

London South Bank University Technician Commitment Action Plan (2023–2025)

APPENDIX 1: London South Bank University Technician Commitment Action Plan (2023-2025)

This Technician Commitment Action Plan (TCAP) endorses the commitment of London South Bank University (LSBU) to promoting the visibility, recognition, career development and sustainability of the technician community at the institution and beyond.

A Technician Commitment Steering Group (TCSG) was established in 2022 with a diverse membership^[1] from across the organisation to provide a consistent review of the practice and implementation of a TCAP. This membership promoted linkages between the TCSG and other University committees and facilitated a deeper embedding of technical staff within University activities. A series of workshops and Technician focus groups were held to conduct a 'gap' analysis and inform the development of a detailed TCAP, shown below. This TCAP covers the next 2 years and is aligned with broader institutional aims to address: (a) technical staff career opportunities and visibility; (b) resourcing of technical provision; (c) improving links between academic Schools and the technical provision through Technical Support Services (TSS); and (d) achieving a nationally competitive position for technical facilities and expertise.

The TCAP highlights LSBU's commitment to our technical staff and reflects the breadth of discussion and activity undertaken in its development. We aim to attract, retain and develop the very best technicians and recognise their vital contribution to the delivery of LSBU's Corporate Strategy^[2] and our mission as a nationally and internationally recognised professional and technical University.

[1] Academic Dean (Chair), senior HR representative, senior Finance representative, the Head of Technical Support Services (TSS), representatives from the Schools' Director of Operations, Associate Dean Research & Enterprise, Associate Dean Education & Student Experience and Head of Division, a Technical Manager representative and an Institute of Health and Social Care representative, as well as the Provost and/or nominated representative.

[2] See www.lsbu.ac.uk/_data/assets/pdf_file/0008/273869/2025-group-strategy.pdf

No	Strategic Objective	Action No	Action	Timeframe ¹	Key Milestones/ Completion Dates	Project Lead (s)	Progress Monitoring/ Reporting	Recognition	Visibility	Career Development	Sustainability
1	Enhance the integration of Technical staff within Schools	1.1	Ensure relevant technician representation on committees at Course, School and University levels	Short to Medium Term	M1: Committees on which technical staff should be represented identified and relevant terms of reference revised (6m) M2: Selection and training for new committee members completed (12m)	ADs, DoOs, Directors of PSGs, Head of TSS	Annual monitoring reports to School SET and TCSG on levels of engagement	X	X	X	
		1.2	Ensure Technical Services Managers have a presence on relevant School Management Groups / leadership meetings.	Short Term	M1: TSM on School Management Groups (or equivalent) (6m)	Deans	Annual Report to TCSG	X	X	X	
		1.3	Establish clear channels of communication between the School SET, Course Leaders, teaching teams, research centres/groups and technicians at all levels	Short to Medium Term	M1: Consistent and collaborative approach to current recruitment of additional TSMs (6m) M2: Key School-based meetings identified and/or initiated (12m)	Deans, ADs, DoOs, Head of TSS	Regular monitoring by TCSG	X	X		
2	Develop a Career Framework for Technical Staff at LSBU (and with reference to the LSBU Job Families Framework Appendix 3)	2.1	Develop a framework for technical roles and harmonise these across the university	Medium Term	M1: Review the roles and responsibilities of existing technical staff at all levels, ensuring that job descriptions are up to date and clear and that job titles, roles, responsibilities and remuneration are clearly mapped and consistent (12m) M2: Identification of core skills and competencies commensurate with each substantive role (12m) M3: Regular reviews of roles as part of institutional work developing career pathways (12m and ongoing)	Head of TSS/ TSS HR BP	Report to TSCG on completion of M1-2 after 12 months and annually thereafter	X		X	X
		2.2	Develop job descriptions for Technical Specialist Roles (G7+) based on best practice in sector	Medium - Long Term	M1: Portfolio of Technical Specialist Roles between G7 – G10 completed (18m)	Head of TSS/TSS HR BP	Twice yearly report to TCSG and UMB	X		X	X
		2.3	Develop guidance on career pathways for technical staff that includes opportunities and support for promotion	Long Term	M1: Publication of guidance of career pathways for technical staff (24m)	Director of OD & EDI	Bi-annual update to TCSG by HR BP	X		X	X

¹ **Timeframe** – Short Term (0 – 6 months), Medium Term (6 –12 months), Long Term (12 – 24 months)

