

Details				
Institution name:	Northumbria University	The institutional audience* for this action plan includes (complete or delete, as appropriate):		
Cohort number:	Cohort Eight	Audience (beneficiaries of the action plan)	Number of	Comments
Date of submission:	21-May-21	Research staff	156	Fixed term
Institutional context:	Northumbria is on a journey to place research, alongside education, at the heart of all our activities. Our strategic investment in building our research capacity has changed the University's academic make-up and is exemplified by our REF 2021 submission of 1096 academic staff, triple the size of the submission in 2014 (REF 2014, 343 FTE submitted). We currently have a small (156 staff) but growing cohort of contract researchers (c.9% of our academic and research staff). We take an inclusive approach to identifying our internal early career researcher (ECR) cohort, including Post-Doctoral Research Assistants (PDRAs) and contract research staff, final year Postgraduate researchers (PGRs), and Vice Chancellor Fellows (VCFs), but recognising that established academic staff may be moving — even at a later stage in their academic career — from teaching-focussed responsibilities to developing a research track record. As a result, we take a broad approach to support for researchers and implementation of the Concordat principles, recognising that the needs of those starting out on their research journey, may differ from those in established academic posts who are nevertheless new to research.	Postgraduate researchers	621	
		Research and teaching staff	1405	All academic staff including
		Teaching-only staff	N/A	
		Technicians	98	Across all four Faculties
		Clinicians	N/A	
		Professional support staff	1641	Including 98 technicians
		Other (please provide numbers and details):		24 Graduate Tutors; 7 Knowledge

Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result	
Environment and Culture							
Institutions must:							
ECI1	Ensure that all relevant staff are aware of the Concordat	<ol style="list-style-type: none"> Regular meeting to review revised Concordat and to update the action plan accordingly. Hold information events (3 per annum) on revised Concordat for academic and research staff. Update online guidance and webpages, including developing a short video on the Concordat. 	1. Increase CEDARS question 42.1 score by +20%. 2020 CEDAR results show that 57% of respondents are aware of the Researcher Development Concordat.	Sep-22	Chair of Researcher Development Strategy Group	<ol style="list-style-type: none"> We have a Research Strategy Delivery plan in place that includes a workstream on research culture. To deliver the plan, we have developed and agreed a Dean of Research Culture role from June 2023. We have agreed to establish a Research Culture Committee (RCC) which will start during 2023 and will maintain an overarching perspective on our research culture. The RCC will task working groups to carry out its actions to support the overall plan and direction. We have developed and agreed the Terms of Reference for this group. The RCC will meet once the Dean has been appointed. The Concordat will be a standing item on the agenda of this group. Communication about the Concordat is led from within RIS who provide information for all staff. DFPVCs are requested to cascade information through Faculty Research Committees, and for HoRKEs to share informations within Ddepartments. Communications are send directly the ECR community. Current information about our Concordat can be found on the link below and we will continue to draw attention to the Concordat: www.northumbria.ac.uk/research/researcher-development/researcher-development-for-staff. 	<ol style="list-style-type: none"> Ongoing. Our new Research Culture Committee will have oversight of the work of the Researcher Development Steering Group which directed work on the Concordat. Ongoing. We will continue to work in this way as this has been established as a suitable way of working and works well. Ongoing. We will keep our external website and internal intranet site updated and continue to send regular communications to staff through Faculty newsletters. Our commitments to the Concordat will be championed through our new Research Culture Committee. <p>We will analyse our CEDARS 2023 results and report in next Action Plan period.</p>

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ECI2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	<p>1. Through the Athena Swan University Self-Assessment Team, develop a comprehensive action plan to address Gender Inequality across the university.</p> <p>2. Departments are currently preparing to apply separately for Athena SWAN departmental awards.</p> <p>3. Northumbria is a signatory to the Race Equality Charter and through the Race Equality Charter University Self Assessment Team, we will develop actions to address race inequality see:</p> <p>ECF1 (Funders must promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies) EM1 (Managers must undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care)</p> <p>ECI4 (Institutions must ensure that managers of researchers are effectively trained in relation to equality, diversity and including wellbeing and mental health)</p>	<p>1. Achieve Bronze award for the Faculty of Business and Law, and Bronze awards for the departments of Geography and Environmental Sciences; Psychology, and Nursing, Midwifery and Health, Social Work, Education and Community Wellbeing, and Sport, Exercise and Rehabilitation</p> <p>2. Ensure adequate representation of researcher and EDI issues on Concordat Working Group and Athena SWAN University Self-Assessment Team to support researcher voice in these discussions and to support evaluation and impact of AS action plan.</p> <p>3. Increase positive response in CEDARS 2023 questions, 13.6; 18.3; 26.10; 40.3 scores by 10%.</p>	31/09/2021	HR Manager (RDSG Member)	<p>1. RIS has signed up in a pilot to submit the University's first Professional Support departmental application and work is well underway and are due to submit in November 2023. For the RIS Athena Swan application, our Assistant Director (Regional Economic Development) in RIS is the lead and there is representation from across RIS in the self-assessment team. Ellen Cole (Research Culture Manager) is the RIS Representative on the Gender Steering Group (formerly USAT) Ellen is also leading the Culture strand of work in the steering group.</p> <p>2. All academic departments listed have now achieved Athena Swan Bronze Awards. In addition, all other Departments across the University have also successfully achieved Bronze Awards:-Business and Law (Faculty Award);-Geography and Environmental Sciences;-Nursing Midwifery and Health;-Psychology;-Sport, Exercise and Rehabilitation;-Social Work, Education and Community Wellbeing;-Applied Sciences;-Architecture and Built Environment;-Computer and Information Sciences;-Mechanical and Construction Engineering;-Art and Design;-Social Sciences</p> <p>3. Northumbria has been a signatory to the Race Equality Charter since July 2021 and restated its commitment to the Race Equality Charter in the summer of 2022. The REC Self-Assessment Team have been following the Charter framework to develop an institutional race equality action plan. The Race Equality Steering Group launched Northumbria's Race Equality Survey in November 2022. The Survey results were used to inform listening groups in 2023 and to form draft actions for the institutional race equality action plan. An initial insights document was published in April 2023. Further analysis of survey is ongoing and will be complete by August 2023. Externally facilitated Listening Groups will take place to allow themes from the survey data to be discussed further. Within listening groups, the facilitator/s will explore a range of issues from the survey data, provisionally including: How sense of belonging is impacted by ethnic/racial diversity. How staff from Black, Asian and Minority Ethnic backgrounds can have more of a voice. How the University can better consider equality through an intersectional lens. Where barriers exist and exploring ideas to reduce or remove them.