



	Institutional context:	Northumbria is transitioning into a research-intensive modern University with a	global				Postgraduate researchers	1098		
		Northumbria is transitioning into a research-intensive modern University with a reputation for academic excelence. Our REF 2021 submission of 1056 academ was tiple that of our 2014 submission (343 FTE). The composition of our staff changed and we have an inclusive approach to supporting academics early in the research career. We are developed a Research Carlow Action Plan which full research career.	nic staff I base has				Research and teaching stat Teaching-only staf	1407 n/a		
		changed and we have an inclusive approach to supporting academics early in the research career. We are developing a Research Culture Action Plan which will be a control of the control of	heir be led by a				Technicians Clinicians	119 n/a		
		new Dean of Research Culture. The action plan supports the University's Value Behaviours, including the vision that "we are a research-intensive modern Univer-	es & ersity with a				Professional support staff Other (nasses remotes numbers and details)	1947	(including technical staff) Graduate Tutors (1), KTPs (7), Anades	mir Management (SE)
		global reputation for academic excellence." The RD Concordat actions sits with broader work to enhance Northumbria's research culture and environment.	nin this				Orien greate protote nations and decase)	-	Grande Falling (2), N. Fra (7), Albania	na managarian (30)
		broader work to ensure Northbridge's research cuttile and environment.								
		I		ļ.						
			Carried over	Con	splete for submission			To be completed only when reporting	on action plan	
	Obligation	Action	from previous action plan?	Deadine	Responsibility	The targeted impact of the action (success measure)	Comments (options)	Progress update	against the success measure)	forward to further action)
Awaren	ess and engagement									
	s of these obligations are to work towards an open and re will align with our Research Culture Action Plan whi is and ways in which those outcomes are achieved an	f inclusive research culture, and to ensure broad understanding and awareness of this amongst ch represents Northumbris University's commitment to supporting and austaining an inclusive an d the maintenance of a lais, transparent, and positive culture for all those involved in research. It	researchers.	and author. The ent	and the second state of the second state of	Name of Second and Vendorie Section Parties 1977 1979 and the first of				
process are - or	is and ways in which those outcomes are achieved an sim to be - enouged in research or delivering support for	of the maintenance of a fair, transparent, and positive culture for all those involved in research. It or research activities. It encompasses staff and postgraduate research students of all disciplines	implementation of	of the action plan will and professional bac	be monitored by the cross-institution skarounds, including those in technic	all Research Culture Committee, which reports to Research and Knowledge Exchange all roles or professional services.	Committee. This plan is aimed at our entire research community. This includes those who			
The act	on plan has four underlying principles, expressing our p	priorities for research culture, and giving consistency and structure to our community engageme	nt and action pl	anning.						
'We er	able creative, curious, and collaborative activity. We en	nable researchers to have time and the right connections to pursue their research in creative an	d enjoyable way	s. At the heart of this	are dynamic and supportive groups	of researchers and professional staff that meet regularly to exchange ideas, seek feed	teck, and support each other to produce quality research.			
. We as	oport staff to be independent researchers, with the time a committed to the development of an open research of	vable researchers to have time and the right connections to pursue their research in creative and ct and woluste our research with integrity and fairness. Our research culture and activity about a red skills to produce high quality research. We enable researchers to have the to conduct the share. To improve visibility, temperancy and reproducibility, researchers are enabled to share.	sir research, diss knowledge gene	cuss ideas and gain t erated throughout the	heedback, and support the research of nesearch process.	of others.				
We will	continue to raise awareness of the Researcher Develop	prent Concordat through our Performance Development Review (PDR) process, new staff indu			cations plan.					
		Engage with new roles Dean of Graduate School and Dean of Research Culture and new Research Culture Committee to champion and manage Concords obligations.	No	1. Oct 2023	1. Chair of RDSG	1.Our new Research Culture Committee will have oversight of the work of the Researcher Development Steering Group which directed work on the Concondist. Ensure that Research Culture Committee membraship reflects the voice of meserchers at all career stages, and includes EDI representation. As well as Faculty.		Updated Jan 2024  1. Research Culture Committee has now been set up and the flat meeting was held on 15th November 2023.	Updated Mar 2025 cont.	
		Personal Contract of Company and Intellige Contract Congression.				Ensure that Research Culture Committee membership reflects the voice of researchers at all career stages, and includes EDI representation. As well as Faculty		15th November 2023.	3. Focus Groups will now take place in April-May 2025, focused	
						membership, there will be representation from the following communities: ECR, Contract Researcher, LGBTQ+ , BAME, Disabled		Following the establishment of the Research Culture Committee in 2023, RDSG will no longer meet on a regular basis but will remain an entity that can be convened to progress	onnesearch staff on fixed term	
						Concordat monitoring will be a standing agends item. Task and Finish Working Groups set up to progress Action Plan activity in relation to the Concordat as appropriate, reporting progress to RC Committee.		Following the establishment of the Research Collure Committee in 2023, RDSG will no longer med on a regular basis but will remain an entity that can be conversed to progress actions or to perform specific task and finish functions in saleston to research development. The RDSG activity will now report to the Dean of Research Culture through the Research Culture Committee.	contracts. Activity to review the profile of our ECR Forum has been initiated by the new ECR Forum Management Group. We are aware that since the 2023 HREIR submission where we reported 175	
								Work will take place in 2004 to raise the awareness of our emerging Research Culture     Action plan and lary messages around the RD Concordat will be included in the marketing.	that since the 2023 HREIR submission where we reported 175	
		Develop a RD Concordat Communications Plan, to include:	Yes	2. Mar 2024	Replaced by Chair of Research Culture Committee (in May 2023)	Researchers will understand what the Concordal means for them.		Action plan and key messages around the RD Concordat will be included in the marketing campaign.	submission where we reported 175 fised term research salf (of which doctorally qualified at G7.5; G6.72; G5.62; G4.62), we have significantly grown our research great and contract income and fluerefore the number of staff on fixed term.	
ЕСИ	Ensure all relevant staff are aware of the Concordat.	* embedding Concordat message in all Researcher Development Sessions with a standard slide that can be shared across all Professional Support Services that deliver researcher development.				Evidenced by CEDARS 2023 & 2025 CH4 - 50% have some understanding or know it exists (2020 CEDARS results show that 76% respondents are aware of the RD Concordat but this was from a small number of respondents n75)		Updated Mar 2025	G5x21; G4x2), we have significantly grown our research grant and	
		development.  * adding reciprocal links between RD Concordat and ECR Hub pages and promote at ECR Florars Events.				but this was from a small number of respondents n75)		in June 2023 Professor Matt Baille Smith took up the new role of Dean of Research Culture, we held our first Research Culture Committee meeting in Newsonian 2023. The	number of staff on fixed term contracts associated with external	
								role of the Research Culture Committee is to lead and scatain an inclusive and healthy research culture. The Research Culture Committee oversees our Research Culture	grant income will have grown. In 2025, we are keen to identify any	
		* reviewing internal and external web resources (date stamp), cross links and information on Concordat.						As A least 2021 Industrial Made Ballis Sorth took up the new role of Dears of Research Conference of the Conference of Confe	number of staff on found term confracts associated with solemal grant income will have grown. In 2025, we are keen to identify any specific activity that would be beneficial for this group of ECDs in terms of career planning, therefore we plan to held from groups in April. Employment and Development in Academic Reasonship was (CEDARS) survey closure in May 2025.	
		<ol> <li>Revised Induction offer for all new staff, to include information on Concordal principles and expectations. See EIZ Effective Induction.</li> </ol>	Yes	3. Jul 2024	3. Organisational Development and Besserber Skills Development	Hold small user-feedback Focus Groups (x3) with ECR Forum members from March 2024 (nurticularly those on fixed contracts) to consult on selection with respect	3. Links to ECR2 Awareness of EDI policies and EI2 Effective Induction	workshops over summer 2023. The principles were also shared at Faculty workshops with Research Group Leads which took place in Sep-Dec 2023. The Research Decembershop Commontal work has been silmed in the Research Culture reinvisibles and	we plan to hold focus groups in April, shearl of the broader Culture	
					2. Organisationa Development and Researcher Skills Development Manager	<ol> <li>Hold small user-feedback Focus Groups (x3) with ECR Forum members from March 2024 (perticularly those on fixed contracts) to consult on refreshed webpages and visibility and understanding of Concented follogisters. Focus Groups cutomes reform website retriat.</li> <li>Evidence of the COMME 2025 019 &gt; 60% found induction very useful or useful</li> </ol>		Research Culture Committee now routinely has oversight of the Concordat Action Plan progress.	Employment and Development in Academic Research survey	
						Evidenced by CEDARS 2025 Q19 > 60% found induction very useful or useful		S. HR (induction) New starter experience work – surveyed and focus groups with new	(CEDARS) survey closure in May 2025.	
		Research & Innovation Services submit for Bronze Athena Swan.	Yes	1. Nov 2023	Assistant Director Research and Innovation Services: Regional	Borons Whenta South searched to IRIS.     Including style (2004) 5005— yes establishmen.     170% (2011.8) The bask you fairly in relation to fleatile working' (2000 64%)     170% (2011.8) The bask you fairly in relation to fleatile working' (2000 64%)     170% (2015.0) Treatiles reventient revention (2007 71%)     170% (2015.0) Treatiles reventient to expensive (2000 71%)     170% (2015.0) Treatiles revenue for the facility working proposity (2000 50%)     170% (2015.0) Treatiles revenue for the facility and diversity (2000 50%)	4. As part of our commitment to the Race Equality Charlet we are required to have a Self-Assument Team. The Charlet position the SAT as being responsible for understinding a blad evaluation of now equality across the Institution, developing expended actions in response, and leading the Institution's application for the REC. Our Race Equality Dealing Comp will do the activities of a SAT, however, it will also aim to consider race equality entitle foliations; and not coly as distinctly for the Charlet. The activities of the Race Equality Composition of the Receivage of	Updated Jan 2024	-	
					Economic Development	>70% (Q13.6) 'beats you fairly in relation to flexible working' (2020 64%) >80% (Q16.3) 'recruitment was transparent' (2020 71%) >70% (Q17.10) 'reasons revenuel for flexible working' (2020 71%)	full evaluation of race equality across the institution, developing appropriate actions in response, and leading the institution's application for the REC. Our Race Equality Steering Corum will be the surfacilities of a SET Program.	<ol> <li>RS Athens Swan submission is being discussed by the EDI committeein Jan 2024 to see if we are able to formally submit this to Advance HE for assessment. The draft submission has been reviewed by many experienced colleagues across the university.</li> </ol>		
						> 65% (Q40.3) is committed to equality and diversity (2020 53%)	uroup will do the activities of a DAI, however it will also aim to consider race equality more holistically, and not only as defined by the Charter.  The serticities of the Bane Foundity Corum include:	4. Brane Fraudity undate - Sen 2023.		
