



**Details**

<b>Institution name:</b>	Edge Hill University	<b>The institutional audience* for this action plan includes (complete or delete, as appropriate):</b>		
<b>Cohort number:</b>	17	<b>Audience (beneficiaries of the action plan)</b>	<b>Number of</b>	<b>Comments</b>
<b>Date of submission:</b>	8 <sup>th</sup> July 2021	<b>Research staff</b>	11.00	Based on staff with HESA Academic Employment function as Research only
<b>Institutional context:</b>	<p>In the last decade Edge Hill University’s research culture has been transformed through the successful implementation of our research strategies. Research is no longer a marginal activity here, the domain of a tiny fraction of the academic staff and a few part-time PhD students. Instead over 50% of the academic staff are now research active (with a further 10% undertaking postgraduate degrees).</p> <p>For the next five years, research-capacity building will continue at a pace. Our primary commitment is to increase the production of excellent 3* and 4* research that responds to the challenges we face, both local and global, while staying true to our long-held beliefs in promoting inclusion and engaging with marginalised groups.</p> <p>We remain committed to ensuring that our strategies, policies and practices benefit all academics equally and to delivering on our commitments to the Concordat to Support the Career Development of Researchers and the University’s People Plan.</p> <p>We achieved the HR Excellence in Research (HR EiR) award in 2018 following our first gap analysis and proposed action plan. We have worked hard since to support Researchers by implementing our identified HR EiR recommendations and building on a positive trajectory with our inclusion agenda.</p>	<b>Postgraduate researchers</b>	200	Doctoral students only
		<b>Research and teaching staff</b>	570.00	Based on Staff with HESA Academic Employment function as Teaching and Research - most of our academic community are engaged with joint responsibilities around teaching and research
		<b>Teaching-only staff</b>	89.00	Based on staff with HESA Academic Employment function as Teaching only
		<b>Technicians</b>	26.00	Based on staff post titles containing 'Technician'
		<b>Clinicians</b>	0.00	
		<b>Professional support staff</b>	994.00	Based on Staff with HESA Academic Employment function as not having an academic contract and those not coded with an academic employment function
		<b>Other (please provide numbers and details):</b>	0.00	

## Environment and Culture

Institutions must:

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome / result	Action carried over from previous action plan?	Old Concordat principle and clause
<b>Environment and Culture</b>									
<b>Institutions must:</b>									
ECI1	Ensure that all relevant staff are aware of the Concordat	<p>Continue to use existing communication channels at the University to promote awareness of current and emerging affairs.</p> <p>Liaise with our corporate communications team and the Research Office to promote any updates. Corporate Communications to publicise Concordat, the HR EIR Action Plan and letter of commitment using the weekly bulletin email.</p> <p>The new EDI Hub will also be a primary platform to access this information, which will include an FAQ and information Toolkit.</p> <p>Our commitment to the principles of the Concordat will be included within our EDI action plan.</p> <p>Consult with stakeholders around the current performance review and development system. The aim of this consultation is to explore ways in which it can be improved generally, but specifically around ways in which we might embed EDI responsibilities for all staff. One area to be explored is around adding prepopulated 'drop down' menus with EDI objectives suitable for each of our job types. Incentivising researchers' commitments around the concordat using this method will support a consistent approach across the University and encourage developmental conversations with</p>	<p>100% of research related job adverts will include concordat branding and information.</p> <p>System analytics and staff surveys will confirm that &gt;85% research staff have awareness of Concordat.</p> <p>Researcher commitments (as outlined in Concordat) will be reflected in any improvements made to the PDR e-system and Managers Toolkit and included in induction.</p> <p>Each REF unit of assessment will have a nominated research lead, and if more than one, then each will have a specific area of remit.</p> <p>Increase visits to EDI related web pages by 50%.</p>	Jan 23	HR / Corporate Comms/EDI Steering Group/Research Office	<p>The Concordat web pages are shared with all staff through the EDI web pages, Research wiki page, staff communication Monday Bitesize Briefing via our communications team. Retention of the award was communicated to all staff.</p> <p>Academic induction takes place in person with specific reference to Concordat - 32% attendance</p> <p>Each unit has a ref co-ordinator of research director</p> <p>EDI Web page visits increased by 50%</p> <p>Proposal developed to include EDI Objectives into the PDR process</p> <p>Investment has been secured to procure WorkL, this will give the ability to utilise unlimited surveys &amp; pulse surveys</p>	<p>Ongoing</p> <p>Ongoing</p> <p>No further action</p> <p>No further action – EDI website embedded</p> <p>Ongoing priority</p> <p>Ongoing priority</p>		New

