

	Northumbria
Institution name:	Northumbria University
Colloct number:	Colloct 8
Date of submission:	16-May-23
Institutional context:	<p>Northumbria is one of 24 research-intensive modern Universities with a global reputation for academic excellence. Our RPEF 2021 submission of 109 academic staff was titled one of our 2014 submission (343 FTE). The composition of our staff base has changed and we have an inclusive approach to supporting academics early in their career. We are supporting a Research Culture Action Plan which will be led by a new Dean of Research Culture. The action plan supports the University's values & commitments, including the vision that we are a research-intensive modern University with a global reputation for academic excellence. The RPEF Concordat acts as a signpost for us to enhance Northumbria's research culture and environment.</p>



The institutional audience* for this action plan includes (only include direct beneficiaries, complete or delete, as appropriate)		Number of	Comments
Audience (direct beneficiaries of the action plan)	Research staff	175	
		1008	Find term research staff
	Postgraduate researchers	1467	of which recorded in already quantified (SH), (SH2), (SH3)
	Research and teaching staff	1467	
	Technicians	119	
	Students	119	
	Professional support staff	1647	(including technical staff)
Other (please provide numbers and details)		42	Graduate Trainee (2), KTPs (2), Academic Management (2)

HREIR Action plan, Visse 2020

HRCIR Action plan, Visse 2020

ECR1 ECM1	Ensures researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.	1. Work in progress to finalise and publish a Code of Good Research Practice.	Yes	1. Jun 2023	1. Research Integrity and Ethics Manager	1. Publish Code of Good Practice and review effectiveness in Jun 2024	This work is part of the Research Culture Action Plan	Updated Jan 2024	1. This will be considered by Research Culture Committees in March 2024.	
		2. College of Ethics Reviewers is developed as a community of practice to share ideas, experiences, and good practice in reviewing ethics applications.	No	2. Jan 2024	2. Faculty Research Ethics Directors	2. Policies and guidance on research conduct are current and enable researchers to use best practice in their research.		Updated Mar 2025	2. Research Integrity Champions work pushed back to 2025.	
		3. Shape the implementation of a Research Integrity Champions programme, to promote and support best practice for the ethical conduct of research.	Yes	3. Jun 2023	3. Research Ethics Committee	3. Recommendation to Research Knowledge Exchange Committee (RKEC) on the value of Research Integrity Champions. Evidenced by 10% increase in positive responses to CEDAMS 2023 and 2025 questions relating to research integrity. C2R Managers - have you undertaken, or would you like to undertake, training and other continuing professional development? Research Integrity C2R Researchers - have you undertaken, or would you like to undertake, training and other continuing professional development? Research Integrity C2P To what extent do you agree that: "Your institution promotes the highest standards of research integrity and conduct?" C2R How would you rate your awareness of current initiatives within the research and innovation system? Improving levels of research integrity. C4C To what extent do you agree with the following statements in relation to research integrity? I am familiar with my institution's mechanisms to report incidents of research misconduct I would feel comfortable reporting any incidents of research misconduct I trust my institution to investigate any reported incidents of research misconduct fairly and take appropriate action I trust that my institution would take action if appropriate after such an investigation		Next CEDAMS 2025		
		No further action. This will be covered by the Code of Good Research Practice above (ECR/ECM2)				Evidenced by 10% increase in positive responses to CEDAMS 2023 and 2025 questions relating to research integrity. C2R Managers - have you undertaken, or would you like to undertake, training and other continuing professional development? Research Integrity C2P To what extent do you agree that: "Your institution promotes the highest standards of research integrity and conduct?" C2R How would you rate your awareness of current initiatives within the research and innovation system? Improving levels of research integrity. C4C To what extent do you agree with the following statements in relation to research integrity? I am familiar with my institution's mechanisms to report incidents of research misconduct I would feel comfortable reporting any incidents of research misconduct I trust my institution to investigate any reported incidents of research misconduct fairly and take appropriate action I trust that my institution would take action if appropriate after such an investigation				
ECM2	Ensures managers report and address incidents of poor research integrity.	No further action. This will be covered by the Code of Good Research Practice above (ECR/ECM2)				Evidenced by 10% increase in positive responses to CEDAMS 2023 and 2025 questions relating to research integrity. C2R Managers - have you undertaken, or would you like to undertake, training and other continuing professional development? Research Integrity C2P To what extent do you agree that: "Your institution promotes the highest standards of research integrity and conduct?" C2R How would you rate your awareness of current initiatives within the research and innovation system? Improving levels of research integrity. C4C To what extent do you agree with the following statements in relation to research integrity? I am familiar with my institution's mechanisms to report incidents of research misconduct I would feel comfortable reporting any incidents of research misconduct I trust my institution to investigate any reported incidents of research misconduct fairly and take appropriate action I trust that my institution would take action if appropriate after such an investigation				
