HREiR Action plan 2021 - 2023

Institution name:	Cranfield University	The institutional audience* for this action plan includes (complete or delete, as appropriate):		
Cohort number:	11	Audience	#	Comments
Date of submission:	6 year review due 9th July 2021	Research staff	259	Contract type: 80 open ended, 154 fixed term and 25 temporary
		Postgraduate researchers		
Institution obligations		Research and teaching staff	335	
Managers of researchers obligations		Teaching-only staff	101	
Researchers obligations		Technicians	128	
		Clinicians		
		Professional support staff		
		Other (please provide numbers and details):		
		Other (please provide numbers and details):		

	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.	Continue an awareness campaign to raise the profile of the Researcher Development Concordat and associated actions including presentations at School meetings, regular updates to intranet, promotion through new ECR Network.	Awareness of the Concordat (Qn. 42.1) increased from 62% in 2021 to 70% in 2023 CEDARS survey (total respondents). Awareness of the Concordat increased from 46% in 2021 to 70% in 2023 (researcher respondents).	Jun-23	HREiR Working Group HIC Dir RIO	The Concordat is provided as part of recruitment processes for all new researchers joining the University. We have also publicised it via the intranet, bulletins, email, School briefings, and at the ECR network. 48.6% of researcher respondees indicated they had some knowledge of the concordat or knew that it existed. Whilst a small increase compared to the 2021 figures, this remains below our target and will be an area of focus going forward to further improve	Carried forward
		An annual report on progress against the Concordat, will be presented to Council and published on our website.	Successful completion of Annual Review, progress will be noted and approved by Senior University Committees.	Dec-22	Dir RIO Dir HR HT&D HRE	Whilst the action under column C states a report to Council, we reflected on this and felt it more appropriate, and effective for driving the agenda of the award for the annual report to go to the University level Research Committee. Annual report on progress delivered and presented to Research Committee 24 July 2023, with quarterly updates provided to the Committee in addition	No further action. Process of regular reporting to Research Committee fully embedded
ECI2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	ED&I policies to be reviewed to ensure they are in line with best practice and fully inclusive for all staff. Staff consultation will be included in the policy review and once approved, the policies will be clearly communicated to all staff through a variety of channels. Researchers are engaged in the consultation of new policies and practices through staff working groups and networks, which are consulted during policy reviews.	Policies updated and published on the staff Intranet and website. Policies also referred to during relevant training workshops and briefings. Monitoring reveals uptake of policy provision by researchers e.g. maternity, paternity, flexible working.	Dec-22	HED&I	Policies are all subject to periodic review. They are accessible to all staff via the intranet. Since our last review, we have updated our maternity provision, enhancing it. We are also exploring enhancing our shared parental leave provision. We liaise with organisations such as the business disability forum, working families and stonewall in ensuring our provision and practice is inclusive and reflects best practice. We've been named in the top 30 employers by working families this year. We have also launched a new Equity, Diversity and Inclusion strategy	No further action. Embedded and regularly monitored under our diversity and inclusion strategy

		Researchers are fairly recognised and rewarded through an inclusive, equitable and transparent approach to pay recommendations, measured via an impact assessment and equal pay review as well as a continued focus on the gender pay gap at Cranfield University.	Pay award proposals reviewed and challenged in terms of equality and diversity by pay award bodies. Performance related pay awards granted to researchers as appropriate. Data monitoring improved to include further insights for researchers pay proposals and outcomes; impact assessment of annual review process and a biennial equal pay report conducted. A consistent reduction in the gender pay gap at Cranfield year on year addressed through initiatives in recruitment, retention and development of female talent. Trend analysis conducted every 3 years, currently 24.5%. Data monitoring improved to include data for researchers specifically.	Jun-23	HHRC HPE SHR BP	Mean gender pay gap has continued to reduce, and is at 21% (2022). Equality impact assessments are undertaken for pay review and promotion processes with outcomes shared to embedded People and Culture leads for each School and senior leadership. Data monitoring for researchers will be in place from 2023 onwards	No further action. EIAs embedded in reward processes and being monitored under EDI strategy. Gender pay gap monitoring for researchers taken forward under refocused action (EM3 in 2023-2026 action plan).
		Progress the University Athena SWAN Bronze action plan (2020-2025).	Local level working groups in place to develop and deliver actions relevant to each School/PSU. Researchers represented on School working groups.	Mar-23	HED&I SHR BP HR BP	EDI groups have been established across the Schools of the University, there is Researcher representation in the groups. Each School has EDI action plans aimed at local level areas	No further action. Embedded and being monitored under EDI strategy and Athena Swan self-assessment team
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.	Continue to promote 121 and group wellness sessions via intranet, staff bulletins and HR Partners and set up workstream to address workload management.	Increase in researchers agreeing the institution actively promotes the importance of good mental health and wellbeing of staff from 68% in 2021 to 75% in 2023 CEDARS (Qn 41). Plan in place and actions being taken to address workload management for researchers. Researchers engaging with wellbeing provision bookable via DATES events system.	Jun-23	Dir HR HHRC HT&D HED&I HPE"	70% agreed in CEDARS 2023. Engagement with wellbeing provision was positive, with 132 bookings by researchers onto wellbeing sessions via DATES. University level actions relating to workload are ongoing, with this as a known area of focus for the years ahead. Wellness sessions are continually available and promoted as are 121 sessions and encouragement to line managers to positively and proactively engage in wellbeing and workload discussions. A working group has been set up with our Trade Unions on addressing workloads and wellbeing; a new Executive Committee for EDI and Wellbeing has been endorsed by the Executive.	Carried forward
ECI4	Ensure that managers of researchers are effectively trained in relation to equality and diversity including, wellbeing and mental health.	Review wellbeing and mental health training and development requirements for managers of researchers.	Training developed roll out plan and targets in place for engagement. Longer term aim for all managers of researchers to undertake wellbeing and mental health training.	Mar-23	HT&D HED&I HHRC	Wellbeing and mental health e-learning has been released on Cranfield Working Life hub and wellbeing education sessions continue to be offered to our staff community. Managers continue to be coached and supported by People and Culture colleagues to encourage a wellbeing focus and wellbeing is included in staff surveys to encourage managers to take local action where required. Specific wellbeing and mental health training for managers requires further review and this will be influenced by our new EDI & Wellbeing exec committee and improved reporting which will help identify development requirements.	Carried forward