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome / result	Action carried over from previous action plan?	Old Concordat principle and clause
		<p>researchers and their line managers.</p> <p>Consult with stakeholders around improvements to the corporate induction offer. This process will allow us to review the academic induction checklists to ensure that the Concordat is appropriately flagged, and academic staff and managers understand their obligations within it.</p> <p>The Induction evaluation survey will include specific questions around relevant staff's knowledge and awareness of concordant.</p>							
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>All policies, procedures and practices related to our research community are available to access via the intranet and web pages. These resources are signposted to new staff via a tailored Induction checklist/programme.</p> <p>Researchers are also signposted (via induction) to policies.</p> <p>Researchers are signposted to the wiki and webpages where most relevant policies, codes, and guidance documents are stored and are signposted to the Researcher Development Programme,</p> <p>The RO has a bi-monthly newsletter which highlights new or updated policy and guidance documents with links to the wiki/webpages as appropriate.</p> <p>All University policies and procedures are subject to an Equality Impact Assessment to ensure they are inclusive and equitable and are presented in accessible formats (i.e., compatible with screen readers).</p>	<p>Equality Impact Assessments will be undertaken for each policy on 3-year basis.</p> <p>Staff survey results and feedback from department meetings will show that &gt;85% of all staff will have relevant knowledge and awareness of policy changes.</p>	Jan 23	Research and Innovation Committee/Research Office/HR	<p>Policy review group meet twice a term and a policy schedule is in place. EIAs are undertaken and all policies are presented in the approved university template.</p> <p>85% completion of mandatory modules</p> <p>EHU will partake in CEDARS 23 &amp; 25</p>	<p>No further action – group embedded in business as usual</p> <p>No further action – updates provided as required</p> <p>Ongoing priority</p>		P2.1 P6.8

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		Policies and any accompanying guidance are reviewed every three years (via HR Policy Review Group) - to ensure currency and appropriateness of advice and guidance disseminated to all staff.							
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>Wellbeing for All framework - This collaborative project was established in 2018/19 following a series of focus groups held by colleagues in both HR and Student Services. The impact on a staff member's wellbeing when dealing with a student's wellbeing became apparent. Over the course of 2018/19 further diagnostics were undertaken and 3 clear strands emerged which aim to support the wellbeing of members within the Edge Hill Community:</p> <p>Driven by the evolving wellbeing needs of our staff at the outset of the global pandemic in March 2020, a new Wellbeing Hub for all staff has been developed. This houses advice and guidance to support good mental health and wellbeing for all staff.</p> <ul style="list-style-type: none"> <li>Development of an online toolkit: Supporting Staff to Support Students, Supporting You &amp; Supporting Managers to Support Staff.</li> </ul> <p>Mental Health at Work commitment will be embedded in all programmes of work.</p> <p>In November 2020, RSM UK audited our staff wellbeing policies, processes and practices and identified us as sector leading in this field, we aim to retain this standard.</p>	<p>An accessible workload allocation model for academic staff will be published.</p> <p>Induction Evaluation Survey will test the awareness research staff have of their workload allocation model</p> <p>A 25% decrease in mental health related sickness absences, benchmarked against UCEA's absence levels for post-92 institutions.</p> <p>200 managers and 100 staff will have undertaken the Ambassador of Hope Training</p> <p>Retention of our current Disability Confident status.</p>	Jan 23	HR/ACDWG/EDISG	<p>An equitable Work Allocation Model working group established as a sub-group of ACDIG</p> <p>WAM to be implemented first and then this will follow</p> <p>Mental health sickness absence continues to be the number one reason for sickness absence; however, the number of cases has reduced year on year. Since 2018, there have been 30 fewer cases. HR Project Lead Wellbeing role established to oversee work regarding the wellbeing of staff</p> <p>To date 30 managers trained and 46 staff. Introduction to Mental health awareness online training shows that 39% of staff have taken the training. A module is available for staff on Managing Mental Wellbeing with x% completion rate. Staff can also attend face to face mental health roadshows and events. Trim (Trauma) training also</p>	<p>Ongoing priority</p> <p>Carried forward</p> <p>No further actions anticipated at this time</p> <p>No further actions anticipated at this time</p>		P6.9

