and can be submitted by the institution if there was a substantive link to the University at the point at which the research for the outputs was undertaken. This means that where an author's contract has been associated with a particular UoA for the purposes of the HESA staff return, including in cases where the author's contract is included in the volume measure, there is no requirement for the output to be submitted to the same UoA. This allows for greater flexibility in allocating outputs, especially for interdisciplinary research or outputs with relevance to multiple UoAs.

The University can only submit those outputs first made publicly available between 1 January 2021 and 31 December 2028 and for which it enabled the research leading to that output. A substantive link to an output is evidenced through an 'eligible employment relationship' with the author (or equivalent) who has made a significant research contribution to the output. An eligible employment relationship is defined as (i) a minimum of 0.2 FTE for at least 12 months continuous employment (as defined by Section 210 of the Employment Rights Act 1996 (ERA 1996)) by the University, and (ii) where the role descriptor includes an explicit expectation of research activity within the role. 'Research activity' is not restricted by profession and an eligible employment relationship may be with any staff member who has undertaken, enabled or supported research at the University of Westminster.

For REF 2029, an eligible employment relationship must have occurred either at the point at which the submitted output was first made publicly available while the staff member was employed by the University of Westminster or before the submitted output was first made publicly available, but when the research resulting in the output was carried out. In the latter case, the time-limited period prior to the date of the output first being made publicly available, during which research resulting in the output was carried out, will be up to two years for the majority of outputs and up to five years for long-form and/or extended process outputs.

Each UoA Lead has responsibility for determining the 'output pool' (see section 5.1.1 above) of potential outputs to be submitted in each unit and for recording this in the REF Admin module available within the University's research information management system or VRE. This will then be checked by staff in our Research and KE Office and Department of People, Culture and Wellbeing against employee records and previous HESA staff returns to ensure that each output meets the requirements for a substantive link to the University.

In the case of staff who have been employed on either a teaching and research contract or research only contract throughout the REF 2029 census period, any output produced and first made publicly available by the staff member during this period will be presumed to be eligible for REF 2029 providing that the staff member had a significant responsibility for research or was research independent during the period in which the research for that output was undertaken. In the case of outputs that were first made publicly available when the author was not employed at Westminster but

where the author had an eligible employment relationship, as defined above, within two years prior to the output being made publicly available (for the majority of outputs) or within five years for long-form and/or extended process outputs, these outputs will be presumed to be eligible for REF 2029. This will be confirmed in the output record on the VRE and will be visible to both the UoA Lead and author.

In exceptional cases, outputs authored by staff on contracts other than academic teaching and research or research only contracts may be considered for submission providing that it can be evidenced that their job / role description clearly indicates that the role includes an expectation of research activity. The University expects this to apply only to a small number of outputs produced by senior staff such as Deputy Vice-Chancellors. This will not apply to any outputs authored by staff on teaching only contracts.

5.1.3 Policies and procedures for selecting outputs where the substantive link is via former staff

As set out in the section above, in the case of outputs that were first made publicly available when the author was not employed at Westminster but where the author had an eligible employment relationship, as defined above, within two years prior to the output being made publicly available (for the majority of outputs) or within five years for long-form and/or extended process outputs, these outputs may be considered for submission to REF 2029 and will be assessed in the same way as all other outputs.

However, as a matter of policy, the University will not submit to REF 2029 the outputs produced by any staff who have been made involuntarily redundant during the current REF period. Outputs authored by staff who have retired, have taken voluntary redundancy or severance or who have left after the expiry of a fixed-term contract, where the latter constituted an eligible employment relationship with the University, may be considered for submission.

5.1.4 Policies and procedures for allocating/assigning outputs to UoAs

In line with procedures for the nomination of potential outputs to the output pool for each Unit of Assessment set out above, all staff with significant responsibility for research or research independence have the right to nominate outputs for consideration to *any* appropriate UoA Lead (usually up to the maximum of five allowed for each individual in any one UoA). However, final responsibility for decisions on output selection resides with the UoA Lead (as approved by the REF Sub-committee), who will also have the right to consider for submission, and request review of, outputs by staff that they may not have nominated themselves.

In the case of outputs where the substantive link is to an author whose contract is allocated to the same UoA in the HESA staff return, these outputs will be presumed to be appropriate and eligible for submission to that UoA, providing it is judged by the UoA Lead and internal reviewers to fit with the unit descriptor. Where the UoA Lead

and/or internal reviewers judge that the output does not fit with the unit descriptor for that UoA, they may recommend the output to the Lead of another UoA to which the University is submitting, who may then assign it for review within their own unit.