		Refresh and review current EDI training provision at Cranfield, with a focus on topics such conscious decision making (working with our academics in the School of Management), Race Equality Training and broader EDI areas of disability, bullying & harassment and sexual misconduct.	Revised EDI programmes in place, covering a range of protected characteristics, and with a mix of face to face and online delivery. Researchers participating in provision. Completion rates of ED&I online diversity module increased to 95% for all staff groups including researchers (currently 90%).	Jan-23	HED&I	EDI training pathway is being curated with different stakeholders in mind, from ECRs to Leadership training. During the reporting period, 74% of researchers completed the ED&I. 82% of the whole university had completed their ED&I module as at the 30 June 2023.	Ongoing priority
ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity.	Refresh of ethics and integrity training. External review of ethics, research integrity and research misconduct policies and procedures undertaken to ensure they are as clear and robust as possible.	Refreshed online ethics and integrity training launched via Canvas with uptake monitored and reported to Research Committee. External review completed and recommendations implemented via revision of policies/procedures.	Sep-21	Dir RIO RGM Ethics Committee Research Committee	The refresh of ethics and integrity training was undertaken in 2021 and launched via Canvas. However, issues with system reporting functionality impeded the ability to annually monitor and report on staff completion of the module. As the training is optional and not mandatory, uptake from staff has been low and we will be implementing an element of mandatory training under the new action plan, whilst considering the most appropriate platform for delivery. An external review of ethics and integrity polices was conducted in 2022. The resulting updated policies were approved by Research Committee and published in 2023.	No further action. Revised approach to training being undertaken with new action in forward-looking plan
		Raise awareness of appropriate ethical practice and issues of research integrity and responsible innovation via annual events, intranet site and PVC R&I comms.	At least 1 annual event to increase awareness of appropriate ethical practice; regular communication from PVC R & I to staff and students rolled out; intranet site developed	Reviewed annually	Dir RIO RGM Eth Com	Intranet pages relating to research ethics were redesigned and refreshed to simplify the presentation of information and support a better user experience in June 2021 E-bulletin reminders have been sent regularly to staff regarding research ethics and integrity. Good Research Practice Week running in Sept 2023 with a series of events focused on multiple aspects of integrity including reproducibility, EDI, responsible innovation etc. Ensured ethics and integrity are incorporated as core messaging into our Researcher Development Programme sessions (e.g. included in sessions on publication quality and research impact).	No further action. Action completed and comms plan refocused in forward-looking action plan.
ECI6	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.	Increase researcher engagement in the CEDARS survey through an awareness campaign highlighting its role in Institutional action plans, including promotion through new ECR Network and appointing CEDARS champions within the HREiR Working Group. Review and develop actions based on CEDARS results.	CEDARS survey completed, feedback reviewed and actions incorporated into action plans. CEDARS responses increased from 106 responses in 2021 to 150 responses in 2023, with a minimum 20% response rate from researchers.	Jun-23	Dir RIO HRE HT&D	170 responses from all staff, target exceeded in this regard (response rate increased from 13% to 24%). 20% researcher response rate missed, approximately 16% response rate. Anecdotal feedback consistently raised the scale and time comittment of the survey as a reason for a challenging response rate. We will consider whether an alternative, more focussed survey approach aimed at the priority actions for the University is a more appropriate approach for Cranfield	Ongoing priority
		Increase researcher representation on the HREiR Working Group to ensure that FTC researcher views are better incorporated in action planning and tracking of outcomes.	Researcher representation from all Schools on the HREiR Working Group, with a minimum of 2 FTC researchers.	Jul-22	HRE HT&D Researchers HREiR Working Group	Researcher representation in place from all 4 Schools of the University, 3 FTC researchers on the group	No further action. Researcher representation embedded in HREiR working group

		Invite staff into the wider discussion on research culture and to participate in consultation for the new Research Strategy. Conduct School-based focus groups to understand views of researchers and students on healthy research culture, to include representation of contract research community on each focus group.	Researcher participation in research strategy consultation events recorded and reviewed. New Research Strategy launched, with a focus on research culture. Research culture focus groups held with contract research staff representation from each School. Summary report and action plan produced.	Dec-21	Research Committee	Corporate Plan and Research & Innovation Strategy launched in Sept 2022 following widespread consulation that involved registered sessions and informal drop-ins. Research Culture workshops held in May/June 2022 and a summary report produced. Attendance at consultation events: Corporate Plan - 93 academics and 15 researchers Research and Innovation (open) - 39 academics and 14 researchers R&I Focus Groups (invited) - 30 academics and 4 researchers Research Culture workshops - 44 academics and 8 researchers	No further action. Research Strategy 2022-2027 in place
Funders must:							
ECF1	Include requirements which promote equitable, inclusive and positive research cultures and environments, in relevant funding calls, terms and conditions, grant reporting and policies.	n/a					
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers.	n/a					
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.	n/a					
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.	Participate in race equality training, conscious decision making workshops.	Managers of researchers engaging with workshops and attendance data captured via DATES.	Jun-23	Researcher Managers HED&I	Workshops for inclusive leadership and unconscious bias have been arranged for all staff and managers. EDI training modules and material is being incorporated into our managers essentials development pathway, including Union Black from Santander. The EDI team continues to engage with researchers, research students and members of the research and innovation office to provide specific training. The art of successful recruitment workshop also contains EDI related content. 15 managers attended race equality training or creating an inclusive culture. We have launched a new session on inclusive leadership and unconscious bias in August 2023.	No further action Action refocussed in forward-looking plan
		Undertake online ED&I modules and encourage their teams to participate in staff working groups and networks.	Completion rates of online diversity module are maintained at 95%. Decrease in % of researchers reporting that in the last 2 years they have felt personally discriminated against whilst at work (Qn. 39.1) from 12% in 2021 to 5% in 2023 CEDARS survey.	Jun-23	Researcher Managers HED&I HPE	Level of researchers reporting that in the last 2 years they have felt personally discriminated against whilst at work dropped to 8%. EDI working groups have been set up in all Schools and University level with healthy levels of engagement	Ongoing priority
ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct.	Academics are reminded of research misconduct processes through re-launch of a refreshed intranet site; student processes for research misconduct and academic misconduct are aligned to ensure that cases of research misconduct are brought to the attention of the university via appropriate mechanisms and dealt with by line managers.	Intranet site refreshed and relaunched. Aligned research misconduct processes approved by Research Committee and publicised.	Dec-22	Dir RIO RGM Research Committee Researcher Managers	Review took place in 2021 with Research Committee signing off changes in July 2021 and the updated Handbook published in September 2021.	No further action Action completed