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome / result	Action carried over from previous action plan?	Old Concordat principle and clause
		<p>A new staff survey provider (Engaging Business) has been commissioned to undertake our biannual staff survey and more regular pulse surveys. The survey questions are based on six areas that drive workplace happiness and the feedback received will allow us to review our support mechanisms around wellbeing and good mental health.</p> <p>Active Bystander training was delivered during our Feel-Good February 2021 campaign - with the objective of building awareness of inappropriate or threatening behaviour and giving staff the confidence to challenge it. We will deliver more regular sessions in this area.</p> <p>A revised Bullying, Harassment and Hate Crime Policy (B&amp;HHC) was introduced in February 2021 and speaks to both staff and students and signposts to appropriate support.</p> <p>Monitor the number of B&amp;HHC cases using the HR employee relations tracker and explore / implement appropriate interventions for 'red flag' areas</p> <p>The University is already long-standing Stonewall Champion and has signed up to the Disability Confident Scheme.</p> <p>Both the university People Plan, and the EDI Strategies 2021-2025 are underpinned by wellbeing and inclusion principles.</p> <p>In 2020 we reviewed our family friendly and flexible working policies - promoting work life balance and extending support to staff with caring</p>	<p>&gt;85% of all staff will have accessed the online Active Bystander toolkit.</p> <p>Staff survey results will demonstrate that &gt;85% of staff have awareness of the Bullying, Harassment and Hate Crime Policy.</p> <p>Staff survey will demonstrate that &gt;85% of staff with caring responsibilities will have full awareness of the revised family friendly and flexible working policy.</p>			<p>introduced with 20 members of staff trained</p> <p>Disability Confident Status Retained – valid to 01/02/24</p> <p>1% of staff have attended bi-stander training</p> <p>Question about B&amp;H not included in staff survey but 100% of all B&amp;H casework has been resolved in line with policy timelines</p> <p>48% of staff feel that EHU cares for their wellbeing</p> <p>Employee Lifecycle project to commence in 22/23</p> <p>Our HR Business Partners and Advisors will always update Staff, Depts and Teams on our policies and any changes particularly relating to our working parents and carers. There are MS Teams pages set up for both networks, Caring for Carers and Working Parents where staff can communicate with each other.</p>	<p>No further action</p> <p>Carried forward</p> <p>No further action</p> <p>No further action</p> <p>Carried forward</p> <p>No further action</p>		

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		responsibilities.  Work continues via the Academic Career Development Implementation Group (ACDIG) to develop workload allocation models with suitable flexibility to accommodate the unique needs of each role.  Undertake Stonewall Champion Workplace Equality Index gap analysis	Successful Stonewall Workplace Equality Index submission			WAM Project Group in place and work to commence in year 22/23  Our people plan describes the culture and behaviours that we are embedding A gap analysis was undertaken and a decision not to renew membership was taken this in no way detracts from our commitment to diversity & equality.	Carried forward  No further action		
ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity - including, wellbeing and mental health	Continue to mandate the 'diversity in the workplace' online module for all staff.  Continue to promote the 'Managing Mental Wellbeing' course to help managers identify and correct the early indicators that re the primary causes of mental stress amongst employees.  Continue to promote the mandatory 'Mental Health Awareness' online training programmes.  Athena Swan Award: The University will continue to work towards achieving institutional awards.  EDI steering group will continue to support departments with Athena Swan submissions  FoE research supervisor's forum to be the first to receive our pilot of 'growth and performance through conversations' learning solution designed to help Post Graduate Research (PGR) students to better understand expectations around their	EDI training completion rate >95% each year.  >85% staff satisfaction levels will be returned using the biannual staff survey and interim pulse surveys.  Timely response to feedback, publishing relevant action plans.  >85% of research supervisors have undertaken the coaching conversation module.  >85% of staff will have downloaded and accessed the Inclusion Calendar and engaged with publicised	Jan 23	HR/SPRS/EDI Steering Group/FOE/BoG/AS WG	Diversity in the Workplace online module is still mandatory for all staff with 94% completion rate  Action plans have been developed with departments via our HR Business Partners to implement findings of the staff survey.  Mental Health Awareness Training is available to all staff. 39% have taken the training  All staff have access to the new Mindset Coaching modules with 2% accessing the modules  Our analytics show less than 10% have accessed the inclusion calendar It is published on our EDI Hub pages. Our bespoke 22/23 calendar includes our key wellbeing and EDI	Carried forward  Carried forward  Carried forward  Ongoing priority		P2.3