		Review and expand the and the 'Policy/Good to Know' section of the ECR Hub to link to	No	2. Mar 2024	Researcher Skills Development Manager	Consult ECR Forum through Focus Groups (xI) used in ECI1 from March 2024 Include a benchmark question in Research Culture pulse survey 2024 research related policies and practices are: "easy to find, "equitable and transperent."	reviewing a range of quantitative and qualitative data and identifying racial inequalities in	Race Equality update - Sep 2023     https://sauu.com/northumbria_university/docs/race_equality_update_2023		
		<ol> <li>Review and expand the and the "Policy/Good to Know' section of the ECR Hub to link to nessarch related policy in Service Now. (e.g. Intellectual Property, Spin out companies, Research Incentive Scheme).</li> </ol>					noviewing a range of quantitative and qualitative data and identifying racial inequalities in the representation, progression and success of minority shrinc stell and shadows; "avwiving the trape of inferent institution policies and practice," in "apportude to private and success calcula- ry appropriate supprison and success calcular," "developing an endetice-based, comprehensive action plan to underpin the agreed promises and subsension race equality.	Update Mar 2025  1. Research and Innovation Services (RIS): Working with Advance HE, Northumbris		
	Ensure institutional policies and practices relevant	<ol> <li>Review new policies relating to promotion, progression, mentoring and subbaticals to ensure they are fit for purpose.</li> </ol>	No	3. Jul 2024	3. HR Manager (RDSG/Research Culture Committee)	3. Policies are widely understood and regularly reviewed by HFI. Increased uptake in authorics, evidenced through Departmental reporting to Pleasenth & Ricosalidage and the Control of th	I neaportaing to the nearest or the above and establishing institutional priority areas and appropriate aspirations and success criteria; a desaltonism an addessora-based commonheration action rules to undersin the anneard	participated in a trial to open out Athere Swan to professional support departments. RIS is one of the first professional service departments in the UK to receive an Athere Swan		
ECD	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.					Exchange Committee. Everyone who wants a mentor has access to one. Evidenced by CEDARS 2925:Q16 To what extent do you agree with the following	priorities and advance race equality	across the department, including a survey in December 2022 and follow up listening sessions in June 2023. The listening sessions illuminated several issues that were then		
	researchers and their managers.					statementThe promotion pathways and processes at my institution are clear to me Agree/Strongly agree >75%		developed into a draft action plan by the Departmental Self-Assessment Team utilizing a Theory of Change Approach' at a workshop in July 2023. The action plan was reviewed		
		4. Nothumbris University is committed to addressing nacion and society nacid inequality. Nothumbris but been a signature by the Risco Equality Chaint street. July 2021 and natisted its commitment to the Risco Equality Chaint in the surmers of 2022. A diseased of Chilimaring exerts and speakers will take place once 2022/24. We see using learning from our quantitative disease directly complete violes. And report the control section, and or put the control street, but complete and submitted in the control street, but the control street in the c	Yes	4. Jun 2023 and ongoing	4. Race Equality Steering Group	<ol> <li>Evidenced by CEDARS 2023 &gt; 65% Q40.4 'staff at my institution are treated fairly irrespective of any protected characteristics' (2020 53%)</li> </ol>		I. Reasest and diversation Services (1955) Working with Advance 14E, Northursetts experitinguid in a last log you and Alexan Sear they productional support designments. RSI experitinguid and pass of layer and Alexan Sear they productional support designments, the contract and the search EVE conference of the search EVE conference and convolved to their with legal from EVE conference and eventual part of the search EVE conference and convolved to their with legal from EVE conference and eventual part of the search EVE conference and		
		its commitment to the Race Equality Charter in the summer of 2022 A calendar of EDI training events and speakers will take place over 2023/24. We are using learning from our quantitative		-,,				3. Academic Development Review (which replaced our promotion scheme) aims to apport academic colleagues to continually develop and, where appropriate, progress to apport a cademic colleagues to continually develop and, where appropriate, progress and professors, and for academic consent purposes and professors are not as taking and the academic consent pathway are presented. Adjustments are made and the part in respirate to Medicine Locality and professors.		
		data alongside qualitative data, and input from consultation with colleagues and students, to create a robust action plan. The action plan will be drafted by the end of 2023.				Our RESG is responsible for undertaking a full evaluation of race equality across the institution, developing appropriate actions in response. An Action Plan will be in place by end of 2023, championed and monitored by RESG with an annual progress.		through Northumbris's Academic Career Pathway from Assistant Professor, to Associate Professor, and then Professor. Northumbris does not operate promotion quotes, and all		
		See comments for the full activity of the Rece Equality Group				report.		colleagues who meet the criteria for the next stage of the academic caneer pathway are promoted. Adjustments are made each year in response to feedback sought and		
-		Wa remistry monitor fee-theric on the results of our research environment through a number	Yes	1. May 2023	1 Chair of Bassarch Colores BVC	1 Research Culture Action Disc repossibilities commences in May 2023 on		Undeted Jun 2024		
		We regularly monitor feedback on the quality of our research environment through a number of mechanisms including representation of sessarch staff (including ECR) on RaKE, RDSG, ECR Forum, Faculty Research Committees.			Chair of Research Culture, PVC Research & Knowledge Exchange and Research Quality and Culture	Research Culture Action Plan consultation commences in May 2023 on appointment of a new Dean of Research Culture. Feedback will inform actions.		The key principles of the Research Culture Action Pland were discussed and tested at		
				2. June 2024	Marager	Increase CEDARS 2025 participation rates by 25%. (2020 n75, 2023 n161 respondents)		The key principles of the Research Culture Action Pland were discussed and tested at a series of workshops over summer 2023. The principles were also shared at Faculty workshops with Research Group Leads which took place in Sep-Dec 2023.		
	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.	<ol> <li>We will analyse data collected through external and internal surveys including staff engagement survey. CEDARS 2023, and PRES 2023. We will also run a Research Culture pube survey in 2024 to include Concredit neilated quantities.</li> </ol>	Tes	2. June 2024	2. PVC Research & Knowledge Exchange, Research Quality and Culture Manager and HR Manager (RDSG/Research Culture			CEDARS 2023 participation rates were extremely low (n178).		
ECE	seeking feedback from researchers, and using the outcomes to improve institutional practices.	,			(RDSG/Research Culture Committee member)	Evidenced by CEDARS 2025 > 60% (Q16) Value the contributions that you make to tratificational policy and decision-making' (2020 40%)		As at Jan 2024 the Action Plan is still under consultation and has not been formally banched - this action is ongoing.		
				3. Sept-Dec 2023		3. To be considered by Dean of Research Culture on appointment		taunched - this action is ongoing. Uodsted Mar 2025		
		<ol><li>Following the launch of the Research Culture Action Plan. The Research Culture Committee will identify mechanisms of measurement that are relevant to sach action. This may include, for excerpts, seeking participant feedback from researcher development training, improving an experience of the committee of the committee of the committee of the committee of the sach committee of the committee of the committee of the committee of the sach committee of the committee of the committee of the committee of the sach committee of the committee of the committee of the committee of the sach committee of the committee of the committee of the committee of the sach committee of the committee of the committee of the committee of the sach committee of the committee of the committee of the committee of the sach committee of the committee of the committee of the committee of the sach committee of the committee of the committee of the committee of the sach committee of the committee of the committee of the committee of the sach committee of the committee of the committee of the committee of the sach committee of the committee of the committee of the committee of the sach committee of the committee of the committee of the committee of the sach committee of the committee of the committee of the committee of the sach committee of the committee</li></ol>	NO NO	3. Sept-Dec 2023	3. Chair of Research Culture and PVC Research & Knowledge Exchange	10 be considered by Dean or research Culture on appointment	<ol><li>This is related to measures that are identified in our developing Research Culture Action Plan that align to Concordat principles.</li></ol>	upossed mar 2025		
$\vdash$		compliance in reporting to research funders, and using surveys.  1. Consultation on new Research Culture Action Plan	No	1. May-Jul 2023	Dean of Research Culture and Research Quality and Culture	Research Culture Action Plan consultation commences in May 2023 on appointment of a new Dean of Research Culture. Action Plan Isanches in July 2023.		Updated Jan 2024		
					Research Quality and Culture Manager	appointment of a new Dean of Research Culture. Action Plan Isunches in July 2023.		The key principles of the Research Culture Action Pland were discussed and tested at a series of workshops over summer 2023. The principles were also shared at Faculty workshops with Research Group Leads which took place in Dep-Dec 2023.		
						Review Final Reports from all funded projects.		w serves or wulnorrops over summer 2023. I the principles were also shared at Faculty workshops with Research Group Leads which took place in Sep-Dec 2023.		
		Evaluate Research Culture Seed Funded project outcomes from 2023/24 rounds 182 to scile up new initiatives and best practice across the University.	No	2. Dec 2023	Research Quality and Culture Manager and Researcher Skills Development Manager	2. review Final respons from as sunces projects.  Use evidence from the 13 funded projects on what works well and incorporate best practice into activity in 3 Year Concordat Action Plan.	2. Final Reports due in Dec 2023	Reports not neceived - plan for interviews with Research Culture recipients to discuss results and see what can be scaled up across University (interviews Mar-May 2024)		
	Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive	<u> </u>						results and see what can be scaled up across University (interviews Mar-May 2024)  Updated Mar 2025		
ECR1	Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to never researchers and	<ol> <li>Map and understand activity of research groups and how they are a mechanism to support ECRs and contract researchers.</li> </ol>	No	3. Sept 2024	3. Dean of Research Culture and Research Quality and Culture Manager	Best practice is shared across Research Groups through a series of Research Group Leaders wookshops. (2 per year)	3. This work is managed through our developing Research Culture Action Plan.			
	atudents.				Marager Amu Consul	Research Groups are seen as an inclusive and supportive environment where there are opportunities to have convenations and work with colleagues across all career stages across subject areas.		3. Research groups are key drivers of research culture and excellence in our southerns companies. The Inernalization of Research Groups and their Leach has created spaces of working. From January 2022, we have cultied an Internet plan with a programme of activities and a toolk of resources under development to support Research Group Leach to culture and a thinks inclusive and effective approaches on research leadershave inclusive and effective approaches to research leadershave inclusive and effective approaches.		
						stages across subject areas. Evidenced by CEDARS 2025:		of working. From January 2025, we have outlined an 18-month plan with a programme of activities and a toolkt of resources under development to support Research Group Leads		
								TO COMPANY AND STREET INCLUSIVE and effective approaches to research leadership.		
L					<u></u>	C09 You feel included in your immediate research environment/group? >75% Agree/Strongly Agree				
Wellbe	ng and mental health	ng amongst researchers, both through appropriate training and enabling new ways of working.								