		Academics undertake refreshed online ethics and research integrity training, available via Canvas.	Uptake of online training by academic staff monitored and reported to Research Committee.	Dec-21	Researcher Managers RGM Research Committee	The refresh of ethics and integrity training was undertaken in 2021 and launched via Canvas. However, issues with system reporting functionality impeded the ability to annually monitor and report on staff completion of the module. As the training is optional and not mandatory, uptake from staff has been low and we will be implementing an element of mandatory training under the new action plan, whilst considering the most appropriate platform for delivery.	Ongoing priority
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.	Engage with university wellbeing provision including training, guidance and information. Promote a supportive and healthy work environment by creating a safe space for researchers to discuss wellbeing and ensure any concerns raised receive prompt support.	Increase in researchers stating the working environment supports their mental health and wellbeing (Qn 40.5) from 60% in 2021 to 70% in 2023 CEDARS survey.	Jun-23	Researcher Managers HHRC HT&D HED&I HRE	46% of researchers agreed that the environment supports their mental health and wellbeing., though 70% believe the institution actively promotes the importance of good mental health and wellbeing. 132 attendances from researchers on wellbeing sessions. This area remains an institutional focus and so will be retained as we would hope to make further progress on this; Report + Support tool; EDI & wellbeing committee- refer to action 7, EC14 for further details	Carried forward
ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers.	Engage fully in university flexible/hybrid working initiatives, ensuring flexible/hybrid working discussions take place at the appointment of new staff and embrace flexible working opportunities where requested.	Initial baseline established to determine number of researchers working flexibly.	Mar-23	Researcher Managers HED&I SHR BP	This aim has been superceded by the introduction of a hybrid working model at Cranfield, after the pandemic. Flexible working is available for the overwhelming majority of university staff, including researchers. The University operates a hybrid model, where campus attendance is required 40-60% of the time, except where a role cannot be done at home. The right to request flexible working is also a day 1 entitlement at Cranfield	No further action Hybrid working fully embedded
ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	Encourage staff to participate in consultation on the Research Strategy refresh; promote opportunities to participate in working groups and committees.	20% participation of researchers in research strategy consultation events. Increased self-nominations from researchers to participate in committees and working groups.	Dec-21	Researcher Managers Dir RIO DoTs HRE HIC	Research & Innovation Strategy consulation events were carried out between October 2021 and July 2022 and involved Q&A, focus groups and informal drop-ins. A total of 36 individual researchers attended these events, 14% of the population. Whilst this falls short of our target, we have significantly increased the number of opportunites available for researchers to participate in committees and working groups but have faced challenges in recruiting to these positions solely through open calls for self-nominations. Going forwards we intend to better utilise the ECR Network and HREiR represenatives to ensure that researchers have a stronger voice in policy making, without significant additional demands on their time. The ECR Network Chair has been appointed to the University Research Committee.	No further action Research Strategy in place and action refocused in forward-looking plan.
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.	Engage with research mentorship/buddy scheme for new researchers and ensure all new starters have a mentor or buddy outside of their line management chain.	80% of new researchers have a research mentor/buddy allocated to support them on joining.	Jun-23	Researchers HPE	Many researchers do have a mentor/buddy assigned but we are significantly below the 80% target. There has been a greater focus on local induction to support staff into the University. Induction and support to new starters is an area of focus going forward, which will also consider our approach to the buddy system and how we best promote this to the community.	No further action Action refocussed in forward-looking plan