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome / result	Action carried over from previous action plan?	Old Concordat principle and clause
		<p>role and career trajectory, build a relationship of trust with their supervisor and help them feel robustly supported and appropriately challenged.</p> <p>Launch an interactive inclusion calendar to raise awareness of national and international cultural days and events</p> <p>Inclusion Training to be developed and rolled out to the Board of Governors</p> <p>Continue to provide the Board of Governors with the HR Annual Report, drawing particular attention to any data, narrative and actions surrounding the diversity of the University's staffing groups.</p> <p>Establish an EDI data dashboard, which will increase transparency in our People data, and help leaders of courses and teams understand where there might be bias within their own parts of the organisation</p> <p>Athena Swan Working Group to be established to continue supporting departments in their applications</p> <p>Introduce an Innovation Fund programme' focusing on creating a greater shift towards an inclusive culture.</p> <p>Develop EDI learning tools to enable managers to manage and lead inclusively</p> <p>Develop/commission training workshops for staff and managers</p>	<p>information and events. This will be evaluated using surveys.</p> <p>Survey's will demonstrate that &gt;85% of staff have awareness and/or engaged with the new online EDI data dashboard.</p> <p>10% increase in the number of departments achieving an Athena Swan accreditation.</p> <p>Use surveys to demonstrate that depts have engaged with the EDI Innovation Fund.</p> <p>&gt;85% of managers have undertaken relevant EDI training</p>			<p>activity to inform our staff and students of our agreed events.</p> <p>Our data is centralised within the Strategic Planning and Policy Unit. Development work to begin to establish an EDI Dashboard.</p> <p>Faculty of Education received a Bronze award in April 21. Institution renewal award is due for submission in 2023 along with 2 departments. 1 department has a submission date in 2024 with 1 in 2026. The Business School will be submitting for a silver award. Biology and Law &amp; Criminology Depts will be submitting Bronze awards</p> <p>33% of departments engaged with the innovation fund 11 applications were received in the pilot year with projects underway.</p> <p>93% of managers have undertaken EDI training</p>	<p>Ongoing priority</p> <p>Carried forward</p> <p>Carried forward</p> <p>No further action – embedded in business as usual</p>		

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ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	<p>All researchers need to seek approval from an EHU REC and complete a research application via the online ethics monitor, Haplo, and submit it to the appropriate REC before commencing any data collection. The system can be accessed both on and off campus.</p> <p>Training is provided for staff and PGRs and any staff member may be asked to review an ethics application. External training and development, e.g., from UKRIO, is promoted.</p> <p>Individuals can access the online Research Risk Assessment Guide - all information on ethics and governance is available on the University website.</p>	<p>Use reports from Haplo to monitor through-put of applications and outcomes to ensure that approvals are done in a timely way to support researchers.</p> <p>Use analytics to demonstrate that training completion rate of at least &gt;95% each year.</p>	Jan 23	RO/URESC				P6.1
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	Use new CEDARS survey to secure feedback from relevant staffing group.	>85% of relevant staff to have responded to the survey and use the outcome and feedback to influence institutional practices.	Jan 23	HR/RO	The University is planning to take part in the CEDARS survey in the spring 2023 & 2025	Ongoing priority		P6.10 P7.5

Funders must:



	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/result	Action carried over from previous action plan?	Old Concordat principle and clause
<b>Funders must:</b>		N/A							

**Managers of researchers must:**

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/result	Action carried over from previous action plan.	Old Concordat principle and clause
<b>Managers of researchers must:</b>									
ECM1	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	<p>All new members of staff who manage staff will complete mandatory training on equality, diversity and inclusion.</p> <p>Provide managers with a thematic analysis report from focus groups and feedback from the lived experience of transgender and non-binary staff &amp; students.</p> <p>Decolonise the curriculum and align to relevant research practices.</p> <p>Develop EDI learning tools to enable managers to manage and lead inclusively</p> <p>Develop/commission training workshops for staff and managers</p>	<p>100% of all managers to have undertaken the active bystander Beyond Bias training sessions.</p> <p>100% Equality Impact Assessments of templates, resources, guidance and training will be undertaken when the relevant policies are due for renewal.</p> <p>&gt;5% increase in the number of BAME staff employed in the university and particularly in research related roles or else underrepresented areas.</p>	Jan 23	HR / SRPS	<p>1% of staff have undertaken active bystander training. A new training/toolkit is in development</p> <p>EIA's are now part of the process when any new or renewal of policies, templates, guidance and training are required.</p> <p>Improvements to our inclusive recruitment practices resulted in an 8% increase in Black, Asian and Minority Ethnic staff within our academic community</p> <p>Trans Policy along with FAQ's and a support plan are in place and available on the website for staff and students.</p>	<p>Carried forward</p> <p>No further action – embedded in business as usual</p> <p>No further action</p> <p>No further action – plans available</p>		New