3	Create an environment that promotes professional registration as a core aspiration for technicians	3.1	Develop resource that clearly signposts professional registration and membership processes and sources of support within and external to LSBU	Short – Medium Term	M1: Develop a register of levels of professional registration in current teams (6m) and updated/ maintained thereafter (24m) M2: Identify appropriate professional bodies relevant to the disciplines (6m) M3: Publish register of technical staff professional registration/affiliations to promote best practice and encourage mentoring (12m) M4: Develop and implement a system of structured support with professional registration application in TSS (12m) M5: Publication of internal web-based resource on professional registration (12m)	TSM Group	Annual TCSG monitoring report outlining metrics related to registrations and engagement with events programme	X	X	X	
		3.2	Develop and deliver a programme of events to support professional registration	Medium Term	M1: Develop and launch a programme of local and professional body-led talks, workshops, Q & A events (12–18m)	TSM Group			X	X	
		3.3	Continue HEaTED subscription	Ongoing		Head of TSS				X	
		3.4	Incorporate discussions on professional registration ambitions within annual appraisal process (including time allocation, provision of mentors and funding)	Medium term and ongoing	M1: Professional registration routinely considered within PDR and appraisal meetings (12m)	TSMs/Head of TSS	Head of TSS	X		X	X
4	To increase and acknowledge technicians' contributions to education activity	4.1	Ensure technicians engaged in teaching are appropriately developed	Short to Long Term	M1: Identify technician roles where teaching is a key element of the role (6m) M2: Include relevant teaching skills and experience in desired criteria for new and advertised roles (6m) M3: Explore the internal and external opportunities to expand the availability of mentors for technicians who wish to undertake the HEA programme (12m) M4: Development of teaching skills through recognised schemes (e.g., Achieve, HEA part B) to be included PDR and appraisal meetings (12m) M5: Training programme developed and integrated in technician teaching roles (24m)	ADESE, TSM Group	Annual report to TQE and TCSG	X	X	X	X

5	To increase and acknowledge technicians' contributions to research and enterprise activity	5.1	Technicians included as members of Research Groups/Centres	Short Term	M1: Research Group/Centre memberships and terms of reference include relevant technical staff (6m)	RG Leads/Directors of RCs	School R&E Committees/University RCo	X	X	X	
		5.2	Assess technicians as part of the annual university research audit (AURA)	Medium Term	M1: Audit of technicians as part of AURA completed (12m and annually thereafter)	TSM Group/ADs R&E	Head of TSS	X	X	X	
		5.3	Disseminate LSBU guidance on inclusion of technical staff (and associated costing) in research and enterprise bid development to all academic and research staff	Short Term	M1: Specific communications on bid development issued across all Schools and incorporated into staff induction (6m) M2: Increased engagement of PIs with bid-related resourcing of Technical Staff (6m) M3: Inclusion of technical resources on R&E bid development established practice (12m)	ADs R&E/R&E Services	Annual report on TSS income from successful R&E bidding to TCSG (at financial year-end)	X	X	X	X
		5.4	Include guidance on including technical staff on R&E bids in staff induction	Short Term				X	X	X	X
		5.5	Develop a Publication Policy to recognise contributions of technicians to research and enterprise	Medium Term	M1: Publication Policy issued (12m) M2: Inclusion of technician contributions as standard in the acknowledgements of published works (12m+)	ADs R&E/TSMs	School-based report on published outputs metrics in annual TCSG monitoring report	X	X	X	
6	To enhance the recognition of LSBU Technicians through internal and external awards	6.1	Staff, colleagues and students encouraged to nominate technical staff for internal, e.g., STAR Awards, or external, e.g., IOM3 Technician of the Year Award, IST awards, Papin Prizes, THE Award, Higher Education Teaching Excellence Award awards	Short Term and ongoing	M1: Division- and TSS-based communications on award opportunities for technicians (6m and ongoing) M2: Technician nominations and success routinely published in internal staff and student communications (6m and ongoing)	ADs R&E, ADs ESE, DoOs, TSMs	Annual TCSG monitoring report relating to number of nominations/awards	X	X	X	
		6.2	Ensure that there is a clear space for technicians in University Staff Awards	Medium term	M1: Identification of Staff Awards categories relevant to technical staff (3m) M2: Technician-relevant Staff Awards categories highlighted in Division- and TSS-based communications (linked to Action 6.1.M1) (6m)	TSM Group/Director of OD & EDI		X	X	X	

7	To ensure that investment in technical resources is aligned with Schools' performance and priorities	7.1	Implement an amended Operating Model that enables academic Divisions/ Schools to make in-year investments in technical resources in response to student number demand	Medium term	M1: New Operating Model implemented within 2022/23 AY (12m)	Provost/LSBU Capital Plan Group	UMB and TCSG to monitor				X
		7.2	Incorporate TRIBAL benchmarking in annual financial planning and budgeting for technical resources (staff, equipment and OPEX)	Short term	M1: TRIBAL benchmarking embedded in the 2023/2024 planning round (6m) M2: TRIBAL benchmarking embedded in subsequent planning rounds (12-24m)	Provost	UMB and TCSG to monitor				X
		7.3	Establish a University-wide Capital Expenditure Program that includes a rolling asset replacement program for Capital Technical Equipment	Medium term	M1: Capital plans for 2022/23 financial year completed (6m) M2: Capital Technical Equipment replacement programme clearly visible in 2023/24 CEP	Provost/LSBU Capital Plan Group	UMB				X
		7.4	Ensure technical capacity and capabilities are appropriate to Schools' need	Short to Medium Term	M1: Better forums and plans to ensure sharing of information within the technician teams (6m) M2: Planning of technical staff levels included as integral part of academic School resource modelling process (12m) M3: Improvements in planning rounds to evaluate academic School resources in parallel with technical support needs (18m)	Director of Finance/Deans/ Head of TSS	Provost to monitor resourcing as part of the overall division of academic budget				X