At North	umbris we take a holistic approach to our Wellbeing Ag a scross the university have a dedicated Health Safety e sevenal Merbal Health First Adders (MHFA) available	gends and have many other resources available to support staff to achieve good overall wellbeing and Wellbeing Recreasorably who play a key you in rhampionism that I his you're have been allowed.	ng. We ensure v	ve are meeting our of	oligations through the following activi	tex				
'We ha	e several Mental Health First Aiders (MHFA) available ployee Assistance Programme offers free 24/7 confide	media and have many other resources available to support staff to achieve good overall wellbeing and Wilebeing Representative who play a key role in championing the University's Health and who are a point of contact for colleagues who are separating mental it shads and for colleague printil support, practical advice (reducing qualified legal and francial advice) and counselling, for absolute of well-and well-and collections and support and advice and advice and printil support, practical advice, including qualified legal and francial advice) and counselling, for absolute of weeks, wideling blogs, informal coaching relation.	ues who are cor r a range of issu	ncerned about the po ses including family is	ssible mental ill health of others. sues, gambling, domestic abuse, del	at, childcare, financial, insurance claims, legal, work, drugs and alcohol, relationships. c	consumer issues, stress and housing.			
'Intrane		makendar of events, wellbeing blogs, internal coaching resteors population of the activities and resources in place to support their wellbeing and mental health.					*			
we will	construe to raise awareness across the research staff p									
		We take a holistic approach to our Wellbeing Agends and have many resources available to support good overall wellbeing. We will continue to review and update in response to feedback and/or internal/edemail factors.	Yes	1 July 2023 and ongoing	Organisational Development     Manager	Evidenced by CEDARS 2025:	In 2023/24 the Deputy Vice Chancellor is leading a review of workload planning across academic staff base. Once the details are known they will be added as an action in this	Updated Jan 2024		
		ancor marran/edemal factors.  HB have a range of resources acceptes tools in our contribution. You have the				*Q37 Your institution actively promotes the importance of good mental health and wellbeing of staff?">75% Agree/Strongly Agree	peen.	Need update stats from OD at Jan 2024     Updated Mar 2025		
		to a good working environment and support for all staff which includes:  * Good Work Pledge						Colleague wellbeing is central to footering a positive and productive work-have at		
		HRT have a range of resources, 4-guides, scokins and workshops. Toolkis. We are committed to a good working environment and support for all staff which includes:  "Enripsian Assistance Programme" Cost of Living Support A						Northumbris University. Our approach has evolved to an integrated strategy embedded in our culture, leadership, and people management. Grounded in the CIPD's Domains of		
		We will continue to promote and monitor uptake of resources such as number of wheth						werpering, we focus on six core areas: health, good work, workplace culture, belonging, growth, and financial wellbeing. This holistic approach ensures colleagues receive comprehensive support from merital and physical health services in flexible.		
ECB	Promote good mental health and wellbeing through the effective management of workloads and people.	We will continue to promote and monitor uptake of resources such as number of staff accessing the Employee Assistance Programme' to ensure we have the right balance of activity and support for our community.						Collabupe without go control to bending a positive and productive windplace at the Collabupe without good productive windplace at the Collabupe without good productive and the Collabupe of the Collabupe of the Collabupe of the Collabupe of the Collabupe of the Collabupe of the Collabupe of positive of the Collabupe of the Colla		
	www.cove management of workloads and people.							insights. Following a 2023-24 review, we have transitioned to an integrated model, with intranel updates and wellbeing metrics—such as sickness absence and engagement		
								scores—now included in the People Scorecard, reported to the University Executive and People Committee. We also actively promote and track the use of resources, including stell executions and use the Employee Assistance. Programme in execu-		
								initiatives effectively meet the needs of our community.		
								back by an Academic Workshook of Shriver Project Mitterbog Group, an extension review of scalestime workshook has been place to review one or promose note in Shrethurghin and consider how this can be improved. As part of the entires, colleagues across the consider how this can be improved. As part of the entires, colleagues across the arternary, were invited to Residuals via an extent of forcemen or white older and, what is a reservant, were invited to Residuals via an extent take forward. Actions including order in association will be literathed in disc course.		
								consider how this can be improved. As part of the review, colleagues across the university were invited to feedback via a number of forums on what works well, what is a		
		Stress Management training is completed by all line managers.	Yes	1 Jul 2023	1 Commissional Devalorment	1 Current all staff correlation rate for Stress Management is 95° Monagement		resources will generate reass on now we can take forward. Actions including online resources will be launched in due course.  Undated Jan 2024		
				1. Jul 2023 and orgoing	Organisational Development Manager	<ol> <li>Current all staff completion rate for Stress Management is 95%. Managers of research staff will be identified, and completion rates reported separately with a target completion rate of 95% set.</li> </ol>		Need update stats from OD at Jan 2024		
ЕСИ	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.							Updated Mar 2025		
l								Current completion for academic managers is 86% (12/03/25).		
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		<ol> <li>All Academic Departmental scutty nois Advanta Swan bronze awards. Departments will continue to ensure the principles are embedded in recruitment, promotion and recognition.</li> </ol>		1. May 2025 ongoing	HoDs/Department Self- Assessment Teams	Good practices are maintained towards the advancement of gender equality. All Departments retain Athena Swan bronze status.		Updated Jan 2024	
		<ol> <li>All Academic Departments/Faculty hold Athena Swan Bronze avends. Departments will continue to ensure the principles are embedded in recruitment, promotion and recognition processes via Athena Swan action plans.</li> </ol>				The Gender Equality Steering Group is currently working on plans to make anapplication for an Athena Swan Institutional Silver award in 2025.		All Academic Departments/Faculty hold Athena Swan Bronze Awards at Jan 2024.  Updated Mar 2025	
						anapplication for an Athena Swan Institutional Silver award in 2025.		Updated Mar 2025	
								Advances have horsen (MEI). Winding with Advances HE, Northurdenia, prolitiques for a loss list for goin and Advances have for non-integration as a loss list of goin and Advances for the professional support departments, professional support departments, and the support of th	
								participated in a trial to open out Athena Swan to professional support departments. RIS is one of the first professional service departments in the UK to receive an Athena Swan	
								award. To achieve the award RIS undertook significant engagement with colleagues across the department, including a survey in December 2022 and follow up listening	
	Ensure managers promote a healthy working							sessions in June 2023. The listering sessions illuminated several issues that were fren developed into a draft action plan by the Departmental Self-Assessment Team utilizing a	
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.							Theory of Change Approach' at a workshop in July 2023. The action plan was reviewed and evolved further with input from RIS colleagues through development mornings, and	
								workshops in October and November 2023.	
								tratitutional Award: Work has progressed over the past year towards applying for Silver	
								been made in several key areas:  Several familiated workshops have taken place in discuss our Gender Equality	
								Ambilions, on the following themes: the Steering Group's purpose; agreed ways of	
								gender equality; potential priorities of each working group; proposed timelines; and themse for listening groups	
								Afterna Seans with a planned submission for Macri 2022. During this time propase has been made in asserting suprasses. Several facilities deviation particular the bearing Group's purpose, agreed ways of exhibition, on the blooming Group's purpose, agreed ways of exhibition, and the blooming Group's purpose, agreed ways of exhibition, and the submission of the submission of exhibition of exhi	
								Development, tackling Unacceptable Behaviours, and the Academic Development Review	
ECM4	Ensure managers consider fully flexible working requests and other appropriate amangements to support researchers.	No further action: We have a Flexible Working Policy in place, the University is committed to attracting and retaining excellent colleagues and believes that the ability to work flexibly, where aligned to business needs, can help support this.	,			While no further action is planned at this time we will monitor through staff surveys. Evidenced by CEDARS 2023 & 2025 QT3 Your institution treats you failing in relation to requests for flexible working?" >75% Agree@trongly Agree			
	support researchers.								
		No further action: We will continue to raise awareness across the research staff population of the activities and resources in place to support their wellbeing and mental health.				While no further action is planned at this time we will monitor engagement through staff surveys.			
ECRS	Ensure researchers take positive action towards maintaining their wellbeing and mental health.					Evidenced by CEDARS 2023 & 2025 Q34 In which areas have you undertaken, or would you like to undertake, training and other			
						shiff sarveys. Evidenced by CEDARS 2023 & 2025 Q34 In which areas have you undertaken, or would you like to undertake, training and other continuing preliasional development? - Mental health and wellbeing! >75% Acres/Strondy-Acres			
Bullyin	and harasament s of these obligations are to eliminate bullying and ha			andra .					
Northur	bris University seeks to provide a working environme	researment in the research system, texticed through progressive policies and secure mechanisms in ni where all staff and students can flourish professionally, academically, and personally. We are set for colleagues and students to seek support and/or report their concerns if they experience, or	committed to b	eing a community that	is welcoming, respectful and free fro	n bullying, discrimination, harassment, and victimisation. Our Code of Conduct and Vis	lues and Behaviours sets out agreed standards of behaviour and expectations. Our		
		er for colleagues and students to seek support and/or report their concerns if they experience, or	r witness, unac	ceptable behaviour.	The Policy and Portal were created in	collaboration between the University, Students' Union and the Trade Unions.			
We will	continue to raise awareness across our research staff	population of the policies and practices in place to tackle discrimination, bullying and harasame	nt and the supp	ort available for those	reporting issues.				
		No further action: University has an Unacceptable Behaviours policy, monitoring and reporting tool. This workstream brings together monitoring and policies on tackling bullying and	3			While no further action is planned at this time we will monitor activity and engagement through staff surveys.			
		tool. This workstneam brings together monitoring and policies on tackling bullying and harasament				engagement through staff surveys.			
1	1		1	1		Evidenced by CEDARS 2023 & 2025			
1			1			Q27 "Please indicate how confident you are in your ability to: - Respond to any issues relating to bullying and hasssament" > 75% Agree/Strongly Agree			
1			1			Q40 To what extent do you agree with the following statements in relation to equality and diversity? I trust that my institution will investigate any			
1			1			reported incident of bullying and hanasament fairly and take appropriate action' >75% Agree/Strongly Agree			
L.	Promote a healthy working environment through effective policies and practice for tacking discrimination, bullying and harasament, including providing appropriate support for those reporting		1	1		LH1 I o wrat extent do you agree with the following statements in relation to bullying and harassment?			
ECB	discrimination, bullying and harassment, including providing appropriate support for those reporting		1	1		i am ramear with my institution's mechanisms to report bullying or harasament >75% Agree/Strongly Agree			
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1	1		1	1		Look for negative trends in Q43 in the last 2 years have you "Personally felt discriminated against whilst at work?"			
1	1		1	1		* Reported any incidents of discrimination (to you or someone else)?  * Personally felt bulled or harassed?			
1	1		1	1		"Reported any incidents of bullying or harassment (to you or someone else)?			
L	<u> </u>			<u></u>			<u> </u>	<u>                                       </u>	
		No further action: University has an Unacceptable Behaviours policy, monitoring and reporting tool. This workstream brings together monitoring and policies on tackling bullying and	3			While no further action is planned at this time we will monitor activity and engagement through staff surveys.			