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/result	Action carried over from previous action plan.	Old Concordat principle and clause
		<p>Develop new policy and online toolkit for supporting trans and non-binary staff and students</p> <p>Working group to be established to begin review of admissions, curriculum, assessments, staff training, placement providers etc in response to decolonising the curriculum.</p> <p>Working group to be established to focus on recruitment strategies to target under-represented groups, particularly BAME where we have significant under-representation in staff and student cohorts.</p> <p>Also see EC11 EC13</p>				<p>Access, and Success and Progression Operations Group set up to increase representation in student cohort.</p> <p>Inclusive Curricular Working Group and action plan established Action is to Review validation documentation and processes and recommend and implement changes to support EDI priorities</p> <p>Employee Lifecycle Project established to review the recruitment and onboarding practices to ensure they are fit for purpose.</p>	<p>Carried forward – part of EDI action plan</p> <p>Carried forward - part of EDI action plan</p> <p>Ongoing priority</p>		
ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	<p>All researchers need to seek approval from an EHU REC and complete an ethics application via the online ethics monitor, Haplo, and submit it to the appropriate REC.</p> <p>Training is provided and staff are encouraged to access the best practice identified by organisations such as UKRIO.</p> <p>Individuals can access the online Research Risk Assessment Guides</p>	N/A						New
ECM3	Promote a healthy working environment that supports researchers' wellbeing and mental health, including	Please refer to section EC13. There is an expectation that our managers will help to create a supportive and healthy working environment for staff, to address any concerns as early as possible and to provide regular feedback on performance.	100% of managers will fully address themes arising from staff survey feedback related to their own work areas, by producing, communicating and implementing a timely	Jan 23	HR / HoD/Managers	Action Plans have been developed within faculty and department areas to ensure staff survey feedback is responded to.	No further action – embedded in business as usual		P6.9

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/result	Action carried over from previous action plan.	Old Concordat principle and clause
	reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity	Information gathered from the staff survey/pulse survey will also provide managers with the opportunity to develop tailored action plans in line with their unique feedback.  HR Partners to monitor and work closely with managers on their action plans.	action plan designed to make appropriate improvements.						
ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers	The University introduced revised Family Friendly and Flexible Working policies in January 2021.  We also took the opportunity to embed advice and guidance for bereaved parents and for staff with caring responsibilities.  Both policies signpost the support available to staff and managers navigating them via the HR Advisory service, Wellbeing Hub and Counselling team.  Flexible working requests will be used as an incentive on all recruitment campaigns.	100% of all documentation linked to flexible working arrangements will be uploaded and available to managers in a central record.  100% of flexible working requests to be recorded for close monitoring, reporting and appropriate action plans.	Jan 23	HR/SRPS	All information is centralised within the HR Team and available upon request-  100% of requests are recorded via the HR Tracker with 83% Agreed or partially agreed	No further action – embedded in business as usual  No further action – embedded in business as usual		New
ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Staff have opportunities to join relevant research committees, policy review groups and other relevant workshops.  Individuals will represent respective department/units for 3 years, thereby providing opportunity for different staff to engage and enhance their department's knowledge of debates and policy deliberation. This is communicated to staff via staff induction, team meetings, communications to staff, PDR meeting.	100% policy development via review groups and network groups.  Research Networks will be established and 100% attended by appointed unit representatives, and they will also be members of relevant	Jan 23	RO/ HR Policy Review Group /RAGU	A wiki page is available for staff regarding Governance and all of the processes of governing - How to get involved page is available to all staff with FAQ's available.  Research Café sessions are available for staff. This is an informal opportunity to discuss all things research. Thursday Research Hour includes Research theme events, Work in Progress Talks, external speakers, methodological	No further action – embedded in business as usual  No further action – embedded in business as usual		New

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result	Action carried over from previous action plan.	Old Concordat principle and clause
		<p>Staff can attend staff networks e.g. Professors Network, Aurora Network, LGBT+ Network Group</p> <p>Roundtable activities will be informed by representatives from the research community.</p>	committees and network groups.			<p>workshops and development sessions. ISR also acts as an inter-disciplinary, cross-departmental hub, coordinating and supporting research.</p> <p>PVC Faculty of Arts &amp; Science also holds sessions for staff to attend.</p> <p>Several staff networks are established along with the Enlighten Network set up in 2022. The Enlighten Network is a peer-to-peer women's network.</p>	<p>No further action – embedded in business as usual</p> <p>No further action – embedded in business as usual</p>		