</p>	<p>1. Ongoing RIS to submit for Bronze Athena Swan in Feb 2024</p> <p>2. Complete University plans to submit for Institutional Silver Award in 2025</p> <p>3. Ongoing Progress will be monitored through Research Culture Committee</p> <p>Noted that the CEDARS benchmark questions relate to Flexible Working, transparency of the Recruitment, Selection and Appointment processes, use of Inclusive, Equitable and Transparent recruitment processes, and whether the Institution is committed to EDI. CEDARS ran in 2020, followed by our Research Culture Survey (2022), although this cannot be used as a proxy to CEDARS in these areas specifically related to HR processes and EDI. Therefore, it is not possible to update on the questions specified. Currently CEDARS 2023 is running and a further update can be provided based on comparison of CEDARS 2020 and 2023.</p> <p>We will analyse our CEDARS 2023 results and report in next Action Plan period.</p>
ECI3	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	<p>1. In 2021 we will launch an Unacceptable Behaviour policy which will bring together policies on tackling bullying and harassment across Northumbria, including new methods of reporting allegations, and recording follow up actions.</p> <p>2. Our 'Report and Support' pages will provide links to a range of support for both staff and students from within and outside of the University.</p> <p>3. We will be introducing 'Behaviour Advisers' as a first point of contact to support staff and students navigate support and options if or when they experience or witness any of the unacceptable behaviours, to include bullying, discrimination and harassment.</p> <p>4. Increase awareness of support mechanisms and reporting tools for anti-bullying and harassment, supporting an inclusive research environment.</p>	<p>1. Unacceptable Behaviour Policy implemented (which will replace current single versions) we will monitor numbers of allegations and develop evaluation tool as the system is rolled out to evaluate its impact.</p> <p>2. Increase positive responses in CEDARS 2023 questions, 13.6; 18.3; 26.10; 40.3; 37.2; 37.3; 37.4; by 10%</p>	Sept-2021 Dec-2021	Ethics and Integrity Manager, RIS	<p>1. In December 2021 Northumbria rolled out a new 'Unacceptable Behaviours Policy' and new reporting mechanisms for both staff and students. The new policies and processes mean we are compliant with funder terms and conditions, however our Research Culture Survey (2022) results show that only 53% or respondents were satisfied with how bullying and harassment is addressed in their department. Therefore, whilst the new policy and process are welcome, there is activity required to embed behaviours and anti-bullying and harassment policy into our research culture.</p> <p>2. Report and support pages are live now for staff on the Northumbria intranet and for students at this webpage: https://www.northumbria.ac.uk/about-us/facilities-services/safety-on-campus/crime-prevention-team-contact-form/managing-student-conduct/</p> <p>3. Behaviour Support Advisors have been rolled out to support staff and students.</p> <p>4. In collaboration with HR, RIS developed procedures to ensure that where an allegation of bullying and harassment against a staff member on a grant funded by UKRI, or other relevant funders (e.g. Wellcome), the funding body is informed in line with GDPR.</p>	<p>Ongoing</p> <p>Further activity is required to embed behaviours and anti-bullying and harassment policy into our research culture.</p> <p>This is identified as a forward action in our Research Culture Action Plan (2023) with mapping to HREiR. Proposed that our Research Culture manager (RIS), Research Ethics and Integrity Manager (RIS) and HR managers develop suitable communications and awareness raising for bullying and harassment policy as part of the role out of the Code of Good Research Conduct.</p> <p>We will analyse our CEDARS 2023 results and report in next Action Plan period.</p>
ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including wellbeing and mental health	No specific action planned					<p>While no action was planned in this area we have developed a Manager's Toolkit and Hub, Managers are expected to embrace diversity and respect and challenge inappropriate behaviour. They are also encouraged to highlight and support our active staff networks, including LGBTQ+, Women and BAME, which may be of interest to their teams.</p> <p>While there are no specific plans in this area we do have a Mandatory e-learning module for all staff on Equality, Diversity and Inclusion as well as other self paced learning: Allyship, Effective Bystander Training, Inclusion Essentials, LGBTQ+ Awareness Training, Mental Health Language Awareness Training, Understanding and Tackling Gender Bias; Race Bias; Union Black: Britain's black cultures and steps to anti-racism</p> <p>As well as the self paced learning offer we have 'quick read', guidance documents and learning events throughout the academic year.</p>
ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	1. In order to ensure staff are up to date with ethics and research integrity training, and that they can complete their roles as reviewers competently and confidently, we will develop an online ethics reviewer training component.	<p>1. Monitor number of staff who have completed reviewer ethics training 2019/20 (80% completion rate) and increase 2020/21 (95% completion rate).</p> <p>2. Increase positive response in CEDARS 2023 questions, 27.7a; 38.1 scores by 25%.</p>	Dec-21	Research Policy Manager, RIS.	1. Ethics reviewer training was launched in 2021. Current completion rates are at 87%. Additionally, 69% of respondents to the Research Culture Survey (2022) agree that the University values research integrity.	<p>Complete</p> <p>We will analyse our CEDARS 2023 results and report in next Action Plan period.</p>

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EC16	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices	<p>1. We have a number of feedback mechanisms to review and report on research culture including research staff representation on RaKE, RDSG, ECR Forum and Faculty Committees. This supports quantitative mechanisms such as our Staff Survey and CEDARS.</p> <p>2. We will analyse data collected through surveys (University Staff Survey, CEDARS) to monitor the engagement levels of academic colleagues and to increase response rate by identifying any areas of concern that need further consideration and will contribute to our GAP analysis.</p> <p>3. Improve awareness of CEDARS and increase future participation through targeted campaigns e.g. 'you said, we did'.</p> <p>See: ECM2 (Managers must ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct)</p>	<p>1. Interim progress measure: an increase in participation rates for CEDARS 2023 by 25%.</p> <p>2. Increase positive response in CEDARS 2023 questions, 15.7 score by 15%.</p>	Sep-23	Research Culture and Quality Manager, RIS.	