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility		
		Support PhD students by attending/contributing to Doctoral Network and Doctoral Community activities.	Increase participation of researchers in Cranfield Doctoral Network and Doctoral Community initiatives, as measured by bookings on DATES.	Dec-21	Researchers Dir RIO DDoRs RGM HRE	The figures from DATES for annual Cranfield Doctoral Network Conference, Pub PhD and 3MT competitions shows numbers of academics and researchers booking have decreased since pre-pandemic, despite offering online and hybrid events. We recognise however that some staff attend these events without pre-registering online, and will endeavour to monitor this 'unregistered' attendance at future events. In 2022 the newly formed ECR Network (which brings together PGR students, researchers and ECR lecturers) launched a series of monthly events aimed at providing opportunities for collaboration, and career development and we recognise this may have impacted researcher attendance at Cranfield Doctoral Network events and focus going forwards will be on promoting researcher and research student engagement with ECR Network events.	No further action Action refocussed in forward-looking plan
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion.	Undertake required research ethics and integrity training and E, D&I training.	95% of researchers to undertake online ED&I training, monitoring of uptake of new ethics and integrity training by researchers.	Sep-21	Researchers RGM HED&I	During the reporting period, 74% of researchers completed the ED&I module. 82% of the whole university had completed their ED&I module as at the 30 June 2023. The online ethics and integrity training was not mandatory and proved difficult to monitor within the Canvas system and therefore ensuring appropriate delivery and introducing a mandatory component will be the focus moving forward.	Ongoing priority
ECR3	Take positive action towards maintaining their wellbeing and mental health.	Ensure they maintain a healthy work life balance and take annual leave entitlement. Ensure awareness of University wellbeing provision and engage with the resources where helpful. Speak to manager, HR or Mental Health First Aiders if experiencing poor mental health.	Annual leave entitlement utilised. Researchers engage with wellbeing provision. Researchers stating they take positive action to maintain their mental health and wellbeing (Qn 40.5) sustained at 88% between CEDARS 2021 and 2023.	Jun-23	Researchers HHRC HT&D HRE SHR BP	CEDARS asks the question of staff of whether they are encouraged to take positive action. 71% of responding researchers agreed or strongly agreed they were encouraged. Taking of annual leave is centrally monitored and proactively encouraged through management and the People and Culture teams. Mental Health First Aiders are in place and a central contact avenue established for staff who might need help`	Carried forward
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.	Engage with refreshed Dignity at Work Policy and process for reporting incidents of bullying, harassment and discrimination which will be promoted across the University through the intranet and e-bulletin, also through Dignity at Work advisors promoting awareness at school and department meetings.	Increase in researchers stating in CEDARS that they are familiar with mechanisms for reporting discrimination (Qn. 37.1.a) from 60% to in 2021 to 70% in 2023, bullying and harassment (Qn. 38.1.a) from 41% in 2021 to 50% 2023 and misconduct (Qn. 39.1.a) from 60% in 2021 to 70% in 2023.	Jun-23	Researchers HED&I HRE	54% of researchers agreed they were aware of mechanisms for reporting bullying and harassment. CEDARS doesn't have an equivalent question for discrimination. 57% were aware relating to research misconduct. The University has introduced 'Report and Support' as well, which provides an additional avenue for concerns to be raised and sources of support including under anonymity. We also plan to drive awareness of Dignity at work and study advisors during the next review period	Carried forward Action expanded in forward-looking plan
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	Participate in opportunities to contribute to research strategy refresh and discuss opportunities to participate in funder policy groups as part of their P&DR process.	20% of researchers involved in research strategy consultation. Policy development opportunities discussed in P&DR.	Aug-21	Researchers Dir RIO HRE DDoRs HIC	A total of 36 researchers (14% of the population) were involved in the Research Strategy and Corporate Plan consultation events (including invited participation and open calls for focus groups). Researchers are being actively engaged in policy working groups (for example the REF consultation exercise as we develop an institutional response).	No further action Research strategy 2022-2027 in place. Researcher representation embedded in committees involved in policy consultation

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility		
Employment							
Institutions must:							

EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	Analyse diversity data on researcher applicants through the recruitment cycle to help identify key issues in attracting and recruiting more diverse researchers. Develop appropriate action plan to address issues highlighted for each protected characteristic with input from staff networks.	Increase in application and appointment rates from diverse applicants applying for researcher roles.	Dec-23	HRES HED&I	Recruitment dashboards have been introduced and track progress on a 6 monthly basis. These dashboards track gender, ethnicity and disability of candidates who apply, are shortlitsed and offered a post. Data monitoring of our recruitment dashboards shows that in the period Feb-April 2022, the conversion rate of women applications to hired in academic research roles was much higher than for men, at 22% female and 7% men. In the period August 22-January 23, the conversion rate was slighly higher at 23% for women. Videos and other forms of engagement are now being used to attract candiates.	No further action EDI and recruitment monitoring fully embedded and monitored under EDI strategy
		Encourage attraction of a diverse pool of candidates by supporting equal opportunities for researchers with disabilities. Maintain our 'Disability Confident' Level 2 status to demonstrate our commitment to supporting disabled staff and develop a plan to work towards Level 3.	All recruiting managers coached through shortlisting process by HR BP's to ensure commitments against initiatives such as disability confidence are upheld. Disability declaration rate amongst researchers currently 2.2%. Our aim is to move towards the HEI sector benchmark of 4.5% by 2022 in accordance with the University ED&I strategy. Plan in place to achieve 'Disability Confident' Level 3 with the support of the Disability Working Group (which has representation from across the University).	Jun-23	HRES HED&I SHR BP HR BP	Art of Successful recruitment workshop redesigned and run for recruitment panels and the University Executive Forum. Measures implemented in our e-r-ecruitment applicant tracking system to ensure that recruitment managers are aware of our commitments under disability confident, and the suport available ot recruitment managers and candidates. In the next period we will reinstate candidate feedback surveys which were put on hold during the pandemic. Data Tracking shows positive improvement in our metrics for disabled applicants. In April 2022, 4.3% of applicants shared a disability and this had increased to 5% of applicants in January 2023.	No further action Embedded through EDI strategy
		Review current recruitment and selection training provision for recruiting managers to help ensure robust selection processes. Foster an inclusive and diverse workforce by increasing the gender diversity of interview panels.	Review of training undertaken and revised programme in place. All recruitment panel members to engage with recruitment training. At least 90% of all recruitment panels to include at least one woman. Reporting in place to monitor gender diversity on recruitment panels for research vacancies specifically.	Mar-23	HRES HED&I HT&D SL&D BP	The current training was reviewed and a revised programme launched September 2022 and 4 sessions run between reporting period 30 June 21 and 30 June 2023. 4 researchers attended during this period, giving good feedback. A bespoke session was also run for the University Executive Forum. The new programme emphasises the need for an inclusive, candidate centric approach to recruitment and discusses ways to ensure that advertising, shortlisting and interviewing are fair, open and inclusive. Approximately 90% of panels had 1 or more female panel members since January 2022.	No further action Embedded through EDI strategy
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.						
EI3	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.	Continue to ensure understanding of promotion process and how researchers can develop their careers by running sessions specifically for researchers at Career Week. Introduce a 'special circumstances' category to promotion evaluation forms to ensure recognition of staff who may have personal circumstances that have impacted their work achievements e.g. a period of ill health, maternity leave or part-time working in order to 'level the playing field' for progression.	HRBP's report an increase in staff awareness of promotion routes amongst researchers. Establish baseline target that 70% of researchers agree the promotions pathways and processes are clear (Qn. 17) in CEDARS 2023. Special circumstances form embedded in promotion process.	Jun-23	HPE SHR BP HR BP HRE	57% of responding researchers in CEDARS answered promotion routes were clear to them. This is below the baseline target and so is a focus area for the future. In December 2022, we have relaunched our senior academic promotions process, with updated criteria. We have also published criteria relating to Lecturer/Senior Research Fellow positions as well. Special circumstances form has been introduced as intended. Equality impact assessments are undertaken relating to staff promotion and reward with outcomes shared with University leadership	Carried forward
		Promote and build management confidence around hybrid/ flexible working to enable inclusive approaches to employment via additional support and guidance.	Support, guidance and development sessions publicised. Progress regarding hybrid working pilot monitored via researcher responses to pulse survey.	May-22	HT&D HED&I SHR BP HR BP	A hybrid working model was piloted for the majority of staff including reseachers. This was subsequently adopted following a significant trial and consideration of feedback from staff. Nov 2021 pulse survey identified 77% of respondents felt positively about the new working arrangments framework. To support this initiative the University developed a new working arrangements microsite consisting of guidance for managers and staff and access to webinars etc.	No further action Hybrid working fully embedded

EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	Promote existing opportunities for line management and project management training to researchers via the new ECR network	Uptake of training opportunities by researchers as measured via DATES bookings	Jun-23	HRE HT&D SL&D BP	9 managers of researchers and 2 researchers have attended the First Line Manager Programme during the period of 30 June 21 to 30 June 2023 Opportunities have been promoted through the ECR network 5 researchers have attended the Project Management course during the period 30 June 21 to 30 June 23. This demonstrates ongoing engagement with the University provision.	Ongoing priority
EI5	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.	Work closely within Schools supporting and coaching managers to ensure researchers are well managed and that people processes such as P&DR are completed for all eligible staff.	Maintain percentage of eligible researchers that have a P&DR process, which includes a review of performance, training needs and career aspirations, at 95%	Dec-22	HPE SHR BP HR BP	92% had a completed P&DR as recorded within the P&DR system. The process is well established at the University and proactively evaluated by People and Culture and management	No further action P&DR process fully embedded
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.	Review our practices to ensure we are maximising opportunities to retain researchers at the end of contracts. Identify best mechanism to track progress in this area and establish a new baseline.	All researchers who wish to remain in the Institution are pro-actively supported with finding alternative opportunities. Additionally, where it is likely that a 'follow on' contract may arise that all avenues to 'bridge' the contract are explored. Baseline value established to enable progress tracking.	Dec-22	HPE SHR BP HR BP	As part of consultation with any researcher whose fixed term contract may end, a discussion regarding alternative opportunities is has. Embedded People and Culture team members will share the CV of individuals with identified suitable areas across the University to maximise the chances of identifying options for continuation. Bridging contracts are used where there is high confidence or certainty of suitable follow on work in the near future, to ensure continuity of employment. We have not established a baseline value given job security is effected by a number of factors, some outside of the University's immediate control	No further action Action refocussed in forward-looking plan
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.	Undertake consultation with staff in the development of key policy and decision making (e.g. new Research Strategy).	Increase in researchers stating they have opportunities to participate in decision-making processes e.g. committees (Qn. 13.3) from 56% in 2021 to 60% in 2023 CEDARS survey. Relevant stakeholders identified and engaged via HREiR Working Group.	Jun-23	HREiR Working Group Dir RIO HIC	59% of responding researchers from CEDARS stated they felt treated fairly in respect of opportunities to participate in decision making processes. Whilst this falls marginally short of target, we have significantly increased researcher presence in committees including School EDI committees, HR Excellence in Research working group has 4 researchers as part of the group, ECR Network Lead on the University Research Committee. Active efforts are being made to engage researchers in the REF consultation to inform the institutional level response. The priority moving forwards will be on better promotion of the routes for researchers to feed into decsion-making.	No further action Action refocussed in forward-looking plan
Funders must:							
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies.	n/a					
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security.	n/a					
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression.	n/a					
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels.	n/a					
Managers of researchers must:							

EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	Undertake all mandatory online training via CUTE.	CUTE completion rates obtained from CUTE/Agresso demonstrate module completions within required timescales.	May-2022	Researcher Managers HT&D	During the reporting period, 53.4% of all mandatory courses have been completed. 73% of the whole university had completed their mandatory training as at the 30 June 2023. There are longer term aims to introduce a new learning platform to improve engagement in this area, which will form part of our future action plan	Carried forward
		New managers attend First Line Managers programme.	Attendance data obtained from DATES demonstrates engagement from new managers of researchers.	Jan-2023	Researcher Managers HT&D SL&D BP	5 programmes have run during the period 30 Jun 21 to 30 Jun 23 with 52 participants. 9 were current managers of researchers and 2 were researchers looking to be managers. Finance and People management training has been run in the largest School since 2020, with approximately 60 attendees, the significant majority of whom manage researchers	No further action First Line Managers programme fully embedded and established and continues
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.	New managers to attend researcher induction and overall induction programmes and to read through researcher handbook.	Attendance at researcher induction programme.	May-23	Researcher Managers HRE HR BP	25 researchers attended Cranfield in context, which is part of the institutional level induction, alongside sessions of HR induction, local and School specific induction sessions. We will be looking at ways to improve attendance at Cranfield in context.	Carried forward
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	Engage with university ED&I training and guidance and ensure own approach to recruitment, promotion and reward is inclusive, equitable and transparent.	For CEDARS 2023 maintain 2021 CEDARS results which stated 82% of respondents agree their recruitment process was fair (Qn 18.1), 68% agreed it was inclusive (Qn. 18.2) and 75% agreed it was transparent (Qn 18.3).	Jun-23	Researcher Managers HED&I HRE	Internal training sessions on recruitment, including inclusivity in recruitment have continued. CEDARS responses indicated 92% of respondees stated they agreed or strongly agreed their recruitment process was fair. 84% stated inclusive and 80% agreed or strongly agreed it was transparent	Ongoing priorty Action expnaded to include gender pay gap monitoring for researhers in forward-looking plan.
EM4	Actively engage in regular constructive performance management with their researchers.	Fully engage with P&DR process discussing and recording individual feedback on researcher performance achievement against objectives.	95% of researchers from Levels 4 through to 8 to have engaged with the P&DR process and received performance feedback from their line manager.	Dec-21	Researcher Managers HPE HRE	92% had a completed P&DR recorded within the P&DR system, which incorporates performance feedback from line management. This falls slightly short of our ambitious target and we aim to maintain an above 90% completition rate but will not carry this forwards into the new action plan as P&DR rates are routinely monitored on an annual basis.	No further action P&DR process fully embedded
		Performance management and career development discussions become embedded outside of the annual P&DR process.	85% of researchers have a regular career development discussion according to CEDARS 2023.	Jun-23	Researcher Managers HPE HRE	CEDARS response indicates 52% stated they had regular career development review. This is in conflict with the P&DR figures, where 92% of researchers had a P&DR, and 85% had entries in the P&DR relating to career development and development as a whole. This would suggest there is further progress required to secure discussions outside of the P&DR process.	No further action Action refocussed in forward action plan to reflect new approach (under PCDR3)
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	Participate in CEDARS and staff pulse surveys.	Increase in total number of managers of researchers participating in CEDARS survey (Q22) from 72 in 2021 to 85 2023.	Jun-23	Researcher Managers HREIR Working Group	84 respondees indicated management responsibility (formal, and informal). We are evaluating whether CEDARS is the most useful and appropriate survey for the University going forward, or if a shorter and more focussed alternative will help with response rate, and focus. Staff pulse surveys have run every 6-9 months with engagement levels significantly higher than what we had for CEDARS. The highest engagement level was in respect of the trial of hybrid working, where staff were consulted on the new model in advance of its implementation	No further action Pulse surveys fully embedded, CEDARS targets refocused under ECI6 in forward-looking action plan.
Researchers must:							
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	New researchers to attend researcher induction programme and to read through researcher handbook, familiarise self with contents of employee handbook and know how to access information on the university intranet.	Increase level of researchers stating they found the institution level induction programme useful from 75% in 2021 to 80% in 2023 CEDARS survey.	Jun-23	Researchers Dir Rio HRE HRES	59% of researchers who participated in the institution level induction programme found it useful. Individual's also receive School level induction (82% found useful) and local induction sessions (82% found useful) too. We intend to review induction for researchers generally going forward	Carried forward

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility		
ER2	Understand their reporting obligations and responsibilities	Engage with induction process and ensure understanding.	Increase in researchers stating they found departmental and local-level inductions useful from 83% in 2021 to 85% in 2023 CEDARS survey	Jun-23	Researchers HPE HRE	82% found it useful. The local embedded People and Culture teams also meet with all new starters around a month after they join to check on how they are settling in and any help they may need. We intend to look at induction generally as one of our actions	Ongoing priority Action expanded in forward-looking plan
ER3	Positively engage with performance management discussions and reviews with their managers.	Positively engage with P&DR process by reflecting on personal performance, engage in discussion during P&DR and work together with line manager to address areas for development.	95% of eligible researchers to have engaged with the P&DR process and received performance feedback from their line manager.	Dec-21	Researchers HPE	92% of eligible researchers had a P&DR in 2022, which incorporates career development discussions and mutual review and evaluation of performance	No further action P&DR process fully embedded
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	Participate in opportunities to feedback via CEDARS and staff pulse surveys.	Increase in researchers completing CEDARS survey from 25 in 2021 to 50 in CEDARS survey 2023. Job family added to staff pulse survey demographics in order to review responses from researchers specifically.	Jun-23	Researchers HREiR Working Group	Whilst there has been an increase, the target has been missed, with 37 researcher responses. We will consider the use of CEDARS or an alternative going forward. Staff survey engagement via Pulse is much higher on average across all job families. This is a much more concise and more frequent survey approach. Job family has been added to the staff survey questions as intended.	No further action Action refocussed in forward-looking plan

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility		
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.	Develop and promote guidance to encourage uptake of 10 days minimum development amongst researchers.	Commitment incorporated in institutional strategy documents. Guidance produced and circulated. Increase in researchers stating they undertook 10 days or more training or CPD in last 12 months (Qn 34) from 28% in 2021 to 35% in 2023 CEDARS survey.	Jun-23	Research Committee HREIR Working Group HT&D HRE	The comittment to 10 days development has been publicised via bulletin, emails, all School meetings and the intranet. 22% stated they had taken 10 days or more development in the last 12 months from CEDARS. This is an area for focus in the future for us as we would seek to increase the level of uptake. Only 1 researcher respondee had not taken time for development in the last 12 months	Carried forward
		Improve awareness of development opportunities for researchers, for example promoting through intranet, regular bulletins and new ECR Network.	Increase in researchers stating they are aware of development opportunities according to CEDARS survey (Q.30.3.a) from 61% in 2021 to 70% in 2023	Jun-23	Dir RIO HRE HT&D HIC SHR BP HR BP Line Managers	55% stated they were aware of the support for professional development in the institution. Opportunities are publicised through the intranet, ECR network, staff emails, bulletins, which is a broader range of avenues than pre 2021, however, we would aim to see a greater level of awareness in the future, and so will focus on this going forward	No further action Action refocussed in forward-looking plan
		Support researcher-led initiatives for development opportunities by enabling and supporting researchers to establish an ECR-led University Network and ECR seminar series.	ECR Network committee established and monthly seminar series in place.	July-22	Dir RIO HRE Researchers	ECR Network Committee established with majority of roles recruited via and open call and self-nominations. Network officially launched in Sept 2022 and monthly seminar series in place, plus additional events.	No further action ECR network established, action complete.

PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	Ensure clear signposting and promotion of Cranfield Working Life Hub and LinkedIn learning for online resources to support career management. Incorporate session on research career pathways into Researcher Development Programme (RDP).	Signposting and promotion in place. Career development session run and researcher attendance monitored via DATES.	Jun-23	HT&D HRE SL&D BP Dir RIO	Both LinkedIn Learning and Working Life Hub are signposted on the Cranfield in Context - Welcome Event and at the Benefits showcase (run 8 sessions with 25 researchers attending) National Career week March 2022 ran several events and working life hub sprints including appreticeships, mentoring, internal interviewing skills, career wellbeing, career planning, exploring career options. We did not incorporate a career development session into the RDP because this was a core aim of the monthly seminar series launched by the ECR Network in Sept 2022. In the first year, there have been four speakers giving career development talks and the seminar series has attracted 70 individual researchers, 41 ECR academics and 126 research students.	No further action Signposting completed, action complete
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	Introduce contribution models across all schools to ensure non-funded contribution is recognised.	Contribution model implemented in all schools.	Dec-22	DoRs DoTs HR BP	Each School is evaluating its approach to contribution and workload allocation models, and this forms part of the wider consideration around workload. This action will be considered going forward along with wider institutional aims around workload	No further action Action refocussed in forward-looking plan
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.	All researchers are encouraged to collaborate with industry and are given time to do so. This is supported through HEIF.	% researchers applying for HEIF funding increased.	Jul-22	Dir RIO DoRs HRE	In 2022-23 HEIF competition, 30% of the available funding was ring-fenced for proposals led by researchers at level 5 (PDRA) and 6 (Lecturer or Senior Research Fellow), provided the quality threshold was met. Consequently, the number of HEIF applications with researchers as PI increased from 6 in 2020-21, to 8 in 2021-22, and 14 in 2022-23.	No further action Action completed
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews.	Monitor P&DR records for researchers to ensure activities are taking place.	P&DR records demonstrate engagement of researchers and their managers with professional development activities and researcher career development reviews.	Dec-22	HT&D HPE SHR BP HR BP	Sample checks of P&DRs are undertaken in each School. The 92% completion rate for Researchers in P&DRs is positive, and a core part of the P&DR is a development discussion and individuals are invited to express and discuss their career aspirations. Embedded People and Culture teams feedback to line managers regarding quality of P&DRs and advice. Training for P&DRs is also available to aid in developing the quality of the process for researchers and managers	Ongoing priority
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.	n/a					
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes.	n/a					
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.	n/a					

	Managers of researchers must:						
PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually.	Positively engage with P&DR process and conduct performance management and career development discussions.	An increase in researchers responding to CEDARS (Q.30) stating they have a regular formal career development review with managers / supervisors, from 61% in 2021 survey to 70% in 2023.	Dec-22	Researcher Managers HPE HRE	P&DR 92% completion rate for researchers. Within the P&DR, a standard element is career development, aspirations and training and development.	Ongoing priority
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.	Improve managers awareness of the full range of professional development opportunities for researchers through promotion of relevant schemes and initiatives in bi-weekly funding bulletins, intranet and University e-bulletin. .	Minimum of 1 development initiative highlighted per month. Increase in managers of researchers stating that they are confident to actively support researchers in working towards their career aspirations (Q25.3.a) in CEDARS from 85% in 2021 to 90% in 2023.	Jun-23	Researcher Managers Dir RIO HRE	Extensive work undertaken to promote development opportunities including via a specific section in the two-weekly Research and Innovation Office news and funding bulletins, and via the ECR Network collaboration site. In CEDARS 2023, 88% of staff that responded that they had formal line management responsibility (N=50) said they felt confident or fully confident in actively support staff in working towards their career aspirations, which is marginally below target.	No further action Promotion of development opportunities fully embedded in our processes.
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	Encourage researchers to undertake a minimum of 10 days development pro rata per annum and support them to balance their work and make time for this.	Increase % of researchers stating their manager encourages them to engage in personal and career development (Qn 29.1) from 83% in 2021 to 90% in 2023 CEDARS survey	Jun-23	Researcher Managers HT&D HPE HRE SHR BP HR BP SL&D BP	The concordat, including this principle is shared with all new starters as part of their offer from the University. We have also publicised the 10 days development element in e-bulletin, intranet, School level briefing sessions and emails. 84% from CEDARS.	No further action. Action refocussed and expanded in forward-looking action plan
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.	Improve awareness of development opportunities for researchers. .	Increase in researchers stating they are aware of development opportunities according to CEDARS survey (Q.30.3.a) from 61% in 2021 to 70% in 2023	Jun-23	Researcher Managers HT&D Dir RIO HRE	55% stated they were aware of the support for professional development in the institution. Opportunities are publicised through the intranet, ECR network, staff emails, bulletins. We will retain a focus on clear promotion of development opportunities but our priority moving forwards is on ensuring that researchers are meeting the 10 day minimum; we need to tackle this prior to concerns around exceeding the minimum.	No further action Action refocussed in forward-looking plan
PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	Discuss leadership and management training requirements with their line managers and record development needs in annual P&DR.	Researcher manager's P&DR records state leadership and management training and development needs.	Dec-21	Researcher Managers HT&D HPE SHR BP HR BP SL&D BP	Finance and People management development sessions, run over 2 days have been run within the largest School since 2020. This programme covered people management principles, managing performance, career development of their staff, leading their teams. Attendance was very high, with approximately 60 managers going through the programme. This management group had very significant responsibility for management of researchers. First Line Manager Programme engagement already mentioned above. Although we are not able to track engagement, additional leardership e-learning resources are available for managers including managers essentials modules on Cranfield Working Life Hub and LinkedIn Learning as well as programmes offered via Cranfield School of Management. We offer 360 feedback activities where requested, coaching, mentoring and workshops such as giving feedback and most recently a new coaching for managers workshop. We also publish guidance on the intranet e.g. performance management, embedding values etc.	No further action Action refocussed in forward-looking plan
	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.	Proactively agree a personal development plan and seek development opportunities, actively undertaking a minimum of 10 days personal development per annum (pro rata).	Increase in researchers undertaking a minimum of 10 days training and other cpd activities in the last 12 months (Qn. 34) from 28% in 2021 to 35% in CEDARS 2023	Jun-23	Researchers HT&D HPE Dir RIO HRE SHR BP HR BP SL&D BP	22% stated they had taken 10 days or more development in the last 12 months from CEDARS. This is an area for focus in the future for us. Only 1 researcher respondee had not taken time for development in the last 12 months	Carried forward Action expanded in forward-looking action plan