**Researchers must:**

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome / result	Action carried over from previous action plan?	Old Concordat principle and clause
<b>Researchers must:</b>									
ECR1	Actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer	<p>All staff are provided with opportunities to engage with our mentoring programme in the capacity of mentor or mentee.</p> <p>Individual departments also provide research mentorship where senior staff (generally readers and professors) provide mentorship for ECRs.</p> <p>Staff are given the opportunity to attend network groups, roundtables, training events and staff are actively</p>	<p>CEDARS used, analysed and an action plan in place to improve the working environment and culture for research staff.</p> <p>Increase researcher engagement by &gt;85%</p> <p>To have at least 1 peer representative per department, in each Faculty/Unit.</p>	Jan 23	RO / HR /EDI steering Group	Information is available for all staff on the HR intranet about how to apply for a mentor. Staff are given the opportunity to become a mentor. A recent feedback survey has led to a newly formed Coaching and Mentoring Steering Group that will be responsible for developing the University's Mentoring and Coaching Culture.	<p>Carried forward</p> <p>Carried forward</p>		New

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	researchers and students	asked to support new colleagues  CEDARS has been introduced in 2021.  Research Staff Reps actively supporting peers at department level.				Coaching and Mentoring Network established and actively developing a coaching culture  CEDARS will be introduced in Spring 2023 & 25	Ongoing priority		
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion	The University Research Strategy 2021 - 2025 is published.  Full use and engagement with the governance framework within which all members of Edge Hill community must act when engaging in research or knowledge exchange.  The Research Ethics Policy (REP) and the Code of Practice for the Conduct of Research (CoPCoR) are the principal documents for guiding researchers in ethical conduct. Ensure staff act in accordance with the standards expected by the university through induction/training.  All participant information sheets have the contact's details of a person independent of the project who can be contacted with respect to any concerns about the project.	Google analytics will produce reports that demonstrate that the new EDI Strategy and the University Research Strategic Plan are frequently accessed.  >85% engagement and completion of the EDI training.  >85% staff will participate in academic Induction within 6 months of their arrival and understand their responsibilities	Jan 23	RO/HR	60% of our EHU Community have engaged with our EDI Strategy  94% of staff have engaged with EDI Training  32% of staff have engaged with our induction process either attending in person or utilising our new staff intranet pages -	No further action – embedded in business as usual  No further action – embedded in business as usual  Carried forward		P5.3
ECR3	Take positive action towards maintaining their wellbeing and mental health	Staff can proactively take part in training, events, workshops to support their wellbeing and mental health. The university will continue to run Mental Health Awareness, The Positive Approach, Understanding Yourself and others, Sleep Energy & Behaviour Change.  Linkedin Learning is also a resource that is available to staff. We ask staff to speak with their manager if they are experiencing poor mental health or refer them to the	A 25% decrease in mental health related sickness absences, benchmarked against UCEA's absence levels for post-92 institutions.  100% Researchers are aware of offers for Wellbeing support including counselling and OH, established through staff and pulse surveys.	Jan 23	HR/Managers	Mental health sickness absence continues to be the number one reason for sickness absence; however, the number of cases has reduced year on year. Since 2018, there have been 30 fewer cases. Mental Health Awareness online and in person training is available. This training is delivered by the HR Project Lead for Wellbeing	No further action – embedded in business as usual		New

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome / result	Action carried over from previous action plan?	Old Concordat principle and clause
		Occupational Health Service/Counselling				Staff are informed of support available to them via the HR Intranet, weekly staff communications, via line manager communications, via HR advisory team. Our annual Feel Good February event along with University Mental Health day highlights the wellbeing support available.			
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	<p>A revised Bullying, Harassment and Hate Crime Policy was published in Spring 2021 and speaks to both staff and students.</p> <p>Advice and guidance via HR are available to all staff and managers about long-standing performance management policies such as Disciplinary / Grievance.</p>	85% of casework linked to bullying, harassment, and victimisation to be resolved in line within policy timelines.	Jan 23	HR	<p>100% of any case work is resolved.</p> <p>Hate Crime Reporting Centre information available to the EHU Community</p>	No further action – embedded in business as usual		P6.9
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	<p>Committee membership is advertised and monitored by the Regulatory, Assurance and Governance Unit (RAGU) and researchers can put themselves forward for election.</p> <p>Establishing a database of membership of committees across institution could reveal overrepresentation of certain groups, as well as inform whether there are any perceived barriers to engagement/participation (whether staff are academic, research, or support).</p> <p>A live database of committee membership implemented, broken</p>	Research Staff Reps will be diversified and established in each Faculty and representatives will keep HR informed of meeting dates and attendees. Actions recorded and shared regularly.	Jan 23	HR / RAGU	<p>RAGU was replaced by Governance, Quality Assurance and Student Casework. A Governance intranet page is available to all staff where they can find information about academic governance at EHU. Get Involved wiki page available that outlines the numerous ways researchers can get involved, it is also discussed with the PDR process.</p> <p>A detailed committee membership wiki page is</p>	No further action – embedded in business as usual		P3.13