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						and diversity? I trust that my institution will investigate any recorded incident of bullving and harasament			
						tainly and take appropriate action' >75% Agree/Strongly Agree DA1. To what enters do you agree with the following statements in relation to			
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HREIR Action plan, Vitae 2020



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									MERCHANT REPRESENTATION	
		Work in progress to finalise and publish a Code of Good Research Practice.	Yes	1. Jun 2023	Research Integrity and Ethics Manager	Publish Code of Good Practice and review effectiveness in Jun 2024	This work is part of the Research Culture Action Plan	Updated Jan 2024		
		2 Colors of State Sections is developed as a second of section		2. Jan 2024				This will be considered by Research Culture Committee in March 2024.		
		<ol> <li>College of Ethics Reviewers is developed as a community of practice to share ideas, experiences, and good practice in reviewing ethics applications.</li> </ol>	reo		Faculty Research Ethics Directors	<ol><li>Policies and guidance on research conduct are current and enable researchers to use best practice in their research.</li></ol>		3. Research Integrity Champions work is pushed back to 2025.		1
		Scope the implementation of a Research Integrity Champions programme, to promote and support best crucice for the ethical conduct of research.	Yes	3. Jun 2023	3. Research Ethics Committee	<ol> <li>Recommendation to Research Knowledge Exchange Committee (RAKE) on the value of Research Integrity Champions.</li> </ol>		Updated Mar 2025		1
		anappears were protected for the estricts conduct or research.	1	1						1
			1	1		Evidenced by 10% increase in positive responses to CEDARS 2023 and 2025 questions relating to research integrity.				
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ECB/ ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.		1	1		other continuing professional development? Research Integrity Q34 Researchers - have you undertaken, or would you like to undertake, training				l
EUM2	conduct.		1	1		and other continuing professional development? Research Integrity Q37 To what extent do you agree thatYour institution promotes the highest				l
			1	1		standards of research integrity and conduct? Q39 How would you rate your awareness of current initatives within the research				l
			1	1		and innovation system? Improving levels of research integrity.  O42 To what extent do you agree with the following statements in relation to				l
			1	1		and innovation system? Reproving levels of research integrity. Q42 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.				1
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			1	1		"I trust my institution to investigate any reported incidents of research misconduct fairly and take appropriate action				l
			1	1		"I trust that my institution would take action if appropriate after such an investigation				1
	1	No further action: This will be covered by the Code of Good Research Practice above (ECIS/ECMZ)		1	İ	Evidenced by 10% increase in positive responses to CEDARS 2023 and 2025 questions relating to research intently.				
		(ECS/ECM2)	1	1						l
			1	1		Q28 Managers - here you undertaken, or would you like to undertake, training and other contenting prolessional development? Beasent heapty (2017 or what earlier do you ages that . Your institution promotes the highest standards of reasenth integrity and conduct? (2018 How would you rate your watership and conduct? (2018 How would you rate your watership and conduct? (2018 How would you rate your watership and conduct? (2018 How would you here you have you have here had not seen to the property and the property of the pro				l
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	France managers report and address land		1	1		Q39 How would you rate your awareness of current initatives within the research and innovation system? Improving levels of research integrity.				l
ECMS	Ensure managers report and address incidents of poor research integrity.		1	1		Q42 To what eatent 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				l
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	Ensure researchers act in accordance with		1	1		COST To what eaters do you agree thatYour institution promotes the highest standards of reaseach integrity and conduct? 2029 How would you rate your averagement of current initiatives within the research and innovation system? Septoving levels of seaarch integrity. 2021 To what septom of your proposing levels of seaarch integrity.				l
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		No further action: This will be covered by the Code of Good Research Practice above (ECRECNIZ) and the University has an Unacceptable Behaviours policy, monitoring and secretic size.	1	1		Evidenced by 10% increase in positive responses to CEDARS 2023 and 2025 questions relating to research integrity.				
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Policy	development		_							
The air	ns of these obligations are to encourage all researchers	to actively contribute to the development of policies driving positive change at their institution, o a new stategic plan for Northumbria University. This approach builds on the successful ends								
will take	w www.ee or 2023 we neve seen collaborating to develo s place in phases throughout 2023, with plenty of oppor	p a new strategic plan for Northumbria University. This approach builds on the successful enga turities for members of the Northumbria University community to attend seminars and workshop	wyement to des sps, input into o	wup the current strail leveloping ideas, be p	ways who we are committed to deliver part of the on-going convensation, fee	ng var new autregic pean on the back of a deep and wide consultation with our community ding back on proposals and taking part in the launch of the new University Strategy 2024.	y or man, mounts, sturms, employers and partners. The strategy development process i-30 in January 2024 as per the following timeline.			
The pro		velop and launch Northumbria Values and Behaviours. Our Values were introduced in our 2018	5-23 Strategy	end are our guiding p	rinciples which outline what's most in	portant to us.				
All nesse	archers (and managers of research) as well as technics	al and professional support staff have been encouraged to actively engage in the strategy devel	elopment proce	88.						
All nesse	archers (and managers of research) as well as technics	al and professional support staff have been encouraged to actively engage in the strategy devel	elopment proce	88.			ng Group, which reports to the Committee. There will be opportunities for researchers and			
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All nesse	archers (and managers of research) as well as technical Pleasarch Culture Committee a will be central to how the managers to either be part of that Committee or to co	and professional appoint shift have been encouraged to activally engages in the sittings drive was exposed and authorize and teaching research clause, though the superimentation of their teaching friending contained and their superimentation of t	elopment proce	ss. h Culture Action Plan  1. Sept 2023  2. Dec 2004	We are now seeking to recruit ment     Head of DeptPVC Research     and Knowledge Exchange     PVC Research & Knowledge     Exchange HoDs	tion for the Research Culture Correlline and Responsible Research Assessment Working  1. Researches are server of the approximate to repope with organizations and endostion-modely processors. Evidenced by participation rates at University Streets indicates resolution.  2. Decided CCR opposition for Placify and Departmental Correllines. A lead was CCR on each University Resulty Departmental Correllines.	ng Grop, which reports to the Connection. There will be appointerities for researchers and	<ol> <li>Over 1000 people across all accidenci departments, career stages and professional support services have liken part in Orasleys 2004-30 consultation verbalaps. The process table on the confidencies work for develop or Vibusa. Be Editarization 1 2002.</li> <li>ECR Fromm was relaxanteed in December 2002, have was also an eleverance part of the summer and Dec 2004 where was partied class for future assertion.</li> </ol>		
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HREIR Action plan, Vitae 2020



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		Review cross University Induction Process (Dept/Faculty/RIS)	Yes	Jul 2024	Organisational Development     Manager and Researcher Skills     Development Manager	Benchmark onboarding experience – PVCs Education and Research & Knowledge Exchange to review with HR.	Links to ECR2 Awareness of EDI policies and ECI1 Aware of Concordat	Update Mar 2025		
					Development Manager	Knowledge Exchange to review with Hir.		<ol> <li>Re-design of VCF development programms to help ensure new VCF's receive a comprehensive induction to the University and are fully integrated into their Department.</li> </ol>		
						Focus groups with recent new starters across Faculties and Professional Services to improve Induction process.				
		Work with new VCF cohort to develop a more holistic approach to Induction	No	Sept- Feb 2024	2. Organisational Development and	2. Hold focus group 6 months after onboarding cohort.		Guidanos for line managers of VCF's also developed to support better departmental integration.		
					Organisational Development and Researcher Skills Development Manager					
	Provide an effective induction, ensuring that	3 Parallel and show industry also with our student should also date with a sec-	No.	Jan 2024	3. HoDs	T Marrie 10 and states that Day 2000 E hald but interview effection on				
EIZ	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their	<ol><li>Develop and share induction plan with new starters shead of start date with a pre- information pack which includes our obligations to the RD Concordat.</li></ol>	No	Jan 2024	3. House	<ol> <li>Identify 10 new starters Sept-Dec 2023) &amp; hold 1:1 interviews reflecting on induction experience. Feedback used to improve experience.</li> </ol>				
	position.	Improved web resources: add an induction section on the Researcher Development websit (incorporating recently updated RIS staff induction resources)	n No	Mar 2024	Researcher Skills Development Manager	Resources are regularly reviewed and date stamped.				
		(incorporating recently updated RIS staff induction resources)			Manager					
						Evidenced by CEDARS 2025 Q19 When you started with your current employer how useful did you find your				
						induction: Useful/Very Useful				
			1	1		"At institution level >60% "At department/flocality-unit/level >60% "Local to your current rolls > 60%				
						"Local to your current role > 80%				
Recogn	ition, reward and promotion									
The airr	s of these obligations are to ensure the fair and inclusi	ive recognition of researchers as part of their career progression.								
				1. Jul 2025		1 BSSSC will develop a communications and action oles (see communication		Updated Mar 2025		
		<ol> <li>Through the Scholarly Commit Team we will promote the use of responsible metrics in promotion and recruitment criteria. The Responsible Research Assessment Working Group is about to Isunch (re-Isunch - was the DORA Working Group), as a subgroup of Research</li> </ol>	Yes	1. Jul 2025	Research Quality and Culture     Manager	RRWG will develop a communications and action plan (see comments)	RRWG will develop a plan to:     Eliminate the use of journal-based metrics when assessing the contributions of an			
		about to Isunch (re-Isunch - was the DORA Working Group), as a subgroup of Research Culture Committee. The work of the RRAWG is to:					Tilminate he use of journel-based metrics when reasoning the contribution of an ordividal research or performance of an ordividal research series, or deviced in research performance of the ordividal research series or deviced in the performance of the ordividal research ordividates or deviced in the properties of the research performance or deviced in the properties of the research contribution. The research is research to device the research contribution. The research is research to the research in the research is research to the research in the resea	The Working Group for Responsible Research Assessmenthus been established and makes provingendations for the implementation of responsible research assessment.		
		'Dafine onlines for embedding responsible research assessment principles in our research					promotion and tenune, and consider how next-generation metrics (alternative metrics) can	<ol> <li>I have vectoring under the properties in the second section of the position of the makes recommendations for the implementation of responsible research assessment across the University's activities, with a particular focus on recruitment, promotion &amp; progression, and the Research Excellence Framework.</li> </ol>		
		culture, policies, and practices (based on latest sector reference points and guidance).					that enable researchers to present the full range of their research contributions.			
		culture, policies, and practices (based on latest sector reference points and guidance).  Work in a transparent and inclusive way to understand current approaches to using performance metrics at Northumbris that align with responsible research assessment.					"Raise awareness, deliver training, and offer guidance to researchers and professional support staff to improve understanding of 'responsible metrics' across the University. This	The Working Group reports to Research Culture Committee and includes representatives from our academic and professional services communities, and the students' union.		
		principles.  *Make successpeciations and decelor recognils for implementing assumptible assessmble.					could include faculty 'Responsible Research Assessment Champions' who can advocate for responsible research assistant within departments, research prount and selection			
		assessment across the University, with a particular focus on recruitment, promotion and REF.					panels.	to helpfully guide colleagues on the types of contributions they may wish to include.		