<p>1. Our Research Culture Committee (RCC), chaired by Dean of Research Culture, will soon come into effect, will support the monitoring and implementation of research related Concordats and Commitments at Northumbria will lead the way in supporting and sustaining an inclusive and healthy research culture. A key vehicle for this will be the Research Culture Action Plan (RCAP), due to launch in Summer 2023. The RCC will be responsible for ensuring the annual development and delivery of the RCAP, as well as ensuring it stays in line with the latest sector best practices.</p> <p>2. CEDARS was last performed in 2020 and is currently running (April-June 2023), therefore, it is not possible to update on the question specified. We did not run CEDARS in 2022, we instead ran our own Research Culture Survey with 428 members of staff across the four Academic faculties, Research and Innovation Services and Student Library Academic Services completing the survey.</p> <p>Results have been analysed and used to inform a new University Research Culture Action Plan in 2023 and the 3 year HR Excellence in Research forward looking plan.</p> <p>CEDARS is open now in 2023 so we can report on progress once results have been analysed. Note: question 15.7 relates to whether the Institution values staff contributions to policy and decision making.</p> <p>3. As noted, CEDARS 2023 is currently running and has been widely promoted across a range of channels to ensure awareness and encourage engagement.</p>	<p>1. Ongoing</p> <p>2. Ongoing</p> <p>3. Ongoing</p> <p>This set of actions is considered "Work In Progress" and will transfer to the new three-year forward looking plan (2023-2026).</p> <p>We will analyse our CEDARS 2023 results and report in next Action Plan period.</p>
Funders must:							
ECF1	Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies	<p>We will develop an inclusive bid-management process and support by reviewing how we can promote opportunities equitably and encourage researchers from BAME backgrounds in applications.</p> <p>1. Undertake analysis to track engagement with funding calls.</p> <p>2. Research Development Managers will review the way funding calls are managed and communicated to research staff so that staff find them relevant, and inclusive by working with BAME network and Race Equality Manager on inclusivity in bid applications.</p>	<p>1. Interim progress measure: an increase in BAME participation rates for CEDARS 2023 by 20%</p> <p>2. Increase positive response in CEDARS questions, 36.5 score by 15%.</p> <p>3. Increase in BAME colleagues submitting bids +25 01/09/2023</p>	01/09/2023	Research Culture and Quality Manager, RIS	<p>In 2022, Research and Innovation Services developed a gender equality action plan for the University in line with expectations of Horizon Europe.</p> <p>1. The CEDARS Survey was last performed in 2020 and the next Survey will run in 2023. Therefore, it is not possible to update on the diversity of survey respondents. The University conducted its first Research Culture Survey in Summer 2022. Note: only Nationality information is available. Of the 428 total respondents, 410 replied to the Nationality question with 73% UK/British, 7% from within the European Union and 8% from outside the European Union.</p> <p>CEDARS question 36.5 relates to being treated fairly regardless of protected characteristics. The Research Culture Survey (2022) does not have a proxy therefore an update can only be provided when the next CEDARS is completed.</p> <p>2. A new pre-award management system, Worktribe, was implemented in April 2022 and rolled out across the academic community in Autumn 2022. This enables academic self-serve for award management and bid submission. Work will be needed to cross reference Worktribe bid information with HR systems.</p>	<p>1. Ongoing</p> <p>Outcomes of the 2023 CEDARS Survey were not available at the time of submission so results will be analysed in the 2023-26 Forward Plan,</p> <p>2. Ongoing</p> <p>This set of actions is considered "Work In Progress" and should transfer to the new 3-yr forward looking plan.</p> <p>We will analyse our CEDARS 2023 results and report in next Action Plan period.</p>
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers	No specific action planned					
ECF3	Ensure that funding call requirements and selection processes offer equality of opportunity between different groups of researchers, recognise personal contexts, and promote positive research cultures and working conditions.	No specific action planned					
Managers of researchers must:							
ECM1	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	<p>No specific action planned</p> <p>See: ECI2 (Institutions must ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers)</p> <p>ECI3 (Institutions must promote good mental health and wellbeing)</p> <p>ECI5 (Institutions must... highest standards of research integrity)</p>					<p>While there are no specific plans in this area we do have a Mandatory e-learning module for all staff on Equality, Diversity and Inclusion as well as other self-paced learning: Allyship, Effective Bystander Training, Inclusion Essentials, LGBTQ+ Awareness Training, Mental Health Language Awareness Training, Understanding and Tackling Gender Bias; Race Bias; Union Black: Britain's black cultures and steps to anti-racism</p> <p>As well as the self-paced learning offer we have 'quick read', guidance documents and learning events throughout the academic year.</p>
ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	<p>1. A project to complete a full Ethics and Integrity Policy Review has begun.</p> <p>The Review is led by a Departmental Ethics Lead, supported by the RIS Policy Team.</p> <p>The review will evaluate research ethics and integrity training, roles and responsibilities in the ethics processes, support for HRA approvals, and a restructuring and updating of research ethics policy.</p>	<p>Increase positive response in CEDARS 2023 questions, 40.2 score by 20% (from 70% in 2020).</p>	Dec-21	Research Ethics and Integrity Manager, RIS	<p>1. In August 2021, RIS purchased a suite of the sector-leading Epigeum online Research Ethics and Research Integrity module which is being rolled out to academic staff and postgraduate research students. These are utilised across the University.</p> <p>69% of respondents to the Research Culture Survey (2022) agree that the University values research integrity.</p>	<p>Ongoing</p> <p>Uptake of online training has been slow, therefore the Research Ethics and Integrity Manager and Departmental Ethics Leads are developing in-person scenario based training to supplement the offer.</p> <p>Progress around this strand will be reviewed and monitored through the new Research Culture Committee.</p> <p>We will analyse our CEDARS 2023 results and report in next Action Plan period.</p>

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ECM3	Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity	No specific action planned See: ECI3 (Institutions must promote good mental health and wellbeing)					While there were no specific plans in this area the work we have done in relation to ECI3 relates to this commitment: In Dec 2021 we rolled out a new 'Unacceptable Behaviours Policy' and new reporting mechanisms for both staff and students.
ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers.	No additional initiatives planned at this time. Information on Northumbria working practices can be found here: https://www.northumbria.ac.uk/work-for-us					While there are no specific plans in this area we do have in place a number of policies which support work-life balance and offer the opportunity to work flexibly. These include professional contracts, purchasing additional leave, flexi-time, and a working locations policy.
ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	To undertake a review of Northumbria's research culture, including: examining reward and recognition for collaborative research (e.g. Co-I accreditation), good research practice, and communication and engagement mechanisms with research staff by: 1. Undertaking research culture workshops (based on the Royal Society template) in June 2021 with Multidisciplinary group leads, which are drivers for strong research culture and interdisciplinarity across the institution. 2. Implement and share areas of good practice identified. 3. Identify areas for development and develop action plan for addressing issues (including any identified in CEDARS 2020).	1. Increase in Staff Survey response; how optimistic staff are about their opportunities for career progression +5%; how the University recognise and appreciates good performance +5% 2. Increase positive response in CEDARS 2023 questions, 14.1; 15.7 score by 20%.	Sep-22	Deputy Director, RIS	1. Our Research Culture Survey (May-June 2022) ran with 428 responses received from across all Faculties, Departments and roles, including both Academic and Professional Support Staff. An in-depth consultation process ensured that the question set was appropriate and inclusive. Two follow up focus groups comprising a selection of survey respondents gave further detail on key points. 2 and 3. Results were analysed and have been used to develop our Research Culture Action Plan (2023), due to be launched in Summer 2023. Key messages and feedback will be disseminated to our research community.	Ongoing We are currently developing a Research Culture Action Plan, recognising that while there are existing initiatives that contribute to a positive research culture across the University, we need an overarching plan that can be monitored and amended as the sector changes. This plan is aimed at our entire research community. This includes those who are - or aim to be - engaged in research or delivering support for research activities. It encompasses staff and postgraduate research students of all disciplines, career stages and professional backgrounds, including those in technical roles or professional services. We have been consulting widely on the content of the Action Plan and there will also be opportunities for our research community to engage with the new Research Culture Committee through involvement in Working Groups which will be open to those involved in research. We will analyse our CEDARS 2023 results and report in next Action Plan period.
Researchers must:							
ECR1	Actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students	To provide a University-wide, cross-disciplinary space for our different ECR communities to develop support mechanisms and raise issues relevant to the different ECR experience at Northumbria. Support continued development of the University wide ECR Forum. 1. Refresh the ECR forum management group membership and elect a new chair annually. 2. Develop the Terms of Reference for the Group to ensure they are fit for purpose and include contract research staff. 3. Plan two events per annum for ECRs on career support aimed at contract researcher staff See also: ECM5 (Managers must engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution)	1. Delivered four forums per annum by August 2022. 2. Increase positive response in CEDARS 2023 questions, 29.3; 29.5; 32.1 score by 30%	Aug-22	Chair of ECR Forum	1. The ECR Forum did not meet in person during the pandemic but it was relaunched at an in-person event in December 2022 with a new Chair who is currently on maternity leave, and we have an Acting Chair. We have been asked to give further consideration to the length of post, potentially increasing it from one year to three years in line with other committee posts in the university. Any changes will be made in consultation with the management group. 2. We have developed and shared Terms of Reference for the Group 3. Forums intended to be offered in person were affected by the pandemic and were paused. However, the ECR Forum, and its management group, held a relaunch event in December 2022. This was attended by a cross-section of the university ECR community. The event included: discussion of the role of ECRs in the University's REF success and future strategy; talks from researchers in different disciplines on their ECR journey; Q&A with Research and Innovation Services; an ECR networking session; a feedback session to ask ECRs what they wanted in terms of support. We have since taken a broader approach than 'contract researcher staff'. ECRs also includes PGRs and anyone who identifies themselves as ECR which could include contract researchers but it is not limited to contract researchers. Activities are starting up again with a networking event in May 2023 and an interdisciplinary workshop planned for Sept 2023.	1. Ongoing 2. Ongoing 3. Ongoing Several key areas of support were identified during the ECR re-launch. RIS and the ECR Forum are using this information to guide strategy moving forward. Key themes around mentorship, networking and collaborative opportunities were identified. To meet these needs we have two events planned: 1) an ECR networking conference (31 May 2023) to provide sessions on key issues for ECRs, such as 'Challenges and opportunities associated with career mobility' both in terms of location and sector, 'Dealing with Impostor Syndrome', 'Mental Wellbeing', 'Research Culture', 'Women in Higher Education'. The event will conclude with a poster session to allow our ECRs to highlight their work and network across departments. 2) a research day for ECRs (Sept 2023). This event will focus on networking and mentoring. Attendees in groups will be challenged generate an innovative research programmed within a cross-disciplinary group. These groups will be mentored by senior members of the university to bring their research ideas to fruition. We will analyse our CEDARS 2023 results and report in next Action Plan period.
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion.	No specific action planned See: ECI3 (Institutions must promote good mental health and wellbeing) ECM2 (Managers must ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct) ECM5 (Managers must engage with opportunities to contribute to policy development aimed at creating a more					While no action was planned in this area we are developing a Research Culture Action Plan in collaboration with our research community. One of the principles which covers this area is: "We provide a research environment that enables us to conduct and evaluate our research with integrity and fairness. Our research culture and activity should be facilitated by university systems and our behaviours and conduct should be underpinned by fairness and transparency.

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ECR3	Take positive action towards maintaining their wellbeing and mental health.	No specific action planned					While there was no action planned in this area, during the pandemic our HR Department developed a suite of activity and support to help all colleagues to manage their mental health. All areas across the university have a dedicated Health Safety and Wellbeing Representative who play a key role in championing the University's Health and Safety Procedures and Wellbeing offer. We have several Mental Health First Aiders (MHFA) available who are a point of contact for colleagues who are experiencing mental ill health and for colleagues who are concerned about the possible mental ill health of others. Our Employee Assistance Programme offers free 24/7 confidential support, practical advice (including qualified legal and financial advice) and counselling, for a range of issues including family issues, gambling, domestic abuse, debt, childcare, financial, insurance claims, legal, work, drugs and alcohol, relationships, consumer issues, stress and housing.
ECR4	Use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct.	No specific action planned See: ECI3 (Institutions must promote good mental health and wellbeing) ECM2 (Managers must ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct)					While there were no specific plans in this area the work we have done in relation to ECI3 relates to this commitment. In Dec 2021 we rolled out a new 'Unacceptable Behaviours Policy' and new reporting mechanisms for both staff and students.
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	No specific action planned See: ECM5 (Managers must engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution) ECR1 (Researchers must actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students)					We are currently developing a Research Culture Action Plan, recognising that while there are existing initiatives that contribute to a positive research culture across the University, we need an overarching plan that can be monitored and amended as the sector changes. This plan is aimed at our entire research community. This includes those who are - or aim to be - engaged in research or delivering support for research activities. It encompasses staff and postgraduate research students of all disciplines, career stages and professional backgrounds, including those in technical roles or professional services. We have been consulting widely on the content of the Action Plan and there will also be opportunities for our research community to engage with the new Research Culture Committee through involvement in Working Groups which will be open to those involved in research.