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome / result	Action carried over from previous action plan?	Old Concordat principle and clause
		down into 'EDI' categories and with appropriate actions will be in place to diversify, where underrepresentation is evident.				available that outlines the different roles and expectations.	No further action – embedded in business as usual		

## Employment

Institutions must:

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome / result	Action carried over from previous action plan?	Old Concordat principle and clause
<b>Employment</b>									
<b>Institutions must:</b>									
E11	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	<p>The Recruitment &amp; Selection Policy and guidance clearly describes how the University will deliver a highly effective merit-based Recruitment &amp; Selection process.</p> <p>Our interview panels consist of a minimum of 3 panel members of mixed gender with appropriate insight relevant to the job role / area.</p> <p>Academic and research appointment panels will generally be chaired by the Dean of Faculty supported by the Head of Department.</p> <p>Identify ways for colleagues to sit on panels to gain experience and develop skills</p> <p>We identify ways of reaching under-represented groups and reflecting those in the Recruitment Policy &amp; its</p>	<p>An increased number of BAME candidates shortlisted and appointed by 10%.</p> <p>Bias Detectives to be used in at least 80% of recruitment panels.</p> <p>100% interviewed candidates to be offered constructive feedback on their performance at interview if they are unsuccessful.</p> <p>100% applicants who are not shortlisted for interview can request feedback upon request.</p> <p>Use inclusive statements in 100% of job vacancies</p>	Jan 23	SRPS / Panel Chairs / Line Managers /HR	<p>8% increase of BAME candidates shortlisted and appointed</p> <p>Any staff who take part in recruitment and selection activity must first familiarise themselves with R&amp;S Policy and access the online module 'recruiting for the future' – The newly formed Employee Lifecycle Project will incorporate any bias detectives training into the process.</p> <p>The experience of candidates (both successful and unsuccessful) at each stage of the recruitment process will impact on their view of the University. An important part of the recruitment and</p>	<p>No further action – embedded in business as usual</p> <p>Carried forward –</p> <p>No further action</p>		P1.2 P6.2 P6.7

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome / result	Action carried over from previous action plan?	Old Concordat principle and clause
		<p>implementation.</p> <p>Applications are anonymised and further anonymisation is underway. The University's online application system has also been updated to remove any personal data i.e. names, titles, years of study and employment, to remove any potential unconscious bias.</p> <p>We are attracting more BAME applicants; however, we acknowledge there is some work to go in providing support in improving appointment rates. The Student Recruitment Team have their own strategies for increasing the number of BAME student applicants and retention rates.</p> <p>Use available data (locally, regionally, nationally) and consult with staff about their experiences to inform more inclusive future recruitment practices – while continuing to monitor. Develop an action plan in response to the results.</p>	<p>– using gender-neutral language and encouraging applicants from underrepresented groups, which can be specific to the department/faculty.</p>			<p>selection process is the opportunity for applicants to have good quality, constructive feedback.</p> <p>The Chair of the panel will therefore contact successful and unsuccessful candidates in person as soon as possible to advise them of the outcome.</p> <p>Internal applicants who are not shortlisted are as standard, given feedback on their application. The Chair of the panel should also arrange for feedback to be provided to all shortlisted candidates who make a request.</p> <p>Our inclusive statement is:</p> <p><i>At Edge Hill University we value the benefits a rich and diverse workforce brings to our community and therefore welcome applications from all sections of society.</i></p> <p>New Employee Lifecycle project to begin work</p>	<p>No further action</p> <p>Carried forward</p>		