ECR2	Ensures researchers act in accordance with employer and funder policies related to research integrity.	No further action. This will be covered by the Code of Good Research Practice above (ECR/ECM2)				Evidenced by 10% increase in positive responses to CEDAMS 2023 and 2025 questions relating to research integrity. C2P To what extent do you agree that: "Your institution promotes the highest standards of research integrity and conduct?" C2R How would you rate your awareness of current initiatives within the research and innovation system? Improving levels of research integrity. C4C To what extent do you agree with the following statements in relation to research integrity? I am familiar with my institution's mechanisms to report incidents of research misconduct I would feel comfortable reporting any incidents of research misconduct I trust my institution to investigate any reported incidents of research misconduct fairly and take appropriate action I trust that my institution would take action if appropriate after such an investigation				
ECN1	Ensures researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	No further action. This will be covered by the Code of Good Research Practice above (ECR/ECM2) and the University's new Unacceptable Behaviour policy, monitoring and reporting tool				Evidenced by 10% increase in positive responses to CEDAMS 2023 and 2025 questions relating to research integrity. C2P To what extent do you agree that: "Your institution promotes the highest standards of research integrity and conduct?" C2R How would you rate your awareness of current initiatives within the research and innovation system? Improving levels of research integrity. C4C To what extent do you agree with the following statements in relation to research integrity? I am familiar with my institution's mechanisms to report incidents of research misconduct I would feel comfortable reporting any incidents of research misconduct I trust my institution to investigate any reported incidents of research misconduct fairly and take appropriate action I trust that my institution would take action if appropriate after such an investigation				
Policy development										
The aim of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.										
Over the course of 2023 we have been collaborating to develop a new strategy plan for Northumbria University. This approach builds on the successful engagement to develop the current strategy and we are committed to delivering our new strategy plan on the back of a deep and wide consultation with our community of staff, students, alumni, employers and partners. The strategy development process will take place in phases throughout 2023, with plenty of opportunities for members of the Northumbria University community to attend seminars and workshops, as part of the on-going conversation, leading back to proposals and taking part in the launch of the new University Strategy 2024-30 in January 2024 as per the following timeline.										
The process builds on the collaborative work undertaken to develop and launch Northumbria Values and Behaviours. Our Values were introduced in our 2019/22 Strategy and are our guiding principles which outline what's most important to us.										
All researchers (and managers of research) as well as technical and professional support staff have been encouraged to actively engage in the strategy development process.										
Our new Research Culture Committee will be central to how we support and sustain an inclusive and healthy research culture, through the implementation of our Research Culture Action Plan. We are now seeking to recruit members for the Research Culture Committee and Responsible Research Assessment Working Group, which reports to the Committee. There will be opportunities for researchers and research managers to elect one of their Committee or to contribute through Working Groups aligned to policy or best practice themes.										
E27	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making.	1. Encourage all staff to engage with University Strategy Development 2024-30 sessions.	No	1. Sept 2023	1. Head of Q&P/PVC Research and Knowledge Exchange	1. Researchers are aware of the opportunities to engage with organisational and decision-making processes. Evidenced by participation rates at University Strategy development workshops.		Updated Jan 2024	1. Over 1000 people across all academic departments, career stages and professional support services have taken part in Strategy 2024-30 consultation workshops. The process builds on the collaborative work to develop our Values & Behaviours in 2022.	
		2. There is ECR representation on RAE. Review representation on Departmental / Faculty Committees. Carry out 11 video interviews with ECRs who are already on Committees - what has been the benefit to them, what have they contributed?	No	2. Dec 2024	2. PVC Research & Knowledge Exchange/RAEs	2. Broader ECR representation on Faculty and Departmental Committees. At least one ECR on each University/Faculty Departmental Committee.		Updated Mar 2025	2. There are now 3 ECR representatives on RAE, both of whom are part of the ECR Forum Management Group	
ECM3	Encourage managers to engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	3. One staff to join Forum: encourage ECRs to get involved as a mechanism to increase ECR voice at Research Culture Committee and RAE.	No	3. Sept 2023	3. ECR Forum Chair	3. Increased number of ECR Forum members by 10% ECR representation on the Research Culture Committee.		Updated Mar 2025	3. A new ECR Management Group and Chair have been recruited.	
		1. We will develop (and deliver) a clear communications plan for research staff and their managers around the new Research Culture Action Plan, including highlighting opportunities to get involved in working groups on key areas of activity.	No	1. Jul 2024	1. Dean of Research Culture and Research Quality and Culture Manager	1. To be decided on appointment of Dean of Research Culture in May 2023. Evidenced by CEDAMS 2023: C25 To what extent does your institution value the contributions that you make to institutional policy and decision-making? >75%		Next CEDAMS 2025	1. Northumbria University Research Culture pages have been published. These pages detail our wish to create a more open, vibrant, and inclusive research culture at Northumbria. You can also find out about our Research Culture Action Plan and initiatives to achieve this ambition. The Research Culture team who are delivering the work, the Research Culture Committee that oversees and advises on our approaches, and the Council/Board we are aligned to that demonstrates our shared commitment to Research Culture.	