8	To enhance career development opportunities for the Technician workforce across the University	8.1	Develop a clear process for requests to attend paid training days/courses	Short Term	M1: Process for requesting external training published (6m)	TSM Group	Head of TSS	X			X
		8.2	Provide staff development opportunities through internal and external secondments and exchanges	Medium to Long Term	M1: Identify and establish links within HE, in areas with a potential for mutual learning (6m) M2: Establish core operating processes with regards to technician exchanges or secondments between HEIs (12m) M3: Identify external funding and networking opportunities to support exchanges and secondments (6m and ongoing) M4: Disseminate lessons learnt and sharing of good practice (24m)	ADR&E, ADE&SE, TSM Group	Annual report to OD Group in HR and TCSG on exchanges/ secondments undertaken		X	X	X
		8.3	Introduce a formal mentoring scheme for TSS staff	Medium term	M1: Mapping of LSBU Technician mentoring capacity and capability (6m) M2: Identification of external mentoring resources and opportunities (12m) M3: Mentoring routinely incorporated into PDR staff development discussions (18m)	TSM Group	Head of TSS/ TSS HR Business Partner			X	X
		8.4	Assess the potential for technical Apprenticeships as part of a CPD pathway for existing staff and in areas where there are particular skills deficits (LSBU and national)	Medium to Long Term	M1: Identify learning opportunities linked to CPD / personal developmental discussions (12m) M2: Consider suitability of existing Apprenticeships to meet CPD needs (18m) M3: Creation of a course team for Technical Apprenticeship within the University working towards validation (timescale uncertain)	Group Director of Apprenticeships/ TSMs/Head of TSS	Apprenticeship Steering Group and TCSG			X	X
		8.5	Assess the National Technician Development Centre (NTDC) self-assessment tool in Technician appraisal	Medium Term	M1: Contact NTDC and obtain full information/ training on self-assessment tool (6m) M2: Monitoring of engagement with NTDC workshops on self-assessment (12m) M3: Monitoring of how well the NTDC self-assessment tools crosslink and inform the LSBU appraisal process and how often these lead to tangible OD outputs (12m)	TSMs with Technical Staff/ HR BP	Head of TSS			X	
		8.6	All technical staff appraisals linked to a personalised career development plan that feeds into a range of institutional and external development opportunities	Long Term	M1: Appraisals for 95% of technical staff have been completed (12m) M2: Technician appraisals linked to tailored career development pathways for staff implemented (24m)	Head of TSS/ TSM Group/ HR BP	TCSG annual monitoring report			X	X

9	To provide opportunities for technical staff to showcase their skills within the LSBU community and beyond	9.1	Develop a programme of showcase events that includes opportunities to showcase technician contributions to teaching, research and enterprise; bespoke workshops and taster events for internal/ external stakeholders; and which encourage/ promote engagement with the TC, Professional bodies and external partners	Medium to Long Term	M1: LSBU Group Staff Conference – 05 April 2023 – Technician Showcase and Workshops M2: July 2023 (Annual) – Internal Tech Taster Events M3: September 2023 – Planned Technician Conference	Head of TSS	TCSG monitoring of activity	X	X	X	X
		9.2	Improve external presence through social media, YouTube, LSBU website and LSBU newsletters	Short to Long Term	M1: Web based portal displaying technicians' profiles and showcasing the teams, facilities/ available resources and discipline-specific expertise established (6m) and updated thereafter (24m) M2: Technician focused media embedded as external facing output from LSBU (18m)	Director of Marketing/TSM Group	Annual TCSG monitoring report	X	X		

Key to Acronyms			
Acronym	Description	Acronym	Description
AD	Associate Dean	R&E	Research and Enterprise
CEP	Capital Expenditure Programme	RG	Research Group
DoO	Director of Operations	SET	Senior Executive Team
E&SE	Education and Student Experience	TCAP	Technician Commitment Action Plan
EDI	Equality, Diversity and Inclusion	TCSG	Technician Commitment Steering Group
HR BP	Human Resources Business Partner	TQE	Teaching Quality Enhancement
OD	Organisational Development	TSM	Technical Services Manager
PSG	Professional Services Group	TSS	Technical Support Services
RC	Research Centre	UMB	University Management Board
RCo	Research Committee		