	Provide clear and transparent mert-based recognition, reward and promotion pathways that	principles.  "Make recommendations and develop proposals for implementing responsible research assessment across the University, with a particular focus on recoderant, promotion and REF." (Monitor and export on progress against the plate in Exercise Committee (sub-Committee).	1	1		ĺ.	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 hiting, tenure and promotion decisions, and recognise that a singular approach won't necessarily work.	2. A wide range of exemples are included in the promotion materials which are intended to helpfully guide colleagues on the types of contributions they may with to include. Likewise, external activities are captured through Education, Research or Practice contributions with indicative exemples.		
EIS	recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal			1		ĺ.	promoson oscisions, and recognise that a singular approach won't necessarily work across all departments.	Submission Template examples from promoted colleagues are published on HR webpages each year and available for all colleagues to view.		
	circumstances.	2. Develop a wide range of exemples of academic citizenship, that includes both internal and external engagements and a wide range of example activities, to provide helpful exemples of how to evidence citizenship for progression and promotion. (This action links to Research Coltume Action Plan)	No	2. Sept 2024	HR Manager (RDSG & Culture Committee)	Academic citizenship is described in this year's Academic Development Review —				
	I	how to evidence citizenship for progression and promotion. (This action links to Research Culture Action Disc)	1		Committee)	<ol> <li>Academic citizenship is described in this year's Academic Development Review – Case Studies will enhance understanding.</li> </ol>		Each year, the Vice-Chancellor invites all newly promoted colleagues to an event to collectively celebrate their achievements.		
			1			Publish 6 new Case studies 'Ambitions in Action' on the HR Career Pathway pages from the 2023 promotion round. Highlighting cases of women and BAME colleagues		Community Community (ISS SCHEVETERIS.		
	I	Better, transparent celebration of success: publish case studies of recently promoted academic staff across different levels are published prominently on webpages highlight their	1	1		promotion.				
1	I	contribution to people management.	1	1		Evidenced by CEDARS 2025:				
1	I		1	1						
	I		1	1		advancement opportunities >60%				
$\vdash$		No further seriors work to descusion Northumbris's Association Consum Bullions	+	<del></del>	<del>                                     </del>	Q13 To what estent do you agree you are treated fairly in relation to: Career advancement opportunities >00% Q15 To what existent do you agree with the following statements? Evidenced by CEDARS 2025:	Also Irias to refeashed PDA recovers thought new Pennis and Finance and			
		No further action: work to deavelop Northumbria's Academic Career Pathway was completed during the last Action Plan period.	1				Also links to refreshed PDA process through new People and Finance system below. PCD16, PCDR4 and PCDM4			
EMS	Managers commit to, and evidence, the inclusive,		1	1		uzo wanagers have you undertaken, or would you like to undertake, training and other continuing professional development?				
240	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.		1	1		Q25 Managers have you undertaken, or would you like to undertake, training and other continuing professional development?  "Conducting appraisals / development reviews >50%  "Recruitment and selection >20%				
			1	1		* Recruitment and selection >95% *Equality, diversity and inclusion >95%				
Respon	sibilities and reporting	<u>'                                      </u>			<del></del>	<u> </u>				
	s of these obligations are to ensure that researchers a	and their managers understand and act on their obligations and responsibilities.								
Through will inclu	our Research Culture Action Plan we aim to create a de improved responses to questions within research o	research environment that enables us to conduct and evaluate our research with integrity and touture surveys.					managed and monitored through the Research Culture Committee, Measures of success			
Reinir	swareness of guidance and referen around account	are an integrated part of our induction & PDA process, training and development offer as well a	s vis our Bern	ech Culture Action for	n. The Reserreth College Arrive Pro-	n aims for improved communication and offering greater clarity in what is	researchers at different stages of the research liferante as well as improvious			
administ	ration systems that support the research lifecycle.	, -, or	readill		Comme PLACE PER		The state of the s			
		No further action: managed through Research Culture Action Plan.				Evidenced by CEDARS 2025:				
	Managers familiarise themselves, and work in					Q25 Managers have you undertaken, or would you like to undertake, training and				
EM2	accordance with, relevant employment legislation and codes of practice, institutional policies, and the					other continuing professional development?  "Conducting appreciated / development reviews >07%				
	Managers familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding.		1	1		Q28 Managers have you undertaken, or would you like to undertake, training and other continuing professional development?  "Conducting appressiate / development reviews >65%  "Recruitment and selection >62%				
$\perp$			1			Research integrity >95% "Equality, diversity and inclusion >95%				
1	1	No further action: managed through Research Culture Action Plan.	1	1 -		Evidenced by CEDARS 2025:			T	_
	Researchers ensure that they work in accordance		1	1		Q34 in which areas have you undertaken, or would you like to undertake, training				
ERI	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.		1	1		"Equality, diversity and inclusion >95%				
	of their funder.		1			and other continuing professional development? "Equality, diversity and inclusion >55% "Open reasonable (open publication and open data) >50% "Research Integrity >50%				
$\vdash$		No further action: managed through Research Culture Action Plan.	+			Evidenced by CEDARS 2025:				
		THE CHARLES MAKEN THE BEGIND THOUGH RESIDENCY CLUBURE ACTION PUBL.	1			Lemman by CLLAPE 2020:				
1	I		1	1		Q40 To what extent do you agree with the following statements in relation to equality and diversity? I am familiar with my institution's mechanisms to report invisions of				
1	Bessenthers understand their secretion obligations		1	1		discrimination - Agree/Strongly Agree >60% OA1 To what extent do you serves with the following statements in relative to the following statements in relative				
ER2	Researchers understand their reporting obligations and responsibilities.		1			and harasament? I am familiar with my institution's mechanisms to report bullying or				
			1	1		nurseamers - Agree/Strongly Agree >60% Q42 To what extent do you agree with the following statements in relation to				
			1			O40 To what extent do you agre with the following statements in relation to equality of the control of the cont				
Berne"	management	<u> </u>				1 *************************************				
The piv	management s of these obligations are to ensure that researchers a	are well-managed and have effective and timely performance reviews.								
We are			cellence, collabo	oration, inclusivity, inn	ovation and ambition) were launched	duruing our 2018-23 strategy period with our Behaviours co-created by colleagues from	n faculties and services who worked collaboratively to consider what it feels like to work for			
Northum	bria, and where we need to continue to transform toge	ether to achieve what's important to us.								
"There is "College	s now a section in the University's Welcome Event for use are asked to consider how they can embrane now	all new colleagues to help them understand and embrace our Values and Behaviours.  Values and Behaviours when reviewing and agreeing their goals in their Performance and De-	elopment Apres	sissal.						
Eviden	to of the demonstration of our Values and Behaviours	all new colleagues to help them undentand and embrace our Values and Behavious and Dehavious when reviewing and appealing their goals in their Performance and Dev is now one of the criteria for audiently promotion in the Audientic Review in Templas. It aligned to the Values and Behaviours, providing development opportunities to support colless raise colleagues for their confeditions. The Values are the award categories in our annual Edward.	man to make	a our haborious i	a way they work from and on	rhen.				
Values	and Behaviours are now integral to the way we recogn	nise colleagues for their contributions. The Values are the award categories in our annual Shine	Awards, and the	he behaviours are the	nominating criteria.					
Through	our Manager's Hub we want to support our people ma	anagers to be the best manager they can be and saked colleagues what great management me velopment opportunities for people managers at all levels across the University. These focus on a with different experiences.	sans to them. Th	hey told us that the be	at managers are great listeners, emp	athetic, and collaborative. They offer recognition, feedback and adopt a coaching style.	They communicate clearly, are confident decision makers and demonstrate integrity, trust,			
where y	ou will benefit from working with a range of colleagues	with different experiences.	www.eopme	or new areas, such		, ensemble are very me apenically for the managers , where you will me				
$\vdash$	I	Review Manager's tookit to see if there are any gaps or additional resources required.	No	1. Jul 2024	Organisational Development	Identify small group of people new to managing people at Northumbria. Small focus groups and 1:1 interviews to identify gaps.		Updated Jan 2024	The People Manager's Toolkit is	
1			1		Manager				reviewed on a regular basis to ensure that the information is up to date. The purpose of this resource is	
		<ol> <li>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 23-July 24)</li> </ol>	No	<ol> <li>From Sept 2023 to Jan 2025</li> </ol>	Organisational Development Manager and Researcher Skills	Programme co-created with VCF Fellowship Academy.		2. First workshop with VCF Cohort took place in November 2023. This was a chance for the cohort to get to know each other, share their 3 year reasanch place and allowed us to gather their reaser of development needs to ensure they have the skills and knowledge enable them to succeed. The Cohort are keen to have more intentisciplinary networking.	date. The purpose of this resource is to highlight the roles and	
1	I		1		Development Manager	Seek feedback from VCFs to inform broader University Research Leadership		enable them to succeed. The Cohort are keen to have more interdisciplinary networking		
1	I	Review PI Toolkit and develop new PI stand alone session to include project management and hiring and managing research staff.	1	1		assacruprogramme.		sessors.	various points in the employee lifecycle, and where line managers can access support and information if they need it.	
1	I	and hiring and managing research staff.	No	3. Jan 2026	3. Head of Research Development	3. Focus Group with new and experienced the in discover twhat does in the arms to		Updated Mar 2025	can access support and information if they need it.	
	I		1	1	Head of Research Development and Researcher Skills     Development Manager	<ol> <li>Focus Group with new and experienced Pls to discover 'what does a Pl need to know?' – Jan-Mar 2025</li> </ol>		2. Vice Chanolikos Pellouship Cohart Programme: This programme will start in September 2025. Over this three years of the followship, UCPs will have access to a suppose carling regionary accessment, building and enaboring accessment, building and enaboring accessment, building and enaboring accessment per year (Cit., Jan. & May). See access the coarse of the followship, 3 seasons per year (Cit., Jan. & May). See access the coarse of the followship, 3 seasons per year (Cit., Jan. & May). See access the coarse of the followship of the coarse per year (Cit., Jan. & May). See access the coarse year of the coarse year of the coarse year of the coarse year of the coarse year year.	The Parelle Management Principles	
		4 New post award roles to support Pla manage large, complex projects : Research Delivery	.1			Focus group feedback feeds into session plans - Jul 2025		bespoke rolling programme of community-building and networking activities. There will	The People Management Principles were developed and Isunched, which are aligned to Northumbris's Values and Behaviours. They guide colleagues who line manage others and provide clarity on the	
E14	Provide effective line and project management training opportunities for managers of researchers	4 New post award roles to support Pla manage large, complex projects : Research Delivery Officers (3), Research Centracts Coordinator (working between RG and Legal Services), Dus Diligence Coordinator (compliance with Trusted Research agends).	No	4. Mar 2025	4. Head of Project Mobilisation and	PI sessions delivered and feedback sought from attendees - Jan 2025		be nine sessions over the course of the fellowship, 3 sessions per year (Oct, Jan & May). There will be flexibility within the programme to include topic specific workshops	are segred to Northumbria's Values and Behaviours. They guide	
1	training opportunities for managers of researchers, heads of department and equivalent.		1		Head of Project Mobilisation and Researcher Skills Development Manager	1:1 interviews with large award holders on their experience and feedback.		suggested by the VCF community or to focus on emerging themes or opportunities arising in the external research funding landscape. VCF Cohort Programme. Mar 2775 Avvv	colleagues who line manage others and provide clarity on the	
1	I		1	1	-			This Decements will be understood by the photosometalism that are sh	expectations of managers at the	
			1			Project mobilisation is streamlined, evidenced through time from award to project start in WorkTribe.		This Programme will be underpinned by the development offers that are already available through Organizational Development (OD), Library and Research and Innovation Services (RPD)	urreay.	