ECM5	Engage with opportunities to contribute to relevant policy development within their institution.	No further action: we regularly consult with our ECR Forum as well as getting feedback from our ECR community through ECR representation on our Committee structures.				Evidenced by CEDAMS 2023: C25 To what extent does your institution value the contributions that you make to institutional policy and decision-making? >75%				
ECR3	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	1. This work has already begun with the appointment of Dean of Research Culture and the development of Research Culture Action Plan which is out for consultation. We will develop (and deliver) a clear communications plan for research staff and their managers around the new Research Culture Action Plan, including highlighting opportunities to get involved in working groups on key areas of activity. See also ECR 5	No	1. Jul 2024	1. Dean of Research Culture and Research Quality and Culture Manager	1. High participation in Research Culture consultations (workshops and focus groups) which will feed back into the research community to improve the Research Culture Action Plan and enable the development of new researcher-led policies. Evidenced by CEDAMS 2023: C25 To what extent does your institution value the contributions that you make to institutional policy and decision-making? >75% C2R Researchers - What is your level of interest in engaging in the following aspects of the research system? - Participation in institution policy and decision-making >75%		Updated Mar 2025	1. We have established a set of principles, initiatives and governance to give a more vibrant, fair and inclusive Research Culture at Northumbria. Our Research Culture Action Plan is a living document, which has been created through an iterative consultation process. It is intended to change and grow over time in line with emerging issues, driven both internally and externally. The Action Plan and Initiatives build on work already in place as well as bringing Research Culture activity together in an integrated way with other governance and leadership. Culture change will not happen overnight, it will take time, and our actions are steps towards this change.	
		No further action: we also as ECR representation on our Committee structures we also regularly consult with our ECR Forum on things like University responses to sector surveys for example, the CEDAMS Review of Research Remuneration				Evidenced by CEDAMS 2023: C25 To what extent does your institution value the contributions that you make to institutional policy and decision-making? >75% C2R Researchers - What is your level of interest in engaging in the following aspects of the research system? - Participation in institution policy and decision-making >75%				
ECR4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	No further action: we also as ECR representation on our Committee structures we also regularly consult with our ECR Forum on things like University responses to sector surveys for example, the CEDAMS Review of Research Remuneration				Evidenced by CEDAMS 2023: C25 To what extent does your institution value the contributions that you make to institutional policy and decision-making? >75% C2R Researchers - What is your level of interest in engaging in the following aspects of the research system? - Participation in institution policy and decision-making >75%				
Employment										
Recruitment and induction										
The aim of these obligations are to ensure recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.										
Induction is led by managers and each Department/Service also has a dedicated induction. Champions who can provide additional support and information in addition to our Welcome Event, we also run induction into learning and teaching and research and innovation. On-join sessions are also available where new staff can learn more about the support and information available. University and local induction and induction (on-join) broadly covers our Northumbria Values and Behaviours, Health and Safety, Our Code of Conduct (or signed set of shared principles, standards and expectations to guide our actions and decisions), ECR as well as some practical advice and guidance on life at Northumbria, including information on staff reports.										
All research staff are required to have both a University and local staff induction										
E31	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment processes.	1. Evaluate E27 profile of Sept 2023 Vice-Chancellor Fellows (VCF) appointments as a subset of our recruitment process.	No	1. Mar 2024	1. HR Manager (RSGG/Research Culture Committee)	1. Look at ways to improve the recruitment process to attract more diverse candidates. We have already had the VCF recruitment process more broadly across the University. Ensure that Managers are well trained and supported to run open and transparent recruitment. Evidenced by CEDAMS 2023: C2P Managers - Please indicate how confident you are in your ability to: Use inclusive, equitable and transparent recruitment processes >85% C2R Managers - In which areas have you undertaken, or would you like to undertake, training and other continuing professional development? Recruitment >95%		Update Mar 2025	1. The VCF recruitment process follows established practices designed to attract and recruit diverse people into the University. All VCF adverts were placed on the University job board and include appropriate positive action statements and accessibility options. We welcome applications from individuals around the world and ensure flexibility in selection criteria to accommodate the unique needs of applicants, e.g., research periods allow. Teams to ensure equitable accessibility. All hiring managers and panel members receive training on inclusive recruitment and selection. In most stages of the E27 profile has been undertaken. Part of actions which will inform future VCF and recruitment processes will include how we communicate our benefits and support offering, ensuring candidates clearly understand the resources available to them in an easily accessible, streamlined format. Additionally, we continually review the role of our diversity boards in supporting our recruitment processes.	