Employment							
Institutions must:							
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	No specific action planned See: ECI2 (Institutions must ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers) See: EI3 (Institutions must provide clear and transparent merit-based recognition, reward and promotion pathways that					While there are no specific plans in this area we seek to recruit and retain the best staff with the necessary skills and attributes to support the achievement of our strategic aims and embrace our core principles and values. We are committed to the equality of opportunity for all job applicants and aim to select people on the basis of their individual skills, abilities, experience, knowledge, qualifications and training
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	We identified that although our research induction has had a positive impact on researchers, we still have some way to go to match the sectors response in CEDARS. 1. In order to better onboard our researchers, HR and RIS will deliver up to four induction programmes annually that will cover an introduction to research and knowledge exchange at Northumbria. This module will introduce new academic colleagues to Northumbria's research and knowledge exchange strategy, including REF planning, and the research policy landscape. The session will also introduce Northumbria's research integrity training and governance, and how the University supports academic colleagues to strengthen NU research outputs by increasing their quality, accessibility and impact of their research outputs. It will also familiarise attendees with institutional processes and support mechanisms around; submitting applications; costing and pricing, and working with business, government and third sector and ways to develop pathways to impact. 2. The dedicated OD Manager for RIS will deliver regular induction drop-in sessions for managers to complement the information that is available via the manager's induction and manager's toolkit. 3. Drop-in sessions will also be made available for any other management development matters, such as conducting appraisals, having 1-1's, giving feedback etc.	1. Aim to have 90% of new ECRs attend (including the VCF cohort). 2. 2. Increase positive response in CEDARS 2023 question 19.1 score by 30% from 54% in 2020.	Sep-22	Researcher Development Manager, RIS	1. Work on mapping the researcher induction journey is underway, designed to collate all relevant resources available at University, Faculty and Service level in mixed media including training videos. RIS and the University Library (SLAS) teams now meet on a regular basis to align approaches and activities to meet the needs of our research community. 2. Co-deliver 'meet the teams' drop-ins: at a central campus location, Research Commons. Teams present will include the Library, Researcher Development Managers (RIS), Graduate School representatives to provide specialist PGR support, RIS general team and our Technology Enhanced Learning (TEL) team. 3. Meet the researchers at their own events: joint attendance at existing researcher events including induction, in the form of a pop-up stand and a RIS event kit (banner for visibility and printed materials). Developing a centralised calendar for research events is a commitment within our Culture Action Plan which will support our awareness of pending events across the university and departments that we can attend and support.	1. Ongoing: Research and Innovation Services (RIS) have redesigned our internal induction process and are now working with Organisational Development (who manage University-wide Induction) to incorporate some of the best practice delivered through RIS Induction to a broader University wide Induction. 2. Ongoing: we are collaborating with Library colleagues to explore the best ways to engage with our academic community 3. Ongoing: Both RIS and the Library had banner stands at our first Interdisciplinary Research Themes conference in Jan 2023. We plan to continue to have a presence at these types of events to highlight the support that Professional Support can offer. We will analyse our CEDARS 2023 results and report in next Action Plan period.

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E13	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances	1. Through the Scholarly Communications Group we will promote the use of responsible metrics in promotion and recruitment criteria See also: ECI2 (Institutions must ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers)	Increase positive response in CEDARS 2023 questions, 13.6; 18.3; 26.10; 40.3 scores by 10%.		Research Culture and Quality Manager, RIS.	1. The University became a signatory of DORA in March 2021, with a Responsible Metrics Working Group then forming to implement its principles. Additionally, the University became a signatory of the Technician Commitment in November 2021, in part in recognition of the contribution of technicians to our research. The DORA Working Group worked through 2022 and has been replaced by a broader Working Group for Responsible Research Assessment (RRA) which is tasked with a full review and implementation of the latest initiatives around RRA. Further to the above, several other major projects have been completed To support our strategic aim for all academic staff to enter for the next Research Excellence Framework, the new role of Assistant Professor was introduced in August 2022 as the next stage of the development of Northumbria's Academic Career Framework to replace the Senior Lecturer role. Progress will be continually monitored to ensure that academic colleagues are supported. A new Academic Development Review process was introduced in December 2022 to replace the annual Academic Promotions Scheme which replaces the requirement to apply for promotion with a request for colleagues to submit their completed template through a transparent and devolved process. This approach is committed in our Athena Swan Action Plan, aims to improve the promotion success rates of women and other under-represented groups, and is intended to encourage all colleagues to actively consider their career stage, potential and next steps. Complete with continuous monitoring. Northumbria's sabbatical arrangements were relaunched in March 2023, clarifying our commitment that sabbaticals are a normal expectation for our academic colleagues, in a one in seven semester cycle (once every 3.5 years) which recognises that sabbaticals are an important part of the personal and professional development of academic colleagues and bring considerable benefits to individuals, faculties, our students and our wider community. Planning for 2023-24 is underway, to be carried forward to the 23-26 action plan.	1. Ongoing This set of actions is considered "Work In Progress" and should transfer to the new 3-yr forward looking plan. New Working Group for Responsible Research Assessment (Diverse Career Case Studies to be collected). We will analyse our CEDARS 2023 results and report in next Action Plan period.
E14	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	We will develop line management and research project management support as part of RIS cohort programmes with co-delivery from HR (see PCDM5), including information on redeployment and supporting contract research staff. This will improve the awareness of line management support for researchers and managers of researchers, and support for PIs who manage teams of researchers but who have no line management. OD will provide standalone training session as part of ECR forum events on 'Managing Researchers'. A sharing best practice session will also focus on conducting appraisals and supporting contract research staff, to ensure better trained managers of researchers.	1. Target attendance of 50 researchers over the academic year. 2. Delivery of two standalone sessions on 'Managing Researchers'. 3. Increase positive response in CEDARS 2023 questions; 20.a; 20.b; 22.2; 26.2; 27.2 (I have done) by 25%.	01/09/2022	Researcher Development Manager, RIS.	Online resources have been created including toolkits, e-guides, videos, and podcasts to give colleagues access to immediate, online, self-led support. We have developed a Principal Investigator Toolkit which highlights support to facilitate the successful management of your grant, research, consultancy or short course project Numerous wellbeing sessions available e.g. Looking after your Mental Health; Personal Resilience; Taking Control of your Work and Wellbeing, and suicide awareness plus awareness days e.g. Mental Health Awareness Week, Suicide Prevention Day, Time to Talk Day, World Mental Health Day, and World Menopause Day. 16 colleagues have received Mental Health First Aid (MHFA) refresher training and remain part of our MHFA work to support colleagues across faculties and services. OD are working with colleagues in the Student Wellbeing team to support Academic colleagues who may be dealing with distressed students. MHFA's are now required to attend bi-monthly meetings to share emerging themes and to form a support network to further embed the work they do. Wellbeing leads are part of the Business Outcome Board meeting to ensure collaboration with student wellbeing. Further support now available to support the personal wellbeing of the research community and also providing guidance to those who are leading a team which has enabled research leaders to feel more confident.	Complete While no action was planned in this area we have developed a Manager's Toolkit and Hub. Managers are expected to embrace diversity and respect and challenge inappropriate behaviour. They are also encouraged to highlight and support our active staff networks, including LGBTQ+, Women and BAME, which may be of interest to their teams. Work to provide a holistic research skills training and development offer is ongoing and there is an action taken forward into the next Action Plan to continue this work. There is a particular gap identified in the area of project management skills which will be addresses in the Action Plan 2023-26. Resources will be updated as required. We will analyse our CEDARS 2023 results and report in next Action Plan period.