In the case of outputs considered for submission in a UoA where the substantive link is to an author whose contract is not allocated to the same UoA for the HESA staff return – whether this has been nominated for consideration by the author, the Lead of another UoA or has been identified by the relevant UoA Lead themselves – these outputs will initially be assessed for their fit with the unit descriptor for that UoA by the UoA Lead. If they are then judged to be appropriate and eligible for submission to that UoA, they will be included in the output pool for that unit and allocated to internal reviewers for assessment in the same way as all outputs.

Any consideration of an output for a UoA (including multiple UoAs) will be recorded in the output record on the VRE.

Where interdisciplinary and transdisciplinary outputs are proposed for submission to more than one UoA, each UoA Lead will independently have responsibility – with the advice of internal reviewers (and, where relevant, external advisors) – for assessing both its eligibility for their UoA and its quality according to the criteria specific to that UoA. Any outputs proposed for submission to more than one UoA in the final selection of outputs will, however, be subject to approval by the REF Sub-committee, who will be tasked with independently assessing the appropriateness and eligibility of the output according to the unit descriptors. Particular scrutiny will be given to any outputs proposed for submission to more than two units, given the increased likelihood of audit by REF in such cases. Where the Sub-committee judges that the output does not convincingly meet the criteria for one or more UoA for which it is proposed for submission, the relevant UoA Lead will be asked to substitute a different output from their pool for the selection of outputs in the unit.

5.1.5 Process of Internal and external assessment, including policies and procedures for responsible research assessment practice

As set out above, in reaching academic judgements on the quality of outputs for the purposes of selection, the University will be guided by the quality level descriptors set out in the REF 2029 Guidance on Submissions and Panel Criteria and Working Methods. These will be primarily assessed through an internal academic peer review process, coordinated by the relevant UoA Lead. Each output in the pool of potential submissions will be read by at least two reviewers. Consideration of outputs, as well as final selection of impact case studies, will also be informed by the advice of external subject experts appointed to each UoA, but final decisions on the selection of outputs and case studies are reserved to the University REF Sub-committee, as advised by the relevant UoA Lead. The final selection of outputs for submission to REF 2029 will seek to maximise the quality of the body of research submitted to each UoA, while ensuring that this selection fully represents the subject range and diversity of research activities undertaken during the REF 2029 cycle, as described in the outline of research activity

within the submitting unit in the Strategy, People and Research Environment statement for the UoA.

Internal reviewers of outputs will be selected on the basis of:

- relevant research expertise within the discipline
- representativeness (where possible) of the cohort of eligible staff

An initial list of internal reviewers from within the subject area was proposed by UoA Leads to the REF Director for approval by the end of January 2025 (following the criteria outlined above) for the purposes of the University's 'mock REF' exercise. This list will be reviewed iteratively in the period leading up to final submission.

External advisors will be selected on the basis of:

- relevant research expertise and experience within the field
- experience of REF assessment processes in previous exercises

External advisors were proposed by UoA Leads to the University REF Director for approval by March 2025 (following the criteria outlined above). They were then formally invited to take on this role by the Research and KE Office for the purposes of the University's 'mock REF' exercise in summer 2025. It is expected that in most cases the same external advisors will be reappointed to advise on our preparations for the final selection of outputs in 2027-28, although all such appointments will be subject to approval by the REF Director.

Both internal reviewers and external advisors will be asked to make assessments of outputs according to a 'nine-point scale' (1*, 1.5*, 2*, etc.), in order to provide as granular a set of grades as possible for the purposes of selection, as guided by the quality level descriptors set out in the REF 2029 Guidance on Submissions and Panel Criteria and Working Methods. External Advisors will also be given guidance as to the appropriate level of detailed comment they should provide and their comments will be viewed alongside other evidence about the overall quality profile of outputs, impact and environment and appropriateness of draft submissions by the REF 2029 Subcommittee. All External Advisors appointed by the University will be made aware of the Code of Practice and other relevant equality and diversity policies, and will be asked to confirm that they have undertaken appropriate EDI training.

The University's [Code of Research Good Practice 2025-26](#), available on our public website, commits the University to responsible use of research indicators (metrics), stating that 'any use of research indicators (also known as metrics) will take into account disciplinary differences and the career stage of the individual, and will be carried out in line with the guidance provided by the UK Forum for Responsible Research Metrics and in line with the principles outlined in the San Francisco Declaration on Research Assessment (DORA), Leiden Manifesto and Metric Tide frameworks. No assessment will include use of journal impact factors or any hierarchy of journals'.