E2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	1. Review cross University Induction Process (Dept/Faculty/RS)	Yes	Jul 2024	1. Organisational Development Manager and Researcher Skills Development Manager	1. Benchmark onboarding experience – PGCA Education and Research & Professional Learning to review with VCF Focus groups with recent new starters across Faculties and Professional Services to improve induction process.	Links to ECR2 Awareness of EDI policies and ECR1 Areas of Competence	Update Mar 2025	2. Re-design of VCF development programme to help ensure new VCFs receive a comprehensive induction to the University and are fully engaged in the first Departmental year. Guidance for the managers of VCF's also developed to support better departmental integration.	
		2. Work with new VCF cohort to develop a new holistic approach to induction	No	Sept- Feb 2024	2. Organisational Development Manager and Researcher Skills Development Manager	2. Focus groups with recent new starters across Faculties and Professional Services to improve induction process.				
		3. Develop and share induction plan with new starters ahead of start date with a pre-information pack which includes our obligations to the RD Concordat.	No	Jan 2024	3. NDCs	3. Identify 10 new starters Sept Dec 2023 & hold 11 interviews reflecting on induction experience. Feedback used to improve experience.				
		4. Improved with resources, add an induction section on the Researcher Development website (incorporating recently updated RES staff induction resources)	No	Mar 2024	4. Researcher Skills Development Manager	4. Resources are regularly reviewed and date stamped. Evidenced by CEDARS 2025 Q19 When you started with your current employer how useful do you find your first year induction. Useful/Very Useful % Institution level >65% % Department/Faculty/RS level >65% % Level to your current role > 85%				
Recognition, reward and promotion										
The aims of these obligations are to ensure the fair and inclusive recognition of researchers as part of their career progression.										
E3	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of research contributions and the diversity of personal circumstances.	1. Through the Scholarly Careers Team we will promote the use of responsible metrics in promotion and recruitment criteria. The Responsible Research Assessment Working Group is about to launch (research – see the CEDARS Working Group), is a sub-group of Research Culture Committee. The work of the RRAG is to: • Define options for embedding responsible research assessment principles in our research culture, policies, and practices (based on latest sector reference points and guidance). • Work in conjunction and in close alignment with the Responsible Research Assessment Working Group to ensure that the metrics used in research culture, policies, and practices (based on latest sector reference points and guidance). • Monitor and report on progress against the plan to Research Culture Committee (sub-Committee of the Research and Knowledge Exchange Committee). • Make recommendations and develop proposals for implementing responsible research assessment across the University, with a particular focus on recruitment, promotion and ECR1. • Monitor and report on progress against the plan to Research Culture Committee (sub-Committee of the Research and Knowledge Exchange Committee).	Yes	1. Jul 2025	1. Research Quality and Culture Manager	1. RRAG will develop a communications and action plan (see comments)	1. RRAG will develop a plan to: • Evaluate the use of journal-based metrics when assessing the contributions of an individual researcher or performance of an individual research article. • Evaluate a broad range of scholarly activity is recognised and rewarded in hiring, promotion and tenure, and consider how non-journal-based metrics (literature metrics) can be used where appropriate to do so. This includes acquiring good data and resources that enable researchers to present their work. • Develop a plan to ensure that the metrics used in research culture, policies, and practices (based on latest sector reference points and guidance) support all to improve understanding of 'responsible metrics' across the University. This could include faculty Responsible Research Assessment Champions who can advocate for responsible research evaluation within departments, research groups and selection panels. • Foster a culture of good practice in research assessment and encourage a culture of open communication, including being clear about the criteria used in hiring, tenure and promotion decisions, to recognise that a single approach won't necessarily work across all departments.	Updated Mar 2025	1. The Working Group for Responsible Research Assessment that been established and issues recommendations for the implementation of responsible research assessment across the University's activities, with a particular focus on recruitment, promotion & progression, and the Responsible Research Assessment Framework. The Working Group across Research Culture Committee and includes representatives from our academic and professional services committees, and the academic senate. 2. A wide range of examples are included in the promotion materials which are intended to support all to understand the criteria used in hiring, tenure and promotion decisions. Examples, external activities are captured through Education, Research or Practice portfolios with indicative examples. Submission Template examples from promoted colleagues are published on HR websites each year and available for all colleagues to view. Start year, the Vice-Chancellor invites all newly promoted colleagues to an event to celebrate colleagues their achievements.	