E15	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation	1. Raise awareness of appraisal support and promotion pathway via the ECR forum.	Increase positive response in CEDARS 2023 questions 16.1; 20.a; 26.1 by 15%.	01/06/2022	Research Culture and Quality Manager, RIS.	1. See update to ECR1 (Researchers must actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students) We have an ECR Forum, Hub and mailing list which we use to disseminate researcher related news and policy updates. This has been a route for dissemination regarding the new Academic Career Pathway which aims to encourage, empower and enable the development of our academic colleagues, providing opportunities for personal and professional growth. The key elements include: *Clearly defined roles and responsibilities *Induction, Probation and Performance and Development Appraisal *Structured Learning and Development support *Career pathways with opportunities for promotion and progression The Academic Career Pathway is a key element of the framework recognising the importance of excellence in Education and Research with knowledge exchange, innovation, business engagement and international activities articulated in terms of their contribution to the core activities of Research or Education. All colleagues are expected to demonstrate their academic citizenship. The University aims to support academic colleagues to continually develop and, where appropriate, progress through Northumbria's Academic Career Pathway from Assistant Professor, to Associate Professor, and then Professor. To enable this, academic colleagues are encouraged to participate in the annual Academic Development Review process.	1. Ongoing. See update to ECR1 (Researchers must actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students) The Research Culture Action Plan which is currently being developed and tested with our academic community. Two of the key principles related to this activity include: *We provide a research environment that enables us to conduct and evaluate our research with integrity and fairness. Our research culture and activity should be facilitated by university systems and our behaviours and conduct should be underpinned by fairness and transparency. *We support staff to be independent researchers, with the time and skills to produce high quality research. We enable researchers to have time to conduct their research, discuss ideas and gain feedback, and support the research of others.

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EI6	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	No specific action planned					While there is no action planned in this area we do have a low level of researchers on short term contracts (only where salaries are specifically paid from research grants). All other contracts are open ended. Three months before the end of a short term contract, researchers will be contacted by HR to see if they want to go onto our redeployment list. Where their skills match the role they will have priority access.
EI7	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making	No specific action planned See: ECM5 (Managers must engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution)					We are currently developing a Research Culture Action Plan, recognising that while there are existing initiatives that contribute to a positive research culture across the University, we need an overarching plan that can be monitored and amended as the sector changes. This plan is aimed at our entire research community. This includes those who are - or aim to be - engaged in research or delivering support for research activities. It encompasses staff and postgraduate research students of all disciplines, career stages and professional backgrounds, including those in technical roles or professional services. We have been consulting widely on the content of the Action Plan and there will also be opportunities for our research community to engage with the new Research Culture Committee through involvement in Working Groups which will be open to those involved in research.
Managers of researchers must:							
EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	1. We will review of PGR supervisor training and development of online training materials. 2. Develop online resources to ensure supervisors are up to date with relevant training and changes in PGR processes or policies including updates on inclusivity and supporting PGRs from BAME background. 3. Develop systems for monitoring supervisors training completions to support the competency of supervisors, and the PGR experience. See EI4 (Institutions must provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent)	1. Training module live and available to staff by December 2021. 2. Monitor completion rates +75% completion rate by December 2022. 3. Develop training module according to feedback (70% positive feedback, with a 10% increase each year). 4. Increase positive response in CEDARS 2023 question 27.5 by 10%.	01/09/2022	Graduate School Manager	1. A new role, Dean of the Graduate School, was created and an appointment made in January 2022. The Dean led a review of training for PGRs and their supervisors and taking responsibility for the enhancement of the PGR experience. This review was completed and implementation of new new face-to-face supervisor training by Faculty PGR Directors commenced in September 2022. 2. In addition to existing online regulatory training for supervisors, a supervisory good practice framework was launched in September 2022, and a new 3 hour academic supervisor workshop trialled, delivered to PGR Leads. The new training was rolled out by RIS in each Faculty from November 2022. 3. In the first instance, all supervisors were expected to complete the online training by December 2022. We are able to monitor this through Panopto reporting. Completion of the workshop will become mandatory at a later date, and training will be mandatory every 3 years.	1. Completed 2. Ongoing. Online resources alongside workshops exist, but require some updates and action relating to inclusivity needs carried over into the forward-looking plan. 3. Ongoing. PGR training completion is monitored through RIS, but action to monitor supervisor population needs carried over into the forward-looking plan. We will analyse our CEDARS 2023 results and report in next Action Plan period.
EM2	Familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding	No specific action planned See ECI3 (Institutions must promote good mental health and wellbeing) ECM2 (Managers must ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct)					While there were no specific plans in this area the work we have done in relation to ECI3 relates to this commitment: In Dec 2021 we rolled out a new 'Unacceptable Behaviours Policy' and new reporting mechanisms for both staff and students.
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	No specific action planned See: ECI2 (Institutions must ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers) EI3 (Institutions must provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances)					While there were no specific plans in this area please note: A new Academic Development Review process was introduced in December 2022 to replace the annual Academic Promotions Scheme which replaces the requirement to apply for promotion with a request for colleagues to submit their completed template through a transparent and devolved process. This approach is committed in our Athena Swan Action Plan, aims to improve the promotion success rates of women and other under-represented groups, and is intended to encourage all colleagues to actively consider their career stage, potential and next steps. Complete with continuous monitoring. Northumbria's sabbatical arrangements were relaunched in March 2023, clarifying our commitment that sabbaticals are a normal expectation for our academic colleagues, in a one in seven semester cycle (once every 3.5 years) which recognises that sabbaticals are an important part of the personal and professional development of academic colleagues and bring considerable benefits to individuals, faculties, our students and our wider community. Planning for 2023-24 is underway, to be carried forward to the 23-26 action plan.