All forms of output, in any language, will be considered equitably, with no distinction being made between the type of research or form of output submitted. Procedures will be put in place to ensure that any outputs in British Sign Language and languages other than English are not treated less favourably in output review and selection, and where necessary additional internal or external expertise will be drawn upon in assessing such outputs.

Staff will not be informed who has individually assessed their outputs, in order to preserve anonymity. Accountability for the quality assessment process will be with UoA Leads, who have responsibility for proposing internal reviewers, coordinating the overall process of review, and assigning individual outputs to reviewers, and for employing the results of these reviews in a fair and consistent way in line with the policies and processes set out in this Code of Practice.

5.1.6 Policies and procedures for supporting diversity of outputs

Our University [Research and Knowledge Exchange Strategy 2022-29](#) includes a commitment to ‘recognise the diverse range of contributors and outputs that reflect the disciplines we engage in’. As an institution with a very strong tradition in creative disciplines, the University has extensive experience and confidence in the inclusion and valuing of a diverse range of output types, including non-textual and multimodal outputs, within our REF submissions. The University’s institutional repository (WestminsterResearch) enables the capture and discoverability of all research – both text and non-text outputs – and the use of creative portfolios are established practice for submissions to REF by the University, including in UoAs 13 and 32. Datasets and similar outputs are supported and have been submitted to previous REF exercises. The sharing of cross-disciplinary expertise and good practice in the enabling and recognition of diverse range of output types, research methods and practices is encouraged through the regular meetings of the UoA Leads Group. Westminster is also leading on the UKRI Digital Research Infrastructure-funded Enact Practice Research Data Service ([Enact](#)), which aims to make practice research findable, accessible, interoperable and reusable (FAIR). Good practice identified through this project will inform our REF processes and wider research environment across the current census period.

Both internal reviewers and external advisors will be expected to ensure in line with the guidance in this Code of Practice that interdisciplinary and ‘non-traditional’ outputs are in no way disadvantaged by assessment processes and to commit to the fair recognition of excellence across the full range of research being undertaken at Westminster. Output authors are asked as part of internal assessment processes to provide, where appropriate, additional supporting information (recorded in the VRE) to facilitate reviewers in understanding the research process, the research insights and the time and manner of dissemination, where this may not be evident within the potential submission itself.

5.1.7 Selection and confirmation of outputs, including procedures for ensuring submissions are representative of the research undertaken within each submitting unit during the REF period

When the number of outputs required in each UoA is fixed after the second volume measure census period, the data generated from the grading process and recorded in the VRE will provide the basis for constructing quality submissions in each UoA through initial selection of the best available outputs according to the judgements of reviewers up to the number of total outputs required for the submission (i.e. fte x 2.5) – including those by former staff produced at Westminster during the REF period (excepting those by staff who have been made involuntarily redundant) – in such a way as to maximise the overall quality profile while ensuring that no individual has more than 5 outputs (including any double-weighting).

This process will be initially trialled and checked for consistency and robustness in constructing a draft submission in 2027 based on the estimated number of required outputs in each unit based on the 2025-26 HESA staff return.

Subsequent iterative consideration by the REF Sub-committee of submission plans for individual Units of Assessment will then incorporate both advice from external advisors on the submissions as a whole, as well as by the interim EIAs to be carried out following this initial Draft Submission stage (in 2027) and at the Final Draft Submission stage (in 2028).

The University of Westminster intends that our submissions include the highest quality research across all the disciplines in which the University is active. To ensure that there is no under-representation of research areas and research groups, REF requires that all UoA submissions represent the full subject range and diversity of research activities undertaken during the REF 2029 cycle, as described in the outline of research activity within the submitting unit, and discuss this within the statement of representation included in the Strategy, People and Research Environment (SPRE) statement.