		2. Develop a wide range of examples of academic citizenship, that includes both internal and external engagements and a wide range of example activities, to provide helpful examples of how to evidence citizenship for progression and promotion (The whole title to Research Culture Action Plan)	No	2. Sept 2024	2. HR Manager (RD&G & Culture Committee)	2. Academic citizenship is described in this year's Academic Development Review – Case Studies will enhance understanding. Publish 6 new Case studies 'Additions in Action' on the HR Career Pathway pages from the 2023 promotion round. Highlighting cases of women and BAME colleagues promotion. Evidenced by CEDARS 2025: Q13 To what extent do you agree you are treated fairly in relation to: Career advancement opportunities >65% Q16 To what extent do you agree with the following statements? Evidenced by CEDARS 2025: Q22 Managers have you undertaken, or would you like to undertake, training and other continuing professional development? "Consulting approach" development review >65% "Research integrity" >65% "Research, diversity and inclusion" >65% "Research, diversity and inclusion" >65%				
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		4. Develop a wide range of examples of academic citizenship, that includes both internal and external engagements and a wide range of example activities, to provide helpful examples of how to evidence citizenship for progression and promotion (The whole title to Research Culture Action Plan)	No	2. Sept 2024	2. HR Manager (RD&G & Culture Committee)	2. Academic citizenship is described in this year's Academic Development Review – Case Studies will enhance understanding. Publish 6 new Case studies 'Additions in Action' on the HR Career Pathway pages from the 2023 promotion round. Highlighting cases of women and BAME colleagues promotion. Evidenced by CEDARS 2025: Q13 To what extent do you agree you are treated fairly in relation to: Career advancement opportunities >65% Q16 To what extent do you agree with the following statements? Evidenced by CEDARS 2025: Q22 Managers have you undertaken, or would you like to undertake, training and other continuing professional development? "Consulting approach" development review >65% "Research integrity" >65% "Research, diversity and inclusion" >65% "Research, diversity and inclusion" >65%				
Responsibilities and reporting										
The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.										
Through our Research Culture Action Plan, we aim to create a research environment that enables us to conduct and evaluate our research with integrity and fairness. It is important that our policies and guidance on research conduct are current and enable researchers to use best practice in their research. This will be managed and monitored through the Research Culture Committee. Measures of success will include improved responses to questions within research culture surveys.										
Having assessment of guidance and public external research use an integral part of our induction & PDA process, training and development offer as well as via our Research Culture Action Plan. The Research Culture Action Plan aims for improved communication and offering greater clarity in what is required from researchers at different stages of the research lifecycle as well as improving research administration systems that support the research lifecycle.										
E5	Managers commit to, and evidence, the inclusion, equitable and transparent recruitment, promotion and reward of researchers.	No further action managed through Research Culture Action Plan.				Evidenced by CEDARS 2025: Q22 Managers have you undertaken, or would you like to undertake, training and other continuing professional development? "Consulting approach" development review >65% "Research integrity" >65% "Research, diversity and inclusion" >65% "Research, diversity and inclusion" >65%	Also links to refreshed PDA process through new People and Practice system below: PDC16, PDC18 and PDC24			
		No further action managed through Research Culture Action Plan.				Evidenced by CEDARS 2025: Q22 Managers have you undertaken, or would you like to undertake, training and other continuing professional development? "Consulting approach" development review >65% "Research integrity" >65% "Research, diversity and inclusion" >65% "Research, diversity and inclusion" >65%				
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E4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	1. Review Manager's Toolkit to see if there are any gaps or additional resources required.	No	1. Jul 2024	1. Organisational Development Manager	1. Identify small group of people new to managing people at Northcliffe. Small focus groups and 1:1 interviews to identify gaps.	This covered PDC16, PDC18 and PDC24	Updated Jan 2024	1. The People Manager's Toolkit is reviewed on a regular basis to ensure that the information is up to date. The purpose of this resource is to highlight the roles and responsibilities of the managers at various points in the employee lifecycle, and where the managers can access support and information if they need it. 2. The People Manager's Toolkit is reviewed on a regular basis to ensure that the information is up to date. The purpose of this resource is to highlight the roles and responsibilities of the managers at various points in the employee lifecycle, and where the managers can access support and information if they need it. 3. The People Manager's Toolkit is reviewed on a regular basis to ensure that the information is up to date. The purpose of this resource is to highlight the roles and responsibilities of the managers at various points in the employee lifecycle, and where the managers can access support and information if they need it. 4. The People Manager's Toolkit is reviewed on a regular basis to ensure that the information is up to date. The purpose of this resource is to highlight the roles and responsibilities of the managers at various points in the employee lifecycle, and where the managers can access support and information if they need it.	
		2. Work with VCF Cohort to develop a new Leadership Development Programme linked to the Academy, that can be more broadly rolled out across the University. (Sept 25-July 26)	No	2. From Sept 2023 to Jan 2025	2. Organisational Development Manager and Researcher Skills Development Manager	2. Programme co-created with VCF Fellowship Academy. Seek feedback from VCFs to inform broader University Leadership development programme.				