	I		1	1		ĺ.			A structured Development Plan for Vice-Chancellor's Fellows has been	
			1	1				<ol> <li>PI Hub developed - Managing a successful grant as the Principal Investigator (PI). The hub is an ever evolving resource, and we'll be continually updating the information on here on a regular basis.</li> </ol>	developed based on feedback from the current Vice-Chancellor's Fellows	
				1		ĺ.		here on a regular basis.	and strategic direction from the FPVC	
1										
								<ol> <li>Large project approach: What? We are developing a consistent approach to supporting</li> </ol>	(Research and Knowledge Exchange) and the Dean of	
								<ol> <li>Large project approach: What? We are developing a consistent approach to supporting delivery of our large and growing project portfolio ensuring maximisation of impact and apend.</li> </ol>	(Research and Knowledge Exchange) and the Dean of Research Culture. The 9-session rolling programme incorporates skills-	
		No further action: A review of academic workload, in being lad by our Dappyly Voc Chancelone No further action: A review of academic workload, in being lad by our Dappyly Voc Chancelone No further action: A review of academic workload, in being lad by our Dappyly Voc Chancelone No further action: A review of academic workload, in being lad by our Dappyly Voc Chancelone No further action: A review of academic workload, in being lad by our Dappyly Voc Chancelone No further action: A review of academic workload, in being lad by our Dappyly Voc Chancelone No further action: A review of academic workload, in being lad by our Dappyly Voc Chancelone No further action: A review of academic workload, in being lad by our Dappyly Voc Chancelone No further action of the control of the co				Evidence through CEDARS 2005:	This is covered in PCD16, PCD84 and PCD84	4. Large project approach: What? We are developing a consistent approach to supporting delivery of our large and growing project portfolio ensuring resorrisation of impact and append.	A structured Development Plan for Vice-Chancellof's fellows has been developed based on feedback from the custent Vice-Chancellof's Hollows and strategic direction from the FPVC (Research and Knowledge Exchange) and the Dean of Research Culture. The S-session rolling programme incorporates skills-	
		No further action: A neview of assistance workload, is being led by our Deputy Vice Chancelor Academic workload plays a live yet also our reasench culture, and in the 2022 Reasench Culture Sourcey staff fill as 1 who also do a warring to a consequence of the source of					This is covered in PCD 16, PCDR4 and PCDM4	4. Large project approach: What? We are developing a consistent approach to supporting delivery of our large and growing project portfolio ensuring maximisation of impact and append.	(Research and Knowledge Eachange) and the Dean of Research Culture. The 9-session rolling programme incorporates skills-	
		No betwee scious A review of academic workload, is being bef by an Depays Voc Chanceloo Academic workload plays a bey role in our research cubrus, and in the 2022 Research Cubru Govey safet find a protrip for any work to reprove our research cubrus should be resuring a large search of the company of the company of the company of the company of the company contained and search protries on an analysis and to declarch of the remiseration of the				Q20 Over the post two years (or since taking up your current position if that is more recent) have you participated in staff appraisal/nview? Yes >85% Q21 May make into you find your staff appraisal / development review? I hash/May.	This is covered in PCD16, PCDIH4 and PCDM4	4. Lange projekt approach: "What?" We are developing a consistent approach to supporting delivery of our large and growing project portfolio ansuring maximisation of impact and spand.	(Research and Knowledge Eschange) and the Dean of Research Culture. The 9-season rolling programme incorporates skills-	
		So before action. Another of producting contribute, to being let by our Diguto's Not Themselfor, Conducting contributed globs a lety give to our or memoric cubics, and on the 2022 Research Cubic Source, self-file is profit for given to its propore consistent cubics should be self-cubic profit contributed and profit cubic cubic cubic should be self-cubic to the research review and self-cupic profit cubic cubic self-cubic should be fill-reven Resources on the representation of accusing contribution cubic cubics.				Q20 Over the post two years (or since taking up your current position if that is more recent) have you participated in staff appraisal/nview? Yes >85% Q21 May make into you find your staff appraisal / development review? I hash/May.	This is covered in PCD16, PCDR4 and PCDM4	4. Lage project approach. What'l We are developing a consistent approach in supporting delivery of or large and growing project portibilis remarking maximisation of impact and speed.	(Research and Knowledge Exchange) and the Dean of Research Culture. The 9-session rolling programme incorporates skills-	
	Ereare that excellent people management is	No. Infine action. Answers if anatheries socialised, I) long but by our Depoly You Chancelook. Another or exhibited gloss in the risk in our framework advance, and in the 2002 Measures Chain Anotheric or exhibited gloss in the risk in the control of the control	e e			Q20 Over the post two years (or since taking up your current position if that is more recent) have you participated in staff appraisal/nview? Yes >85% Q21 May make into you find your staff appraisal / development review? I hash/May.	This is covered in PCD16, PCD14 and PCD84	4. Lage princip agreemb. When 'We are developing a consistent approach to supported dealing of our large and greening project portfolio removing reasonstation of enjoic and object.	(Rasearch and Krowledge Exchange) and the Deen of Rasearch Culture. The S-season rolling programme incorporates skills-	
tis	Ensure that excellent people management is championed throughout the organisation and methodated in installance clusters, through annual formation and the contract of the con	So Latin earlier. A source of assubance controlled is long but by an Digardy Not Described. Another control of the property of the control co	e d			Q20 Over the post two years (or since taking up your current position if that is more recent) have you participated in staff appraisal/nview? Yes >85% Q21 May make into you find your staff appraisal / development review? I hash/May.	This is covered in PCS16, PCS84 and PCS34	4. Lags payed approach Yhlor? We are developing a consistent approach to appoint design of care happy and power payed perfolia resurvey resembation of impact and design of care happy and governing payed perfolia resurvey resembation of impact and payed.	(Rasaard) and Krowledge Exhange) and the Den of Rasaard, Culture. The 5-assalon rolling programme incorporates skills-	
ES	Ensus that excitled people management is championed throughout the organisation and embedded in mathetined culture. Wrough surrout marked affordam.	No. Lister action: A move of southern sections, a long-left by an Deptin You Chevacher Administration plays by you have a member on their, and in the 200 Research Cheb. Administration of the 200 Research Cheb. Administration of the 200 Research Cheb. Administration of the 200 Research Cheb. Administration of the 200 Research Cheb. Administration of Administration of the 200 Research Cheb. Administration on the information of Administration of Administration of the 200 Research Cheb. Administration of Administration of Administra	e de			GDO Over the past two years (or since taking up your current position if that is more recent) have you participated in said appreciative/seet 21 sea 26%.  What is a sea of the past of the past and appreciative/seet 21 sea 26%.  GDT Managers have confident are you in your shally to manage appearant of reviewer or past and or past and the past appearance. Confident all you pays with the following takements? The promotion participate of the past selected by you agree with the following takements? The promotion participate of the past selected by the past past appearance or promotion and the past selected by the past past past past past past past past	This is covered in PCD16, PCD84 and PCDM	4. Lapse principle adjournable What "Offer for includings a consistent opposition to approximate deposition to approximate adjournable and providing propriets profession around on manufacture of impact and of approximate and approximat	(Research and Krowledge Echnegi) and the Dean of Research Culture. The G-session rolling programms incorporates skills-	
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		***							Melocal Successions	
		No further action: We have launched a new People and Finance system which automates and simplifies many of our tasks and processes and enables colleages to complete a range of activities in one place. This is where we record annual Performance Development conversations, however there is also accept to second caseer conversations on a more regular basis and manages are encouraged of on this.				Evidenced through CEDARS 2025:				
	Researchers positively engage with performance management discussions and reviews with their managers.	activities in one pace. I has a where we record amuse interestance bevelopment conversations, however there is also acope to record career conversations on a mor regular basis and managers are encouraged to do this.				C20 My immediate manager  "Clearly articulates their expectations of me with respect to my role and performance. Agree@congly agree >50%.  "Sate expectations and objectives appropriate to my role - Agree@trongly agree >50%.				
	managers.					"Sets expectations and objectives appropriate to my role - Agree/Strongly agree >80%				
						**Provides clear, constructive and timely feedback on my performance - Agree/Strongly agree > 80%				
be aim	arity of this obligation is to improve the job security of resea	schera.								
t April 2 lepartme	123, we had 1,706 academic and research staff of whit rits. Northumbria only uses short term contracts for sto	ichiars. dir. 1976; (n)175) are contexed researchars (research orly) (Ne is an increase from c. 9%, (n)150) (n) dir. Anni salaries are juid Strugh separateur on a research great - when researches a collected 17.75; of the swarded cromes to hydrochrafts (nives parter payments) for extra juided 41.75; of the swarded cromes to hydrochrafts (nives payment payments) for extra	in 2021 which is	is low for the sector), end of their contract	The increase in contract researcher HR will contact them to see if they w	s is attributed to our successful growth in Research Grant & Contract Income (RGCI), and to go onto the redeployment register where they have priority access to up coming	and we are committed to connecting and integrating those staff in our academic vacancies should their skills match the role.			
Ve open	ite a Research Incentive Fund (RIF) - rewards are calc	sulated at 7.5% of the awarded income to Northumbria (minus partner payments) for each succe	ssful research	grant. Grants with an	awarded income to Northumbria of o	ver EZSk will be eligible for RIF. Staff holding RIF are able to use this budget to bridge	contract researcher salaries between research grants.			
				1 Dec 2025						
		<ol> <li>Communication plan to ensure staff know that Research Incentive Scheme (RIF) can be used to bridge research assistant salary gaps between grant funding.</li> </ol>	No	1. Dec 2025	Research Quality and Culture     Manager and Head of Research     Development	1.Evaluate the use of RF and monitor how it is being used to support fixed term PDDPA – staff cost vs non-staff costs. Worked exemples are developed of all the ways that RF can be used to grow high quality research, including bridging gaps between research grants for staff employed solely on an externally funded project.				
	Part to become the second for secondary for									
is	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress.					Interviews across career stages will be carried out and least 5 published exemples of what RUF has been used for – how it has supported individual/learn research.				
	contracts, and report on progress.					Evidence of RIF spending profiles including bridging of staff salaries beween grants.				
rofess	ional and Career Development oring professional development		•							
he aim	of these obligations are to promote the importance of	professional development and ensure researchers have the time to engage in it. development offer, giving researchers the opportunity to engage with in person workshops, online s fellowship programme which run annually, contributing to the ringlencing of at least 10 days. O				Control of the contro	The second by a second and a second and a second and the base of East Course			
		tic community and external providers, aligned with the objectives and principles of the Research tho are new to research but have been here a number of years while focused on teaching and I								
ve are c	road in our definition of E-UK and we welcome those w		earning or man	igement as well as el	any career post doctoral stain. We ha	we an EUR Potemand nost an EUR Hab which is a specifically cussed page with sol	ice and information for EURS.			