UoA Leads will have responsibility for identifying and providing an overview of the research activity and the academic framing of the submitting unit, including any discrete subject structures, research groups and/or areas of specialised academic endeavour, and for outlining how the submitting unit's selection of outputs and (where relevant) associated reserve list align with this. At the point of the initial Draft Submission stage in 2027, UoA Leads will thus be asked to provide a draft of the statement of representation for the SPRE statement for their unit. This will explain the extent to which the draft list of selected outputs collectively represents the range and diversity of research activity and output types produced in the submitting unit over the REF assessment period, and will reflect upon the extent to which different and diverse types of research are included in the submission. This draft should also provide, if relevant, a rationale for any area of research activity under-represented in the selection of outputs. The latter should include discussion of the specific circumstances, strengths and any changes in the scale of research areas within the unit and/or reflection on the growth and degrees of maturity of specific research areas, including

the introduction of new or emerging areas that have yet to produce research outputs, or where restructuring and changes within the subject area have impacted on the capacity of the submitting unit (or parts of the unit) to produce outputs during the REF period.

Each UoA will then be asked to submit this draft statement of representation along with the draft selection of outputs to the REF Sub-committee in 2027 for scrutiny and provisional approval. Where the Sub-committee judges that the selection of outputs may not adequately represent the range of research areas within the unit, they may request further information and explanation from the relevant UoA Lead, and should other high-quality outputs be judged to be available in any under-represented research area may ask UoA Leads to reconsider their final selection of outputs accordingly. In this way, in constructing the final list of selected outputs for submission during summer/autumn 2028, initial selection decisions may be changed – subject to final approval by the REF Sub-committee – if it is thought possible to make any UoA submission more inclusive and representative without a significant diminution of quality. In particular, where decisions need to be made concerning the submission of outputs that have been assessed within the same grade band, the secondary criteria of enhancing the representativeness of outputs from different research areas within the UoA may be applied.

For the sake of clarity, decisions on the selection of outputs are a matter of academic judgement and are not subject to appeal via the University's REF 2029 appeals process. As such, appeals will not be accepted regarding the following, which have no bearing on the determination of significant responsibility for research or research independence:

- Internal and external judgements on quality of individual outputs;
- The number of outputs submitted that are associated with any individual;
- The allocation of co-authored outputs;
- The UoA in which outputs are returned.

If an individual feels the University has not properly followed the policies and processes outlined in this Code of Practice, they may be able to submit an appeal to Research England using their published procedure for doing so.

5.2 Staff, committees and training

Mandatory training for REF Sub-committee members (as outlined in Section 2 and Appendix A) and UoA Leads is covered in Section 2 of this document. All staff who act as internal reviewers will also be expected to have passed the mandatory Working Effectively with the Equality Act e-Learning module, and will further be provided with REF-specific information concerning output assessment, quality levels and responsible use of metrics by the University REF Director and Head of the Research and KE Office, as well as locally by the relevant UoA Lead. Both internal reviewers and external advisors will also be provided directly with copies of this Code and with all relevant

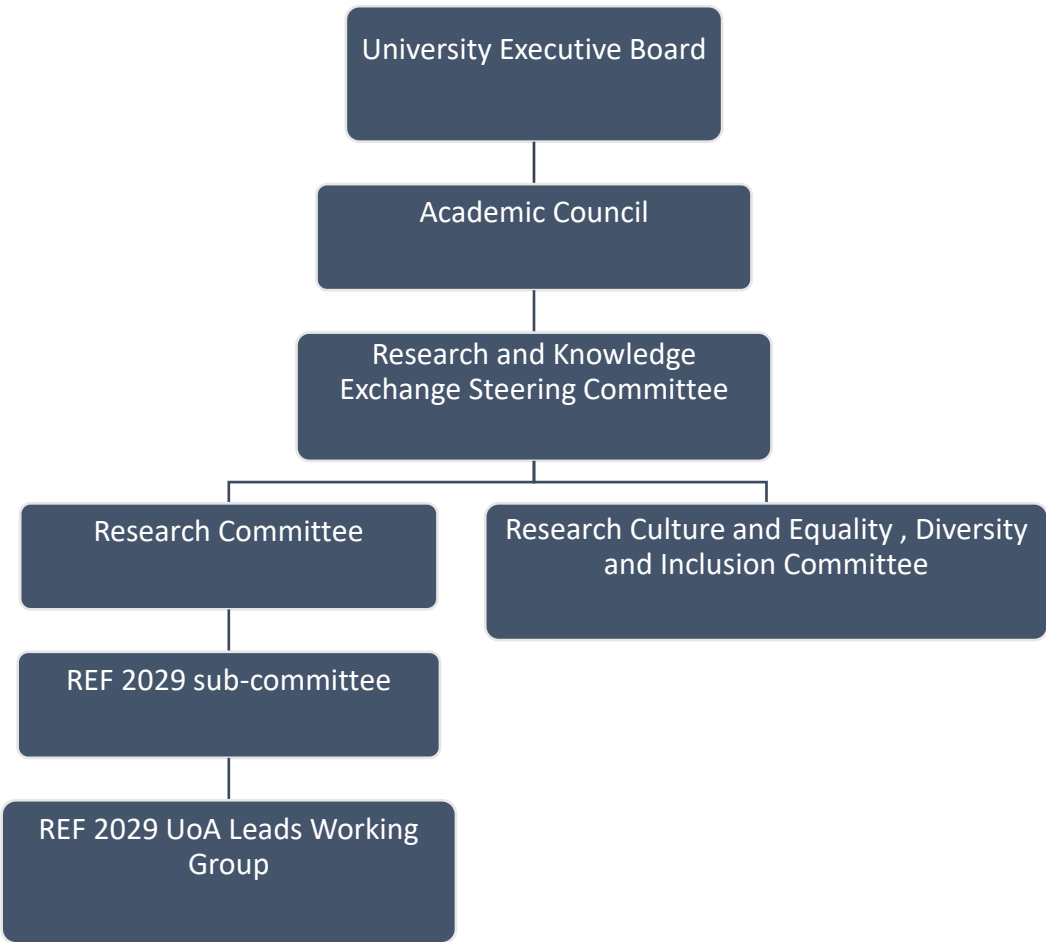
equality and diversity policies and plans at Westminster, once the Code of Practice has been approved.