		3. Review P1 Toolkit and develop new P1 based alone session to include project management and living and managing research staff.	No	3. Jan 2028	3. Head of Research, Development and Researcher Skills Development Manager	3. Focus Group with new and experienced P1s to discover 'what does a P1 need to know?' – Jan-Mar 2025				
		4. New post reward review to support P1 manage large, complex projects – Research Delivery Officers (RD), Research Contracts Coordinator (working between RES and Legal Services), One Diligence Coordinator (compliance with Trusted Research Agents).	No	4. Mar 2025	4. Head of Project Mobilisation and Researcher Skills Development Manager	4. Focus group feedback feeds into session plans – Jul 2025 4 sessions delivered and feedback sought from attendees – Jan 2026 4. 1:1 interviews with large award holders on their experience and feedback. 4. Project mobilisation is a streamlined, evidenced through time from award to project start in WorkTribu.				
E3	Ensure that research project management is championed throughout the organisation and embedded in collaboration and working through mutual agreement, transparent promotion criteria, and evidence of achievement.	No further action. A review of academic citizenship, is being led by our Deputy Vice-Chancellor Academic workload plays a key role in our research culture, and in the 2023 Research Culture Survey will be part of the review. The review will be completed by the end of 2024 and will have protected time for research. The new Research Culture Committee will give input to this review and seek opportunities for an ongoing focus in feedback to future resources on the implementation of academic workload.				Evidence through CEDARS 2025: Q20 How do you feel you are able to do your job taking up your current position if that is new research? how you participated in staff appraisal/review? Yes >65% Q21 How would you do you feel your staff appraisal/development review? Useful/Very Useful >65% Q22 Managers have confidence in you in your ability to manage appraisal/review performance – Confidently/fully confident > 90% Q23 To what extent do you agree with the following statements? The promotion pathways and processes at my institution are clear to me. Agree/Strongly agree >65% Q24 To what extent do you agree with the following statements? I am working towards their career aspirations >65% Q25 To what extent do you agree you are treated fairly in relation to: "Continued workload Agree/Strongly agree >65% "Response to feedback working Agree/Strongly agree > 75%	This covered PDC16, PDC18 and PDC24	Updated Jan 2024		
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E5	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their day to day research responsibilities.	No further action. We have in place a People Managers' Toolkit which is a collection of guidance, resources and tools. The University is committed to providing a diverse environment with full access to opportunities and services, in which all prospective and current colleagues and students are treated with dignity and respect.				Evidenced through CEDARS 2025: Q22 Managers in which areas have you undertaken, or would you like to undertake, training and other continuing professional development? I have done or would like to do: "Consulting approach" development review >65% "Managing staff performance" >65% "Supporting academic researchers" >65% "Leadership" >65% "Mental health and wellbeing" >65%				
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E4	Managers actively engage in regular constructive performance management with their researchers.	No further action. We have in place a People Managers' Toolkit which includes and explains every part of the tools and processes and enables colleagues to complete a range of activities in one place. Managers are expected to have regular 1:1s to discuss with team members their current workload and any development needs and agree how they will best meet				Evidenced through CEDARS 2025: Q22 My immediate manager clearly articulates their expectations of me with respect to my role and performance. Agree/Strongly agree >65% Q23 Managers how confident are you in your ability to: "Manage opportunities process effectively" Agree/Strongly agree >65% "Provide effective feedback to individual staff" Agree/Strongly agree >65% "Deal with poor performance of staff" Agree/Strongly agree >65%				
		No further action. We have in place a People Managers' Toolkit which includes and explains every part of the tools and resources and enables colleagues to complete a range of activities in one place. Managers are expected to have regular 1:1s to discuss with team members their current workload and any development needs and agree how they will best meet				Evidenced through CEDARS 2025: Q22 My immediate manager clearly articulates their expectations of me with respect to my role and performance. Agree/Strongly agree >65% Q23 Managers how confident are you in your ability to: "Manage opportunities process effectively" Agree/Strongly agree >65% "Provide effective feedback to individual staff" Agree/Strongly agree >65% "Deal with poor performance of staff" Agree/Strongly agree >65%				
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		No further action. We have in place a People Managers' Toolkit which includes and explains every part of the tools and resources and enables colleagues to complete a range of activities in one place. Managers are expected to have regular 1:1s to discuss with team members their current workload and any development needs and agree how they will best meet				Evidenced through CEDARS 2025: Q22 My immediate manager clearly articulates their expectations of me with respect to my role and performance. Agree/Strongly agree >65% Q23 Managers how confident are you in your ability to: "Manage opportunities process effectively" Agree/Strongly agree >65% "Provide effective feedback to individual staff" Agree/Strongly agree >65% "Deal with poor performance of staff" Agree/Strongly agree >65%				

ER3	Researchers positively engage with performance management discussions and reviews with their managers	No further action. We have launched a new People and Finance system which automates and simplifies many of our tasks and processes and enables colleagues to complete a range of activities in one place. This is where we record annual Performance Development conversations. Therefore there is also scope to record career conversations as a more regular basis and managers are encouraged to do this.				Reviewed through CEDARS 2025: CED My immediate manager... "Clearly articulates their expectations of me with respect to my role and performance - Agree/Strongly agree >60% "Sets expectations and objectives appropriate to my role - Agree/Strongly agree >60% "Provides clear, constructive and timely feedback on my performance - Agree/Strongly agree >60%			
Job security									
The aim of this obligation is to improve the job security of researchers									
At April 2023, we had 1,728 academic and research staff of which <10% (177) are contract researchers (downer only) (this is an increase from <5% (116) in 2021 which is low for the sector). The increase in contract researchers is attributed to our successful growth in Research Grant & Contract Income (RCGI), and we are committed to connecting and engaging those staff in our academic departments. Northumbria only uses their term contracts for staff where their salaries are paid through apprenticeship or a research grant, when researchers are coming to the end of their contract. 10% will contract them to use if they want to go onto the replacement together where they have priority access to go onto vacancies should their skills match the role. We operate a Research Incentive Fund (RIF) - awarded at 7.5% of the awarded income to Northumbria (minus partner payments) for each successful research grant. Grants with an awarded income to Northumbria of over £25k will be eligible for RIF. Staff holding RIF are also able to use this budget to bridge contract researcher salaries between research grants.									