		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				Evidenced through CEDARS 2025:				
		support start to be independent researchers, with the time and skills to produce righ quality researchs.				Q13 you are treated fairly in relation to: "Career advancement opportunities? - Agree/Strongly agree >65%				
						"Access to training and development opportunities? - Agree/Strongly agree >65% "Opportunities for funding to attend conferences and external meetings? -				
	Provide opportunities, structured support, encouragement and time for researchers to engage					Agree carcegy agree >con.  "Opportunities for funding to attend conferences and external meetings?  Agree/Strongly agree >65%				
CDI1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rate per year, recognising that researchers will pursue careers across a wide range of employment					Q30 To what extent do you agree that "Your managen/supervisor encourages you to engage in personal and career				
	sectors.					Development activities? - Agree-Goorgy agree >cc>.  "Your managen/supervisor encourages you to engage in personal and career development activities? - Agree-Storngly agree >65%				
						Commonate Recognition (Confess 2000).  Que see tensical service and confess of the confess of th				
		No. Andrew Colonia Married Research Colonia Married Research				Evidenced through CEDARS 2025:		Undate Mar 2025		
		No further action: managed through Rassanch Culture Action Plan.through Principle 3.We support staff to be independent researchers, with the time and skills to produce high quality researchs.				Q30 To what extent do you agree that				
CDIS	Monitor, and report on, the engagement of researchers and their managers with professional development activities.					C00 To what eatent do you agree that "You are assess of the support your institution provides for your caseer and preferational divergenet?" - Agreed Entropy's agree > 50%. C05 Charting the peat 12 months (or since taking up your current position if that is more record; apportainship how may due you have you specif not having and other continuing professional development activities? > 50% to days Month ham 10 days.		<ol> <li>Online and in-person PDA training made available to all colleagues detailing how to have good cases convenzations and engage in the PDA process. Convenzation cards also created and made available via intraset to give quick advice on being appraised and taking part in various PDA convenzations throughout year.</li> </ol>		
	development activities.					more recent) approximately how many days have you spent on training and other continuing professional development activities? >50% 10 days More than 10 days				
		No. below codes account from the Records Codes below No. throat Records 1 We				Evidenced through CEDARS 2025:		Career hub created including guidance on advancing career, links to training, CV writing solvios, and career story videos.		
	Manager of the same of 10 days are also	No further action: managed through Rassearch Culture Action Plan through Principle 3.We support staff to be independent researchers, with the time and skills to produce high quality researchs.				Q30 To what extent do you agree that				
CDM3	Managers allocate a minimum of 10 days pro ratia per year, for their assearchers to orgage with professional development, supporting researchers to balance the delivery of their research and their own professional development.					Q30 To what eatent do you agree that "You are assess of the support your institution provides for your caseer and professional development" - Agence Editoryly agree > 60%. Q36 During the past 12 months (or since taking up your current position if that is more recording agreeable your way have you speed not instituting and other continuing professional development activities? > 50% to days More than 10 days.				
	to balance the delivery of their research and their own professional development.					more recently approximately how many days have you spent on training and other continuing professional development activities? >50% 10 days/More than 10 days				
				1. Sept 2025						
		<ol> <li>Review Researcher Development offer based on feedback from programmes and sessions in 2022/4 (content and mode of delivery). Enable researchers to take oversetship of their career development.</li> </ol>	NO .	1. Sept 2025	Researcher Skills Development Manager	1. Laurnch new researcher dewelopment offer with different modes of delivery to include in person, online and self-paced to enable researchers to own their development and access at a first occivation for them. Use include language when advertising to encourage contract researchers and technical staff to sign up.				
						when advertising to encourage contract researchers and technical staff to 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 portners.				
		Continue to work with other Professional Support Services that offer Researcher Development to provide a holistic offer. (RE/Library/ Ob/Marketing)	No	2. May 2025	Researcher Skills Development Manager	<ol><li>Researcher Development Bulletin and webpages are seen as the place to go to access professional and skills development.</li></ol>				
CDR1	Researchers take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rate per year.	Review current uptake of development offers.				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.				
	professional development pro rata per year.	Work with Faculties to determine what is offered at a local level.				Evidenced through CEDARS 2025:				
						Q30 To what eitheri do you agree that "You are aware of this support your institution provides for your caseer and OG of the provides of the provides of the provides of the your caseer position of that is more recently approximately how many days have you speric on training and other continuing provides out of the your days have you speric on training and other continuing provides considered provides accordingly provides the thin to days				
						"to are aware of the support your restriction provides for your career and professional development? - Agree/Strongly agree > 60% Q36 During the peat 12 months (or almos 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				
areer o	evelopment reviews									
he aim	of these obligations are to ensure researchers and th	eir managers are engaging in productive career development reviews.  s on-point browny conversations between a colleague and their line manager about the indivinvariations colleans our colleague and their line manager about the indivinvariations colleans accesses are follow to the future. There is also be an end of year review								
						d. The appraiser and appraises are expected to reach agreement on the content, rec	and and outcomes of the appraisal discussion.			
		he necessary skills, knowledge and behaviour to effectively conduct the appraisal discussions. sederahlp programmes and toolkits.			t is available for both appraisers and	appraisees. We will continue to provide informal support to research managers on ho	w best to structure career development conversations, and will continue to raise awareness			
lew staf	will be supported when they first join the University th	rough their induction and probationary period. This will include setting Probation Goals and har	ing regular che	ck-ins during the prof	oationary period so that there is a cle	ar mechanism for support, assessment, feedback and development.				
		No further action: new resources will be developed following career conversation workshops. (See PCDM1)				Evidence through CEDARS 2025:				
	Drouble training aburdanced council and time					G27 Managers indicate how confident you are in your ability to				
CDIZ	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.					"Manage appraisableview processes effectively - ConfidentFully confident >90% "Provide effective feedback to individual staff - ConfidentFully confident >90% "Activally apport staff in working towards their career sepirations - ConfidentFully confident >90%				
						confident >90%				
		Caser development conversations monitored through new People and Finance system. (See PCDM1)	No	1. Jul 2025	HR Manager (RDSG/Culture	Career conversations are held throughout the year – not just at an annual PDA.				
		(See PCDM1)			Committee)	point.				
ucow.	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.					60% of all researchers will have a meaningful personal development and career plan by 2025.				
	career development reviews.					Evidenced through the People & Finance' system reports and through CEDARS 2023:				
						Q20 Over the past two years (or since taking up your current position if that is more recent) have you participated in staff appraisal/review? >90%				
		Although PDA process is an annual process. Mangers and researchers are encouraged to have regular career conversation dialogue rather than waiting for PDA process.	No	1. Sept 2024	HR Manager (RDSG/Culture Committee)	Hold a series of 'Career Conversation' workshops for managers (x4).	Links to PCDR4 and PCDM4			
		move regions haven har freezeston dislogue tester sten wasing to: PLVA process.				Use feedback to develop a career conversations guide/best 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.				
CDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.					meetings at any point in the year through new People and Finance system.  Evidenced through the People & Finance' system reports and through CEDARS 2023:				
	a career development review at least annually.									
						Q20 Over the past two years (or since taking up your current position if that is more recent) have you participated in staff appraisal/review? > 90%				
		Camer conversations monitored through new People and Finance system. (See PCDM1)	No	1. Jul 2025	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 2022:	Links to PCDM1 and PCDM4	Update Mar 2025  1. Annit CEDARS 2025		
	Researchers positively encade in career					2023:				
-LIRE	Researchers positively engage in career development reviews with their managers.					Q20 Over the past two years (or since taking up your current position if that is more recent) have you participated in staff appraisal/twieez? Yes > 50% Q21 if you participated in appraisal). How useful did you find your staff review/appealat? Useful-YeVy useful > 60%.				
						review/appraisat? Useful/Very useful >60%				
areer o	evelopment support and planning	or development planning through billioned support and nathering acidence of each subsection	ience			-				
Our Early	Career Cohort Programme offers a broad range of se if of the cohort programme we sak participants in unit	er development planning through balloned support and gathering evidence of professional expen- saions aimed at providing researchers with a range of information and skills to develop their nea- strake an individual gap analysis (based on the tible researcher development formework doma- fir a fatheridance (by personal development suppossa) or oblivering seasons on only programme.	anch career as ins) to identify	well as growing their reas there they feel t	cross university networks. hey need additional support. this is if	nen either covered during the course of the programme or additional internal or external	il resources are deployed to cover the gaps. The ECR Cohort programme is given in			
enesorb	and technical staff and no office have embassional sta	E in alternations that account development accounts to definition accounts on this account								



		Review Researcher Development offer from synthesis of feedback from programmes and	No	Sept 2024	Researcher Skills Development     Messearcher Skills Development	<ol> <li>Improved RD Offer that covers a number of delivery modes including face to face, online and self-paced to ensure maximum engagement.</li> </ol>	Links to PDC15	Opeaned Jan 2024	
		<ol> <li>Review Researcher Development offer from synthesis of feedback from programmes and sessions over last 2 years. Working with all professional teams that deliver researcher skills development to provide a more holistic offer.</li> </ol>			Manager			Peer review for grant applications is now managed via the Workinbs. RDMs and	
						Use inclusive language when advertising to encourage contract researchers and technical staff to sign up.		<ol> <li>Peer review for grant applications is now managed via the Workerbs. RDMs and RDDM said a pilot workshop with scaderaics in October 2023 to discuss best practice in peer review. In Colibboration with the "demologing Enhanced Learning Team we liver also be applicated to the Colibboration of the Periodical Section of Learning Team we liver also waitable on our travest pages (of Cot 2023).</li> </ol>	
						To include sessions on careers outside of academia for Contract Researchers ECRs and PGRs 50% increase in staff uptake of new offer.		available on our intranet pages (at Oct 2023).	
						50% increase in staff uptake of new offer.			