5.3 Equality impact assessment

Equality Impact Assessments will be undertaken at UoA level to assess the selection of outputs at initial Draft Submission stage (in 2027) and subsequently at Final Draft Submission stage (in summer/autumn 2028). If any groups are shown by these EIAs to be clearly under/ over-represented across the selection of outputs in any UoA, the University will firstly review the processes and procedures outlined in this Code of Practice to consider whether these are in themselves discriminatory. Should this under/ over-representation prove to result from possible issues regarding the uneven distribution of actual allocation of time and resources to undertake research or support for researcher development at School level, this will be referred to University Research Committee to take further action to ensure fair, transparent and consistent policies and procedures across the University. Final decisions on the selection of outputs may also be informed by the interim EIAs and EDI data, particularly where improving representativeness across a UoA in terms of protected characteristics of staff included in the submission can be achieved without a diminution of quality as determined by internal assessment processes.

Part 6: Appendices

Appendix A: Committees and Groups



Appendix B: Terms of Reference and Membership - Committees and Groups for REF 2029

RESEARCH EXCELLENCE FRAMEWORK 2029 SUB-COMMITTEE

TERMS OF REFERENCE 2025-26

The Research Excellence Framework 2029 (REF2029) Sub-committee is a fixed-term task and finish group reporting to the Research Committee.

The REF2029 Sub-committee is responsible for governance and decision-making relating to the University's submission to the REF2029.

To fulfil this responsibility, the Sub-committee will:

- 1) Oversee the development of an institutional Code of Practice that is in line with REF2029 requirements.
- 2) Provide assurance to the Vice Chancellor of the University's adherence to the agreed Code of Practice.
- 3) Support and uphold the University's commitment to creating an actively inclusive and safe environment in all aspects of governance and decision-making relating to the University's submission to REF2029.
- 4) Oversee the production of equality impact assessments and support the REF Director and Research and Knowledge Exchange Office in ensuring appropriate equalities training is undertaken by the members of the group and any other staff in key roles relating to the REF2029.
- 5) Oversee the development of the institution-level People, Culture and Environment template for submission to REF2029.
- 6) Oversee the production of the University's REF2029 submission as a whole, monitoring the achievement of key milestones, identifying solutions to issues referred by the REF Director, and recommending the final submission to the Research Committee for approval.
- 7) Agree the Units of Assessment for the University's submission.
- 8) Agree the outputs, impact case studies and UoA-level People, Culture and Environment templates for inclusion in the University's submission.
- 9) Promote the highest possible quality in all elements of the University's REF2029 submission.
- 10) Agree requests to, and confirm responses to, Research England regarding the institution's submission.
- 11) Report on progress and completion of the REF2029 exercise, referring matters outside the scope of the group to the Research Committee, and other committees as appropriate.