ER6	Seek to improve job security for researchers, for example through more effective replacement contracts and greater use of non-standard contracts, and report on progress	Continuation plan to ensure staff know that Research Incentive Scheme (RIS) can be used to bridge research scientist salary gaps between grant funding	No	1 Dec 2025	1. Research Quality and Culture Manager and Head of Research Development	Evaluate the use of RIF and monitor how it is being used to support staff from PDRA - staff cost in non-staff costs. Worked examples are developed of all the ways RIF can be used to grow high quality research including bridge gaps between research grants for staff employed solely on an externally funded project. Interviews across career stages will be carried out and least 5 published examples of what RIF has been used for - how it has supported individual research. Evidence of RIF spending profiles including bridging of staff salaries between grants.			
Professional and Career Development									
Championing professional development									
The aim of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it									
We have and are continuing to enhance a flexible training and development offer, giving researchers the opportunity to engage with 1:1 person workshops, online sessions, video and animated content which can be accessed as needed. Our training and development offer is open to anyone who enables research so can be accessed by researchers, technical and professional staff. We have an Early Career specific cohort programme, further specific writing cohorts and a fellowship programme which is annually, contributing to the engineering of at least 10 days CPD per annum for participants. We also have subscriptions to external training provider content which can be accessed on a paid basis. Training is delivered by professional services and the academic, technical and external providers, aligned with the objectives and principles of the Researcher Development Concordat, the Technician Concordat and other frameworks. We are broad in our definition of ECR and we welcome those who are new to research but have been for a number of years while focused on teaching and learning or management as well as early career post doctoral staff. We have an ECR Forum and host an ECR Hub which is a specifically created page with advice and information for ECRs.									
PCD1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development per year per year, recognising that researchers will pursue careers across a wide range of employment sectors	No further action managed through Research Culture Action Plan through Principle 3. We support staff to be independent researchers, with the time and skills to produce high quality research.				Reviewed through CEDARS 2025: CD1 you are treated fairly in relation to: "Career advancement opportunities" - Agree/Strongly agree >60% "Access to training and development opportunities" - Agree/Strongly agree >60% "Opportunities for leading in shared conferences and external meetings" - Agree/Strongly agree >60% "Opportunities for leading in shared conferences and external meetings" - Agree/Strongly agree >60% CD2 To what extent do you agree that: "You are aware of the support your institution provides for your career and professional development" - Agree/Strongly agree >60% CD3 During the past 12 months (or since taking up your current position if that is more recent) approximately how many days have you spent on training and other continuing professional development activities? >50% 10 days/More than 10 days			
PCD2	Monitor and report on the engagement of researchers and their managers with professional development activities	No further action managed through Research Culture Action Plan through Principle 3. We support staff to be independent researchers, with the time and skills to produce high quality research.				Reviewed through CEDARS 2025: CD2 To what extent do you agree that: "You are aware of the support your institution provides for your career and professional development" - Agree/Strongly agree >60% CD3 During the past 12 months (or since taking up your current position if that is more recent) approximately how many days have you spent on training and other continuing professional development activities? >50% 10 days/More than 10 days		Update Mar 2025	1. Online and in-person PDA training made available to all colleagues detailing how to have good career conversations and engage in the PDA process. Conversation cards also created and made available via internet to give quick advice on being prepared and being part in various PDA conversations throughout year. Career hub created including guidance on advancing career, links to training, CV writing advice, and career story videos.