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.	Engage with Researcher Development Programme (RDP) and mentoring schemes	Increase in researchers registering for development sessions via DATES and engaging with mentoring programme.	Mar-23	Researchers HT&D HPE Dir RIO HRE SHR BP HR BP SL&D BP	There has been a significant increase in the number of attendances by researchers at RDP sessions over the period of the action plan: from 83 attendances by 49 individuals in 2021, to 133 attendences by 57 individuals in 2022, to 148 attendances by 69 individuals in 2023 (to mid-Nov). This also represents an expansion in the range of RDP sessions available, for example via our Excellence in Scholarship training prorgamme. There have been 8 researchers registered as mentees and 2 registered as mentors in the period 30 June 2021 to 30 June 2023 but we recognise many researchers take up mentoring outside of the central University scheme.	No further action Targets met and RDP fully embedded
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.	Professional development and career goals discussed and recorded on P&DR.	Increase in researchers with a clear development plan (Qn. 29.5) from 39% in 2021 survey to 50% in 2023 CEDARS survey.	Jun-23	Researchers HT&D HPE Dir RIO HRE SHR BP HR BP SL&D BP	CEDARS response indicates 41% stated they had a development plan. This differs from the P&DR figures, where 92% of researchers had a P&DR, and 85% had entries in the P&DR relating to career development and development as a whole. The P&DR process commences once staff have passed their probationary period	No further action Action refocused in forward-looking plan
PCDR4	Positively engage in career development reviews with their managers.	Positively engage in career development reviews, identifying goals, exploring development needs and sharing ideas.	Increase in researchers with a clear development plan (Qn. 29.5) from 39% in 2021 survey to 50% in 2023 CEDARS survey.	Jun-23	Researchers HT&D HPE Dir RIO HRE SHR BP HR BP SL&D BP	CEDARS response indicates 41% stated they had a development plan. This differs from the P&DR figures, where 92% of researchers had a P&DR, and 85% had entries in the P&DR relating to career development and development as a whole. The P&DR process commences once staff have passed their probationary period.	Carried forward Action expanded in forward-looking action plan
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills.	Proactively seek opportunities to present at international conferences.	Increase in number of papers at external conferences captured through academic profiles on CRIS/publication record.	Jun-22	Researchers Dir RIO HRE	Examination of the data from CRIS and feedback from researchers have shown that the measure set for this action was not an appropriate proxy for conference presentations as the majority do not record these as research outputs in the system. Actions against this obligation will be substantially revised in the forward-looking action plan.	No further action Action refocussed in forward-looking plan
		Proactively seek opportunities to contribute to university grand challenges, networks, communities or practice and activities with partners such as Midlands Innovation or the ARC Universities Group.	Increase in number of staff recording leadership programmes in contribution model and P&DRs. ECR-led University Network and ECR seminar series established.	Nov-22	Researchers Dir RIO HRE HT&D	ECR-led University Network was established and launched in 2022, with five researchers as founding members and an open call for a further six elected members, three of which were filled by researchers, one ECR lecturer and two PGR students. ECR Network seminar series was launched late 2022. Data from the CEDARS report indicates a good level of interest from researchers that responded would like to undertake leadership development although there were only 3 explicit mentions of leadership development in researcher P&DR plans: 1x Women as Leaders programme 2x Leadership Skills to increase knowledge of leadership role to become an effective leader	No further action Action refocussed in forward-looking plan

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.	Proactively seek opportunities to undertake KE, Policy, PE and commercialisation activities and bid for internal funding if appropriate, and/or external funding.	Increasing number of staff bidding for internal funding for GCRF, HEIF, PE funding; increasing numbers of people on key governance committees.	Nov-22	Researchers Dir RIO HRE	GCRF QR funding ceased after production of the action plan. For 2022-23 funding round, 30% of HEIF funding in the open call was ringfenced for applications led by ECRs, including researchers and lecturers. Applications led by researchers increased from 6 in 2020-21 to 14 in 2022-23, with a further 10 applications with researcher co-applicants. ECR Network Chair was appointed to sit of the University Research Committee and ECR representatives have been appointed to internal funding panels such as the EPSRC Impact Acceleration Account	No further action Action completed

* 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.

KEY to abbreviations	
Dir HR	Director of Human Resources
Dir RIO	Director of Research and Innovation Office
DoRs	Directors of Research (in Schools)
DDoRs	Deputy Directors of Research (in Schools)
DoTs	Director of Themes (in Schools)
HED&I	Head of Equality Diversity and Inclusion
HHRC	Head of HR Compliance, Policy and Data
HHRO	Head of HR Operations
HIC	Head of Internal Comms
HPE	Head of Performance Excellence
HR	Human Resources
HR BP	HR Business Partner
HRE	Head of Research Excellence
HRES	Head of Resourcing
HT&D	Head of Talent and Development
L&D	Learning & Development
P&DR	Performance and Development Review
RIO	Research & Innovation Office
SL&D BP	Senior L&D Business Partner
SHR BP	Senior HR Business Partner
RGM	Research Governance Manager