Membership

Ex Officio [6]

Deputy Vice-Chancellor for Research and Knowledge Exchange (Chair)

REF Director (Deputy Chair)

Deputy REF Director

Head of Research and Knowledge Exchange Office

Senior Research Governance and REF Manager

Equality, Diversity & Inclusion Lead

Nominated [3]

3 Professors nominated by Chair (representing Panels A and B, Panel C, and Panel D)

Co-opted [7]

3 Associate Heads of College for Research and KE
Research Impact Officer
Research Information and Systems Manager
Research Environment and Scholarly Comms. Lead
Repository and Open Access Manager

Secretariat

Research Governance Officer

Quorum

The quorum shall comprise a minimum of 40% of the members, including the Chair or the Deputy Chair.

Meetings

The group shall meet as required by the Chair to fulfil the responsibilities outlined above. Business may be conducted outside of meetings by means of electronic communication/officer action, subject to the approval of the Chair.

RESEARCH EXCELLENCE FRAMEWORK 2029 UNITS OF ASSESSMENT LEADS GROUP

TERMS OF REFERENCE 2025-26

The Research Excellence Framework 2029 Units of Assessment (REF2029 UoAs) Leads Group is a fixed-term working group of the REF2029 Subcommittee of Research Committee.

The purpose of the REF2029 UoA Leads Working Group is to support the development of the University's submission to REF2029.

Specifically, the REF2029 UoA Leads Working Group will:

1. Share good practice across UoAs and coordinate the development of the UoA-level submissions for REF2029
2. Coordinate and monitor the assessment of outputs and impact case studies via internal reviewers and external advisors for the University 'Mini REF' exercise and in order to inform the selection of outputs and impact case studies for final submission to REF2029
3. Coordinate the development and writing of the People, Culture and Environment templates at UoA level and support the development of the institutional People, Culture and Environment template
4. Help to ensure the fairness, inclusivity and transparency of all REF processes at UoA and institutional level
5. Support the REF Director, Deputy REF Director and Research and Knowledge Exchange Office by further promoting the dissemination of information and consultation with staff on REF2029, including with regard to our Code of Practice, open access compliance and appeals processes
6. Support the REF Director, Deputy REF Director and Research and Knowledge Exchange Office in working with Heads of School, College Research Directors and others to coordinate data gathering to support the REF2029 submission and relevant HESA returns
7. Make recommendations to the REF2029 Sub-committee of Research Committee on the selection of outputs and impact case studies for submission to REF2029
8. Provide assurance to Research Committee on the timely development of the University's submission to REF2029

Membership

Ex-officio [18]

REF Director (Chair)

Deputy REF Director (Deputy Chair)

Deputy Vice-Chancellor for Research and Knowledge Exchange

Head of Research and Knowledge Exchange Office

Senior Research Governance and REF Manager

UOA lead or nominated representative for each Unit of Assessment

Co-opted [4]

Research Information and Systems Manager

Research Environment and Scholarly Comms. Lead

Repository and Open Access Manager

Research Impact Officer

Secretariat

Research Governance Officer

Quorum

The quorum shall comprise a minimum of 40% of the members, including the Chair or the Deputy Chair.

Meetings

The group shall meet as required by the Chair to fulfil the responsibilities outlined above. Business may be conducted outside of meetings by means of electronic communication/officer action, subject to the approval of the Chair.

Appendix C: Initial EIA (April 2026)

Impact Assessment Policy Checklist	
<i>The following guidance and checklist provide a framework for those involved in developing policy to consider the intentions and outcomes of the policy in relation to equality and diversity and effective service delivery. Obviously, if we are developing a new policy or reviewing a current one, we want to make sure that it will deliver the results we want, in the way we want them and will be fair, transparent and consistently applied. Therefore, we need to ask ourselves questions during the development stage. These help us to consider what it is that we are seeking to achieve and to find a variety of options to help us meet this objective.</i> <i>Having decided on what we wish to achieve and identified what we see as a user-friendly method for implementing these aims, we then need to develop the policy through consultation and review. Once agreement has been reached on the form of the policy, we will need to consider how best to disseminate the new policy and practice among its users.</i> <i>We will also need to find ways to monitor the application of the policy to ensure that it is consistently applied across the board. It is good practice to use this Impact Assessment Policy Checklist when developing new policies or reviewing current policies. The checklist can be useful for any policy development, not just policies that appear to have high relevance in relation to equality and diversity issues. Completion of the Impact Assessment Checklist does not need to be a time-consuming or difficult process but should raise some important questions for those developing or reviewing policies.</i>	
Section One	
School or Department: University-wide	
Person Responsible for the Assessment: University REF Director	
Date of Assessment: April 2026	
Section Two	
What is the name of the policy to be assessed?	University of Westminster REF 2029 Code of Practice
Briefly describe the aims, objectives and purpose of this policy.	To determine the policies and processes for identifying staff with significant responsibility for research and research independence, allocating staff contracts