PCD3	Managers allocate a minimum of 10 days per year for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development	No further action managed through Research Culture Action Plan through Principle 3. We support staff to be independent researchers, with the time and skills to produce high quality research.				Reviewed through CEDARS 2025: CD2 To what extent do you agree that: "You are aware of the support your institution provides for your career and professional development" - Agree/Strongly agree >60% CD3 During the past 12 months (or since taking up your current position if that is more recent) approximately how many days have you spent on training and other continuing professional development activities? >50% 10 days/More than 10 days			
PCD4	Researchers take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development per year per year	1. Review Researcher Development offer based on feedback from programmes and sessions in 2024 (content and mode of delivery). Enable researchers to take ownership of their career development. 2. Continue to work with other Professional Support Services that offer Researcher Development to provide a holistic offer. (PDCoordinator / GDMarketing) Review current update of development offers. Work with Faculties to determine what is offered at a local level.	No	1 Sept 2025	1. Researcher Skills Development Manager	1. Launch new researcher development offer with different modes of delivery to include in person, online and self-paced to enable researchers to own their development and progress at a time convenient for them. Use inclusive language across all communications and ensure all staff are sign up. Monitor improvement in uptake of offer and adjust delivery mode accordingly. Increase capacity and range of offer by working with trusted external delivery partners. 2. Researcher Development Bulletin and webpages are seen as the place to go to access professional and skills development. Researchers know where to go to access opportunities that support their career and skills development - >50% Increase in uptake of training by the end of the Action Plan. Reviewed through CEDARS 2025: CD2 To what extent do you agree that: "You are aware of the support your institution provides for your career and professional development" - Agree/Strongly agree >60% CD3 During the past 12 months (or since taking up your current position if that is more recent) approximately how many days have you spent on training and other continuing professional development activities? >50% 10 days/More than 10 days			
PCD5	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	No further action. New resources will be developed following career conversation workshops. (See PCD6)				Evidence through CEDARS 2025: CD7 Managers indicate how confident you are in your ability to: "Manage appraisative/progressive processes effectively - Confident/Fully confident >60% "Provide effective feedback to individual staff - Confident/Fully confident >60% "Informal support staff in working towards their career aspirations - Confident/Fully confident >60%			
PCD6	Monitor and report on the engagement of researchers and their managers with researcher career development reviews	1. Career development conversations monitored through new People and Finance system. (See PCD4)	No	1 Jul 2025	1. HR Manager (RDSG/Culture Committee)	1. Career conversations are held throughout the year - not just at an annual PDA point. 60% of all researchers will have a meaningful personal development and career plan by 2025. Evidenced through the People & Finance system reports and through CEDARS 2025. CD2 Over the past two years (or since taking up your current position if that is more recent) have you participated in staff appraisals/reviews? >50%			
PCD7	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually	1. Although PDA process is an annual process, Managers and researchers are encouraged to have regular career conversation dialogue rather than waiting for PDA process.	No	1 Sept 2024	1. HR Manager (RDSG/Culture Committee)	1. Hold a series of 'Career Conversation' workshops for managers (4). Use feedback to develop a career conversation guidelines practice to emphasise the purpose and process of conducting a career conversation meeting. Managers and their team members create check-in documents to record review meetings at any point in the year through new People and Finance system. Evidenced through the People & Finance system reports and through CEDARS 2025. CD2 Over the past two years (or since taking up your current position if that is more recent) have you participated in staff appraisals/reviews? >50%	Links to PCD4 and PCD4		
PCD8	Researchers positively engage in career development reviews with their managers	1. Career conversations monitored through new People and Finance system. (See PCD4)	No	1 Jul 2025	1. HR Manager (RDSG/Culture Committee)	60% of all researchers will have a personal development and career plan by 2025. Evidenced through the People & Finance system reports and through CEDARS 2025. CD2 Over the past two years (or since taking up your current position if that is more recent) have you participated in staff appraisals/reviews? >50% CD7 If you participated in appraisal (How useful did you find your staff review/appraisal? Useful/Very useful >60%	Links to PCD4 and PCD4	Update Mar 2025	1. Asset CEDARS 2025
Career development support and planning									
The aim of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience									
Our Early Career Career Programme offers a broad range of resources aimed at providing researchers with a range of information and skills to develop their research career as well as growing their cross university networks. At the start of the cohort programme we ask participants to undertake an individual gap analysis based on the Yale researcher development framework domains to identify areas they feel they need additional support, this is then either covered during the course of the programme or additional internal or external resources are deployed to cover the gaps. The ECR Cohort programme is open to research and technical staff and we often have professional staff in attendance for personal development purposes or delivering sessions on this programme. One recent example of this initial 'discovery' session was with a bespoke pilot programme for our Faculty of Business & Law where the participants co-designed the content of the programme based on their collective requirements.									

The Researcher Development Concordat defines researchers as individuals whose primary responsibility is to conduct research and are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Researcher Development Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.