		Equitable access to improved and standardised Peer Review for grant applications.		Sept 2023				1. RIS Researcher Development review: a broad review of the current RIS offer began in	
		<ol> <li>Equision access to improved and standardised inter review for grant applications.</li> </ol>	NO	Despt 2023	2. Head of research Development	2. Workings grant application peer review pool scheme uist 3 Departments. Cather feedback from HcDs, Review Coordinators and other stakeholders by end of May		September 2023. This initiative forms part of the RIS strategic development plans for 2024-25 and aims to pull together the current training and development offer from RIS	
PCD13	Ensure that researchers have access to professional advice on career management, across a breadth of careers.					<ol> <li>Workinbe grant application peer review plot scheme with 3 Departments. Cather teachack from HcDs, Review Coordinators and other stakeholders by end of May with not out across Enhances in Department 2021.</li> <li>Increase in quality of research applications — evidenced by RGCI reporting.</li> </ol>		deliver a bespoke programme aligned to the ECR Forum, to work with Research Group	
	a breadth of careers.					Evidenced through CEDARS 2023:		Leads to give them resources and support to enable their groups to thrive and to work collaboratively with Organisational Development to develop a cross University, all career	
								stage leadership ofter.  A Researcher Development Working Group was set up to explore what we currently ofter	
						Agree/Strongly agree >70%		paced learning) and how we deliver a programme that is inclusive and supports learning	
						"Your managen/supervisor encourages you to engage in personal and career		current offer was mapped against the VITAE Researcher Development Framework (s	
						"Your manager/supervisor encourages you to consider a wide range of future		of successful researchers. Gaps in the current RIS offer were identified and initial task and finish groups will be set up to huld research and resource in the following areas:	
						CD2 My mediate managersupports me in my broader career aspirations - depend/broady agree 2702.  "Your managembepresser encourages you to engage in personal and career development activities?" Agree 2000 you to engage in personal and career development activities? Agree 2000 you to engage in personal and career development activities? Agree 2000 you to engage in which rough of future secret options with on obeyond calcaders? Agree 2000. "You have discussed your career options with a careers specialist?" Agree 2000.		(group names to be confirmed): 1)Navigating the research and knowledge each arge lifecycle	
_				July 2024				Supplies May 2000  10 of Michigan Service (Service Service Ser	
		No further action: as part of our Cohort Development Programms: we are developing a new session and resources on 'Resume for Researchers' or nametive CV which celebrates contributions and achievements that reflect a broad range of skills and experiences.	NO	July 2024	Researcher Skills Development Manager	We will have a video resource available that explains all of the ways to evidence the full range of an individual's contributions to excellent research. The video will be used in conjection with the research evelopment programme. Managers will be excouraged to have caseer conversations throughout the year (We will hold a series of "Career Conversations" of broughout the year (We will hold a series of "Career Conversations" of broughout the year (We will hold a series of "Career Conversation" over the research of the series of "Career Conversation" over the research of the research of the series of "Career Conversation" over the research of the series of "Career Conversation" over the research of the series		1 Secure to Secure to the subject The secure is desired to below the	
	Researchers maintain an up-to-date professional career development plan and build a postfolio of evidence demonstrating their experience, that can be used to support job applications.					encouraged to have career conversations throughout the year (We will hold a series of 'Career Conversation' workshoos for managers (s4).		your Resume for Research and Innovation, or Nanative CV. There is work ongoing to look at how these new narrative style CVs can be used more widely in things like	
PCDR3	evidence demonstrating their experience, that can be used to support job applications.					Evidenced by CEDARS 2023:		recruitment, recognition and promotion These CVs are designed to allow researchers to bring in more of the bits of their roles that often go unnoticed or unrecognised. It's	
						Evidenced by CEDARS 2023: Q30 To what extent do you agree that you have a clear development plan? Agree/Strongly Agree >50%		1. Resums for Researchers video published: This resource is designed to help you write your Resums for Research and honoistin, or Number 6. There is such coping to your Resums for Research and honoistin, or Number 6. There is such coping to recognize the resultance, recognized and promotion. These of China integrated for researchers for temp in more of the bits of their close that of their governors and the recognized for the resultance of their such as the resultance of the resultance of their such as the correlations made by more substitution translations.	
Resear	ch identity and leadership	appointing to progress in their consent by developing their research blently and leadership cap in Cubins' Committee has gone out to our research community, including representation from the Cubins' Committee has gone out to our research community, recluding representation from the product of the country of the committee from the committee or how requiring investment, the cou- joint of the two of the Committee from the country forming Country forming production states as in that we support staff to be in represented researchers, with the time and skills by produce his country forming the country of			l			more established researchers.	
The airr	s of these obligations are to provide researchers with o	pportunity to progress in their careers by developing their research identity and leadership cap	abilities.						
provides	a areaerch environment that is inclusive, fair and post	to Cueure Commisse has gone out to our research community, including representation from tive for all those involved in research including the faculty body, research support, research par	ticipants, partr	ers, collaborators and	other stakeholders. The Committee s	and sussers an inclusive and nearry necestric custors. The Commisse supports Unit III do this by aligning with emerging best practice in the sector, as well as developing	versity research through a rocus on the ways research is undersoon, ensuring nonnumbrial initiatives that shape best practice. In decharging this role, the Committee can approve		
for our r	esearch community, including contract researchers to	et involed in the work of the Committee through Working Groups focusing on particular areas of	of research cult	ure as identified by Co	mmittee.	and observed a community of other appropriate cody or manager. As we	and the opportunity of the a continue member, the resident continue continue and the		
One of t	the guiding principles of our Research Culture Action P	an is that we support staff to be independent researchers, with the time and skills to produce his locate for our development cohort programmes and skills development sessions.	igh quality rese	sarch. We enable resea	archers to have time to conduct their	esearch, discuss ideas and gain feedback, and support the research of others. Throu	ugh the RC Action Plan we will champion time and space for the professional development of	'	
All of ou	r Interdisciplinary Research Thereis IDRTs and Peaks	of Research Excellence now have a programme of netoworking offering the opportunity for res		s all displines to make		s intendisciplinary collaboration can enhance all our research.			
		No further action: we are working with our ECR community to provide opportunities to come together to discuss interdisciplinary research - the first of our Interdisciplinary workshops will take place in November 2023. The aim is to have at least 2 per year following the pilot.				25 people attend our first intendisciplinary workshop on 17th November 2023 "Curious about Crises"			
	Residence and	workshop				Evidenced through CEDARS 2025:			1
PCDH	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	Expressions of interest have The Committee will be central to how we support and sustain an				Q29 My immediate managersupports me to develop my research identity			1
	seateramp skills.	Expressions of interest have The 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.		1		Q29 My immediate manageraupports me to develop my research identity Agreet/Enroply agree > 65% Q35 To what eident do you agree thatyou have time to develop your research identity? - Agreet/Strongly agree > 50%			
L			L	L	<u></u>			<u>                                       </u>	 L
		<ol> <li>As part of the PDA process, managers/researchers discuss career and skills development activities. Records are made in the People and Finance system, including ongoing 'check-in'</li> </ol>	No	1. Jul 2025	HR Manager (RDSG/Culture Committee)	Routine annual monitoring of academic engagement with researcher caneer and skills development activities across all Professional Support Services.		Update Mar 2025	1
	Manager Marilla annual	career conversations.				Increase in engagement by 50%.		1. Annit CEDARS 2025	1
	Managers identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identify and broader leadenship skills, and provide appropriate credit and recognition for their			1		Evidenced through CEDARS 2025:			
PCDM4	research identity and broader leadership skills, and			1		Q30 To what extent do you agree that			
	endeavours.			1		"You are aware of the support your institution provides for your career and professional development? - Agree/Strongly agree >65%			
				1		Luo Lunng me pass 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			
		No further action: We have in place a People Managera' Tookit which is a collection of guidance, resources and tools. We also have a Managera's induction training session which signpost to key information about people-related policies and processes.	<b>†</b>			C30 To what eitherd do you agree that "You are assess of he support your institution provides for your caseer and professional development?" - Agree-Extractly agree > 50% C30 Extract the support of			
		Numerical, resources and sook, rive also raive a standager's induction staining session which signpost to key information about people-related policies and processes.		1		Q28 Managers in which areas have you undertaken, or would you like to undertake, training and other continuing professional development?			
PCDMS	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.					I have done or would like to do-			
	and to promote a positive attitude to professional development.					"Conducting appraisals / development reviews >90% "Managing staff performance > 80%			
						have done or would like to do: "Conducting appraisable / development reviews >60% "Managing salls photomasco >60% "Raparent production assarchers >60% "Supervising dedocard researchers >60% "Supervising dedocard researchers >60% "Mental health and wellbeing >60% "Mental health and wellbeing >60%			
Diverse	careers			1		"Mental health and wellbeing >85%			
The air	ns of these obligations are to recognise, value and prep	are researchers for the wide range of career options available to them within and beyond resear	rch.			ernal speakers to share their insights from different policy areas such as local and nat			
	our Community of Policy Practice we invite researche e or take up secondments outside of scademia.			nances to support posts	, engagement, the regularly intrinsical	and speakers to state that magnitude the policy areas soon as toos and the	government departments to book at ways that researches can consider research		
We offer	r tools and support for writing a competitive fellowship	responsifithrough our Fellowship Ready programme, encouraging our researchers to consider p	lanning a seco	ndment to an external	organisation outside of academia wh	ne appropriate for the fellowship.			
		Work to understand different pathways into academia and how we better develop and support different career pathways.	No	1. Dec 2004	Committee) and Researcher Skills	<ol> <li>Focus Groups and 1:1 Interviews with colleagues that have entered academia following a successful career in practice.</li> </ol>		Update Mar 2025	
		<ol> <li>Work to understand different pathways into academia and how we better develop and support different career pathways.</li> </ol>	No		The Manager (ROSG-Catture Committee) and Researcher Skills Development Manager	Focus Groups and 1:1 interviews with colleagues that have entered academia following a successful career in practice.  What are the benefits? What additional support could we provide?			
		<ol> <li>Work to understand different pathways into academs and how we belief develop and support different career pathways.</li> </ol>	No	1. 000.2009	The Natinger (RUGGLCUILLE)     Committee) and Researcher Skills     Development Manager	Recommendations from Focus Groups to inform enhanced researcher development			
perm	Recognise that moving between, and working across, employment sectors can bring barrellis to	<ol> <li>Visids to understand different pathways into academia and how we better develop and support different career pathways.</li> </ol>	No	1. 00. 2004	treatinger (excluding and instance) and Researcher Solts     Development Manager	Recommendations from Focus Groups to inform enhanced researcher development offer.  Post Session satisfaction survey > 70%		<ol> <li>In response to feedback from colleagues who felt that professional expertise as practitiones is not sufficiently recognised within our current Academic Career Finnework, we introduced on two Assistant Profession ricks specifically designed to sendic colleagues to bring the ineights of contemporary practices into our programmes and has the same emphasis on excellences as our current Assistant Profession rick.</li> </ol>	
PCDIS	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to expensions this.	<ol> <li>Vigot to discherized different pathways role academia and how we before develop and augrord different career pathways.</li> </ol>	No	1. 000.2004	1. rit keiniger (PLOAL-Curum Committee) and Researcher Solfs Development Manager	Recommendations from Focus Groups to inform enhanced researcher development offer. Post Season satisfaction survey > 70%. Create 6 case studies/unew portraits: (pddfornal academic careers as well as from procise into academis) published on the 19%.		1. In response to feedback from colleagues who left that professional expertitie as practitiones in not sufficiently recognised within our counter Academic Cleaner Framework, as introduced an exhibition of some Assistant Professional specifically disapple to reside colleagues to being the single of contemporary practice into our programmes and has the assist exhibition on contemporary practice into our programmes and has the assistant exhibition of the collection of the co	
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