	to Units of Assessment, and for selecting outputs for the University's submission to REF 2029.
Who is responsible for implementing the policy and monitoring its effectiveness?	Ultimate institutional responsibility for Westminster's policies and processes for REF 2029 resides with the University Deputy Vice-Chancellor (DVC) for Research and Knowledge Exchange (decision-making role), who chairs the University REF 2029 Sub-committee, and the Head of the Research and Knowledge Exchange Office (advisory/coordination role). Day-to-day management and monitoring of REF processes across the University is overseen by the Senior Research Governance and REF Manager (advisory/coordination role) and by the University REF Director (decision-making role). Unit of Assessment (UoA) Leads will have local responsibility for implementing the policy and monitoring its effectiveness at UoA level, particularly with regard to the selection of outputs. The relevant Line Managers within the University are responsible for the implementation of procedures for identifying significant responsibility for research for those colleagues for whom they have responsibility for workload allocation.
Who is intended to benefit from the policy and in what way?	The approval of a Code of Practice is a requirement of submission to REF 2029, which is of benefit to the University in both financial and reputational terms. The Code impacts upon all academic staff on REF-qualifying contracts employed by the University and anyone undertaking or supporting research at Westminster, and will benefit these through the establishing and implementation of robust, transparent and consistent policies and procedures for identifying staff with significant responsibility for research and research independence, allocating staff contracts to Units of

	Assessment, and for selecting outputs for the University's submission to REF 2029. Line managers will also have confirmation of a clear and consistent process (in place since 2019) by which to identify those staff who have significant responsibility for research and research independence.
Who are the main stakeholders in relation to this policy?	The principal stakeholders are staff involved in research leadership, management and support, including members of Research Committee, Associate Heads of College, School Research and KE Leads, UoA Leads, Research Community Leads, Research and KE Office, PCW, but also all academic staff on REF-qualifying contracts employed by the University and anyone undertaking or supporting research at Westminster.
How will you consult with stakeholders?	Consultation will be carried out through Research Committee, Research Culture and EDI Committee, REF 2029 Sub-committee, UoA Leads Group, and University-, College- and School-level and UoA-level REF workshops, consultation and briefing sessions.
What needs to be done to help the people implementing this policy to do so fairly and consistently?	Approved Code of Practice published and accessible on the public website and SharePoint, including guidance and FAQs for all colleagues involved in REF. Specific REF-related EDI training sessions for all staff involved in decision-making for REF.
How will you determine whether the policy had been effectively applied across the University?	Regular meetings of the UoA Leads Group. EIAs will be conducted following annual HESA staff returns and following the final REF submission. Reports on these will be presented to Research Committee and to the Research Culture and EDI Committee, with clear recommendations, actions and action owners.

	The initial Equality Impact Assessment will be reviewed iteratively as the University develops and refines its submission, assessing rates of staff with significant responsibility for research and research independence in December 2026 and December 2027 following the 2025-26 and 2026-27 HESA staff returns. Additional Equality Impact Assessments will also be undertaken specifically to assess the selection of outputs at initial Draft Submission stage (in 2027) and subsequently at Final Draft Submission stage (in 2028), and will also be crosschecked with those EIAs on staff determined to have significant responsibility for research and research independence in order to determine whether the REF policies and procedures are in fact exerting any discriminatory effect.
Are there any concerns that the policy could have a differential impact on any groups? For example, groups defined by the following 'Protected Characteristics': • Age • Disability • Race • Gender reassignment • Sex • Sexual orientation • Marriage and Civil Partnership • Pregnancy and maternity • Religion or belief (including lack of belief) What existing evidence (either presumed or otherwise) do you have of this?	Collection and analysis of EDI data relating to staff groups with the listed protected characteristics has been carried out on the HESA staff return for 2024-25 (the most recent data and REF pilot year). The results and analysis of this are presented in the Code of Practice in sections 2.5 and 3.5. Analysis of each protected staff characteristic revealed that there was no significant statistical difference across the characteristics ($p < 0.05$) in terms of staff who were identified as having significant responsibility for research, apart from those staff who identify as White, where there was a discrepancy between all staff on teaching and research contracts and those identified as having significant responsibility for research of just over 5%. Further analysis of more granular data is being undertaken at UoA level to ascertain whether the discrepancy is focused in particular subject areas. Heads