EM4	Actively engage in regular constructive performance management with their researchers	No specific action planned					While there were no specific plans in this area, in 2023 we launched NU People and Finance systems which will support regular career conversations. There is an action in the 2023-26 plan to develop managers training around 'having a career conversation'.
EM5	Engage with opportunities to contribute to relevant policy development within their institution	No specific action planned See ECI6 (Institutions must regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices)					We are currently developing a Research Culture Action Plan, recognising that while there are existing initiatives that contribute to a positive research culture across the University, we need an overarching plan that can be monitored and amended as the sector changes. This plan is aimed at our entire research community. This includes those who are - or aim to be - engaged in research or delivering support for research activities. It encompasses staff and postgraduate research students of all disciplines, career stages and professional backgrounds, including those in technical roles or professional services. We have been consulting widely on the content of the Action Plan and there will also be opportunities for our research community to engage with the new Research Culture Committee through involvement in Working Groups which will be open to those involved in research.

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Researchers must:						
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	No specific action planned See ECI3 (Institutions must promote good mental health and wellbeing) ECM2 (Managers must ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct)				While there were no specific plans in this area the work we have done in relation to ECI3 relates to this commitment: In Dec 2021 we rolled out a new 'Unacceptable Behaviours Policy' and new reporting mechanisms for both staff and students.
ER2	Understand their reporting obligations and responsibilities	No specific action planned See ECI3 (Institutions must promote good mental health and wellbeing) ECM2 (Managers must ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct)				While there were no specific plans in this area the work we have done in relation to ECI3 relates to this commitment: In Dec 2021 we rolled out a new 'Unacceptable Behaviours Policy' and new reporting mechanisms for both staff and students.
ER3	Positively engage with performance management discussions and reviews with their managers	No specific action planned				While there were no specific plans in this area, in 2023 we launched NU People and Finance systems which will support regular career conversations. PDAs are annual but with the newly launched NU People and Finance system, researchers and managers are encouraged to have regular career conversations and capture them in the system.
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	No specific action planned See: ECI6 (Institutions must regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices)				While there are no specific plans in this area. Early Career Researchers are encouraged to join the ECR Forum, we actively seek ECR representation on our Committee structures and with the launch of the Research Culture Committee there will be opportunities for ECRs to be part of Working Groups reporting into that Committee.
Professional and Career Development						
Institutions must:						
PCDI1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	No specific action planned See: PCDI3 (Institutions must ensure that researchers have access to professional advice on career management, across a breadth of careers)				While there are no specific plans in this area, in the 2023-26 Action Plan we are looking at celebrating different career paths into and outside of academia. We will develop some Case Studies and look at what additional support we can put in place to help people moving into an academic post from industry or practice. We will develop a communications plan about our Research Culture Action Plan which includes the messaging around support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year.
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	No specific action planned				While there were no specific plans in this area, in 2023 we launched NU People and Finance systems which will support regular career conversations. There is an action in the 2023-26 plan to develop managers training around 'having a career conversation'.
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers	1. We will develop and deliver career management workshops with internal and external speakers to provide insights into working both outside and inside academia. 2. Provide tailored support to contract research staff from Research Development Team through online resources, face to face workshops, and support for funding applications, through an online ECR Hub.	1. Careers workshop for ECRs and contract research staff (aim for 30+ attendees): June 2020. 2. Development of online and face to face support for contract researchers to develop funding applications (March 2022). 3. Increase positive response in CEDARS 2023 questions 29.3 by 30%.	Sep-22	Researcher Development Manager, RIS.	1. Careers advice for researchers is incorporated into our 3 cohort programmes. 2. Contract researchers and technical staff are included in activities and invited to scheduled sessions, and invited to make use of resources through our ECR Hub which is kept updated. 3 Waiting for CEDARs 2023 results. 1. Ongoing 2. Ongoing We will analyse our CEDARS 2023 results and report in next Action Plan period.
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	We will review the current use of the mentoring scheme to support ECRs including PDRA's, contract researchers and staff with a L&T background). Identify areas of best practice in Departments and develop an approach to drive improvement in other areas so that ECRs are allocated an appropriate mentor and feel supported to take responsibility for their own growth and learning and development. 1. Understand the current position on the number of ECRs who have a mentor through the ECR Forum and RAKE. 2. Identify areas of best practice in Departments and utilise this to construct a university framework for ECR Mentoring. 3. Develop mentoring training ensuring that the responsibilities of the mentor and mentee are clear. Ensuring mentors are skilled and supported to undertake their role effectively.	1. Early Career Researchers are allocated an appropriate mentor (our aim is for each ECR to have research mentor). 2. Positive feedback from mentors and mentees (70% positive feedback on scheme). 3. Increase positive response in CEDARS 2023 questions 15.3 by 20%.	01/09/2022	Researcher Development Manager, RIS.	1. A mentoring framework has been developed and published online, along with mentor/mentee profile forms. Mentoring has been rolled out to Professional Support staff, with regular drop-in sessions to share best practice. Mentoring for academics is managed at a Departmental level. 2. Organisational Development are running regular best practice drop in sessions which will feed into an FAQs section on the internal mentoring pages. 3. Mentoring scheme discussions for academics are underway. Mentoring will be rolled out as part of the HREiR forward-looking action plan (2023-26). 1. Ongoing 2. Ongoing 3. Ongoing We will analyse our CEDARS 2023 results and report in next Action Plan period.

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PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this	No specific action planned					While there are no specific plans in this area, in the 2023-26 Action Plan we are looking at celebrating different career paths into and outside of academia. We will develop some Case Studies and look at what additional support we can put in place to help people moving into an academic post from industry or practice.
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews	No specific action planned					While there were no specific plans in this area, in 2023 we launched NU People and Finance systems which will enable us to track professional development requests and career conversations more easily.
Funders must:							
PCDF1	Incorporate specific professional development requirements in relevant funding calls, terms and conditions, grant reporting, and policies. This should include researchers' engagement in a minimum of 10 days' professional development pro rata per year, and evidence of effective career development planning	No specific action planned					
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes	No specific action planned					
PCDF3	Acknowledge that a large proportion of the researchers they fund will move on to careers beyond academia, and consider how they can encourage and support this within their remit	No specific action planned					
Managers of researchers must:							
PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	No specific action planned. See: E14 (Institutions must provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent) EM1 (Managers must undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care)					While there were no specific plans in this area, in 2023 we launched NU People and Finance systems which will support regular career conversations. There is an action in the 2023-26 plan to develop managers training around 'having a career conversation'. PDAs are annual but we are encouraging more regular 'career conversations' be recorded in the new system.