	of School, School Research and KE Leads and UoA Leads will be provided with EIA data at a UoA level and will be asked to consider any statistically significant discrepancies and consider progress against EDI action plans and, where necessary, implement new action plans to address any imbalances.
Could the differential impact amount to there being the potential for adverse impact in this policy?	There is always potential for unintended impacts, but the aims and objectives of the Code are actively to promote equity and inclusion through transparency, robustness and consistency in all of our policies and procedures relating to REF.
Section Three	
When and where will you be publishing the results of this Impact Assessment?	Following approval by REF, which should be confirmed in late 2026, the Code of Practice and associated EIA will be published on the research pages of the public website and on SharePoint.

Appendix D: Equality, Diversity and Inclusion Policy

1. Introduction

1.1. At the University of Westminster, diversity, inclusion and equality of opportunity are at the core of how we engage with students, colleagues, applicants, visitors and all our stakeholders.

1.2. We are fully committed to enabling a supportive and safe learning and working environment which is equitable, diverse and inclusive, is based on mutual respect and trust, and in which harassment and discrimination are neither tolerated nor acceptable.

2. Culture

2.1. Our inclusive culture allows students and colleagues to reach their full potential, regardless of their age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.

2.2. We pledge to continue to respect and value diversity within our communities of students, colleagues and stakeholders, to challenge inequities, to strive to eliminate unlawful discrimination, to promote equality of opportunity, to practice positive action where possible, and to foster an inclusive institutional culture.

2.3. We acknowledge the special role of higher education in promoting equality of opportunity and furthering social inclusion and mobility, within and beyond our university. We recognise that ensuring equality of opportunity is essential for our culture, performance and success.

3. Implementation

3.1. All our students, colleagues and stakeholders have rights and responsibilities in relation to this policy.

3.2. All our students, colleagues and stakeholders are required to become familiar with and observe the spirit and letter of our equality, diversity and inclusion related policies and practices.

4. Legal Framework

4.1. Any breaches of the legislation on equal opportunities or of our equality, diversity and inclusion related policies may lead to legal and/or disciplinary action.

4.2. We are supported in our work by The Equality Act (2010) which provides a legal framework to protect people from discrimination, harassment and victimisation in the workplace and wider society and as a Higher Education Institution we have specific

equality duties that require us to eliminate unlawful discrimination, advance equality of opportunity and foster good relations. It is also our responsibility to publish equality information (data) on an annual basis, and review and publish specific and measurable equality objectives and actions.

4.3. Section 43 of the Education (No 2) Act 1986 states that every individual and body of persons concerned in the government of universities shall take such steps as are reasonably practicable to ensure that freedom of speech within the law is secured for members, students and employees of the establishment and for visiting speakers. The University has adopted a Code of Practice on Freedom of Speech that, alongside this policy and work on promoting our values, aims to positively address any potential tensions around freedom of speech and matters of EDI.

5. Reporting

5.1. Where bullying or harassment of any form has taken place, students, colleagues and stakeholders are advised to report it as soon as possible via Report and Support. For further information please refer to the Diversity and Dignity at Work and Study Policy which explains the procedure.

5.2. Further equality, diversity and inclusion information is available along with this policy on our website.

6. Publishing Note

6.1. This policy is published on our website; and can be requested in a range of formats e.g. Word, PDF, plain text, alternative formats such as large print or Braille.

6.2. We use a variety of methods to publicise the policy internally through student and colleague channels and it is sent to all senior colleagues and key University and College committees for dissemination.

7. Monitoring and Review

7.1. We take all necessary steps to implement this policy effectively and to improve it through regular monitoring, consultation and review.

7.2. Continuous development of plans supports the equality, diversity and inclusion agenda by reporting on progress to date and providing an overarching annual action plan through the Equality, Diversity and Inclusion Committee.

7.3. All reports prepared in relation to this policy are presented to the Equality, Diversity and Inclusion Committee and shared with the University Executive Board.

7.4. This policy is updated annually as necessary to comply with the law and regulations and is subject to formal review and resubmission to the Court of Governors for approval at least once every three years.

8. Further Information

8.1. Further information and support are available from the following:

- People, Culture and Wellbeing Advisory Support
- University Equality, Diversity and Inclusion Officer
- Student and Academic Services
- Colleague Networks
- Trade Union or Student's Union representatives