PCDM2	Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments	No specific action planned See: PCDI4 (Institutions must provide researchers with opportunities, and time, to develop their research identity and broader leadership skills)					While there are no specific plans in this area we have developed a mentoring framework which is published online, along with mentor/mentee profile forms. Mentoring has been rolled out to Professional Support staff, with regular drop-in sessions to share best practice. Mentoring for academics is managed at a Departmental level.
PCDM3	Allocate a minimum of 10 days pro rata, per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development	No specific action planned					We will develop a communications plan about our Research Culture Action Plan which includes the messaging around support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year.
PCDM4	Identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours	No specific action planned See: PCDI3 (Institutions must ensure that researchers have access to professional advice on career management, across a breadth of careers)					While there are no specific plans in this area, we have asked Research Group Leads to appoint an Early Career Research as Deputy Lead so that they can gain experience in co-leading a research group. We are also piloting new Interdisciplinary workshops for Early Career Researchers to enable space for those conversations outside of their own discipline. We plan to run these 2-3 times per year.

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PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development	1. We will develop leadership and management session as part of Future Research Leaders training programme. This will support better trained managers of researchers, especially support for PIs who manage teams of researchers but who have no line management (following feedback from the ECR Forum and RDSG).	1. Interim progress measure to utilise existing HR resources to deliver training module within the Future Research Leaders programme by 01/06/2022. 2. Increase positive response in CEDARS 2023 questions 15.2 by 30%.	01/09/2023	Researcher Development Manager, RIS.	1. A research leadership session was included in the last Future Research Leaders Programme (annual programme). We are developing and piloting a Research Leadership Programme for our new cohort of Vice Chancellor's Fellows. This programme, once evaluated, will be offered more broadly to the academic community.	1. Ongoing We will analyse our CEDARS 2023 results and report in next Action Plan period.
Researchers must:							
PCDR1	Take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year	1. We will develop training for research staff including contract research staff that will include: developing external partnerships; teaching support; moving from professional practice to academia; writing support; grant applications for contract research. 2. Additionally create an ECR survey to confirm ECR needs and shared with anyone identifying ECR forum future offer.	1. Run survey with 50+ response rate. 2. Develop 2 to 3 training sessions over 2021-22 academic year with 25 attendees at each session. 3. Increase CEDARS survey response rate by 15%+.	Sep-22	ECR Forum Chair	1. A suite of training for PGRs (run by our Graduate School) and ECRs (run by RIS) around key areas for support for each has been implemented. Sessions have been well attended and informed by stakeholder need. Sessions have focused on a comprehensive range of relevant topics, including: grant writing, teaching training, employability, mental well being, external partnerships, impact outside of academia, and stakeholder engagement. 2. In 2021, an ECR Survey was run and the results reported to the Research and Knowledge Exchange Committee in 2021. In 2022, in-person feedback was sought during the ECR forum re-launch and this information has been used to guide future events and initiatives to support ECRs (e.g. above examples). A mentoring programme is currently being finalised. In 2023, CEDARS is running currently until 16th June 2023. This has been distributed to ECRs and the ECR forum is encouraging participation.	1. Ongoing 2. Ongoing We will analyse our CEDARS 2023 results and report in next Action Plan period.
PCDR2	Explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments	1. We will develop a comprehensive training programme on lecturing or demonstrating at university for PGRs and route to HEA fellowship. Supporting the development of peer to peer networks for teaching support. See: PCDI4 (Institutions must provide researchers with opportunities, and time, to develop their research identity and broader leadership skills) □	1. Launch training programme for PGRs who teach or demonstrate. 2. Monitor completion rates and feedback– 80 PGRs per year completion rate by December 2022, with 80% satisfaction rating. 3. Review PRES results for teaching support feedback increase of +15%.	01/09/2022	Graduate School Manager	1. A 2-day teaching preparation programme (University-wide for PGRs employed as Associate Lecturers) and a half-day demonstrator programme (at departmental level) run at least once per semester, since semester 2 of 2021/22 following a gap during the pandemic. The current 2-day programme is delivered by external trainers used regularly but will be replaced by an internally delivered programme no later than October 2023. A new internal 2 day programme led by Dr Sophie Cole will be piloted on 23 and 24 May 2023 to approximately 70 attendees. The new programme will run every September and January, capped at 80 attendees. This hugely increases training capacity so that such training is available for any PGR student who wishes to attend it. Completion rates and satisfaction data has not yet been reviewed. The programme hasn't yet run so will be monitored in due course. PRES improvements between the previous survey which ran in 2019 and the most recent survey in 2022 shows significant improvement: 'Given appropriate support and guidance for your teaching' increased from 46% to 63%, and 'received formal training for your teaching' increased from 53% to 64%. PRES this year closes on 15 May 2023 so feedback in relation to teaching will be available soon after. □	1. Ongoing. Significant progress has been made but the 3 points should roll forward into the forward-looking plan to ensure they are achieved.
PCDR3	Maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications	No specific action planned					While there were no specific plans in this area, in 2023 we launched NU People and Finance systems which will support regular career conversations. There is an action in the 2023-26 plan to develop managers training around 'having a career conversation'. There is an action in the 2023-26 plan to develop a video and session on Resume for Researchers which will help with this commitment.
PCDR4	Positively engage in career development reviews with their managers	No specific action planned					While there were no specific plans in this area, in 2023 we launched NU People and Finance systems which will support regular career conversations. There is an action in the 2023-26 plan to develop managers training around 'having a career conversation'.
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	No specific action planned See: PCDI4 (Institutions must provide researchers with opportunities, and time, to develop their research identity and broader leadership skills)					While there are no specific plans in this area we have developed a monthly research skills development bulletin which includes training and development opportunities, workshops, conferences and external opportunities relevant to our research community. This bulletin goes out in email format to all staff who enable and deliver research.
PCDR6	Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation	No specific action planned See: PCDR1 (Researchers must take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year)					While there are no specific plans in this area there are opportunities for researchers to get involved in broadening their knowledge and awareness of the research system. We are part of the Capabilities in Academic Policy Engagement (CAPE), this is a knowledge exchange and research project that explores how to support effective and sustained engagement between academics and policy professionals across the higher education sector. We have an active Community of Policy Practice which anyone can join. Our IP Commercialisation Team supports with exploitation of research outputs (Intellectual Property) typically where there is a commercial opportunity and have a broad range of activities throughout the year. Our Impact Team has an annual development programme with topics ranging from 'an introduction to impact' to 'engaging with stakeholders and beneficiaries'.

HREiR Action plan template May 2021

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