	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome / result	Action carried over from previous action plan?	Old Concordat principle and clause
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	<p>New Research staff are inducted into the Academic Induction which provides new starters with an institutional overview including information about the university, its history and its plans as well as planned local inductions. We will issue a post induction survey to assess their understanding.</p> <p>Academic induction includes a research induction 3 times / yearly</p> <p>Specifically, for our research staff we provide a researcher programme of development, and we also provide a specific induction for our PGRs including Graduate Teaching Assistants.</p> <p>Colleagues can engage in the University's coaching, mentoring and 'buddy' schemes.</p> <p>Induction templates and guidance notes are available on HR wiki pages.</p> <p>A sub-group of the ACDIG (HR/L&amp;D and RO) has worked collaboratively to create a template induction programme specifically for academic staff and supportive wiki guidance notes for Managers/PIs</p> <p>We are exploring ways in which CLT can expand their skillset, improve the induction process for early career researchers, explore ways in which the Language Centre can support staff with English as a second language - thus standardising their experience during employment and increasing their chances of employment in the UK afterwards.</p> <p>Continue to review and develop departmental inductions.</p>	<p>&gt;85% attendance of new Research Staff at the Academic and Research Induction monitored, and appropriate actions taken to improve attendance as required.</p> <p>&gt;85% of researchers assigned a coach or a mentor during the first 3 months of their probation and monitor.</p>	Jan 23	HR/ Line Manager / SPRS / RO	<p>32% of staff attended corporate induction.</p> <p>New coaching and mentoring steering group introduced and work to begin to enhance the offer</p>	Carried forward		P3.6

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome / result	Action carried over from previous action plan?	Old Concordat principle and clause
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	<p>All posts are graded using the Higher Education Role Analysis Scheme / system (HERA)</p> <p>FoE research supervisors' forum will be the first to receive our pilot of 'growth and performance through conversations' learning solution designed to; help Post Graduate Research (PGR) students to better understand expectations around their role and career trajectory, build a relationship of trust with their supervisor and help them feel robustly supported and appropriately challenged.</p> <p>We currently do not have an automated system to track a researchers career path this makes identifying an ECR difficult without physical sight of a PhD certificate which impacts on our ability to target ECRs for development opportunities. Further work is required to address this.</p> <p>Explore ways to capture ECR independence utilising user defined fields in MyView and monitor the transition from ECR to an established researcher.</p> <p>15% of all academic progression applications came from colleagues who identify as BAME. Success rates for this group were recorded higher than applicants who identify as white. 88% compared to 66%. However, applications were limited to progression from Grade 8 to Grade 9 and no higher. Strategies to encourage awareness, implement support and raise application numbers in all progression categories will be implemented.</p>	<p>All staff who request feedback following progression applications, receive timely, relevant and constructive feedback.</p> <p>100% Senior Lecturers (Grade 10) electing to progress are supported to prepare for promotion through PDR.</p> <p>Grow BAME progression success rates by 10% or else be consistent with success rates of white applicants.</p> <p>Increased percentage of in all areas of under representation by 10%</p> <p>Gender Pay Gap brought in line with or an improvement on sector averages.</p> <p>Applications submitted demonstrate that promotions will be awarded against a wide range of criteria.</p>	Jan 23	HR / SPRS / RO/FoE/A CDWG	<p>Feedback is supplied automatically to academic staff, they are not required to request feedback.</p> <p>CEDARS will be introduced in 2023 to gather feedback from staff regarding reward, recognition, promotion opportunities and pathways</p> <p>Refined career pathways now embedded providing clarity on criteria for progression through academic grade 8 – 10 and promotion to Reader, Senior Fellows and Professor</p> <p>50% increase in applicants with Black, Asian and minority Ethnic heritage during Academic Progression &amp; Promotion.</p> <p>51% of academic staff now research active</p>	<p>No further action</p> <p>Carried forward</p> <p>No further action</p>		<p>P2.6</p> <p>P6.3</p> <p>P6.4</p> <p>P6.7</p>

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome / result	Action carried over from previous action plan?	Old Concordat principle and clause
		Continuation of working towards the narrowing of the gender pay gap (GPG)  Achieving parity between those on research active full-time and part-time careers. Given that part-time workers are less likely to have significant responsibility for research, constitute a significant proportion of the academic workforce, that these are disproportionately women shows that these staff progress more slowly than their full-time colleagues							
E14	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	The University provides a wide range of Learning and Development opportunities for staff, inclusive of those with specific line management responsibilities of researchers. Staff can attend in house training or else make requests to attend external events relevant to their role. Line Managers can speak to colleagues in the HR Advisory or Learning & Development units and in most cases, Heads of Department have a direct HR Business Partner who can also train and advise.  Line Managers can engage in the University mentor and coaching programme or else initiate similar development at a local level or through self-directed networks.	>85% engagement with the Project Management Skills training  >85% of managers regularly attend the People Forum.  CEDARS survey and focus group feedback will show that >85% of respondents feel supported to strategically develop their career.	Jan 23	HR / RO	A blended suite of leadership and management sessions with core elements are available  8% of managers have engaged with our people forums  New research leaders programme to be introduced  EHU will participate in the CEDARS 2023	No further action  Ongoing Priority	Leadership and Management Pathway available for staff	P2.3
E15	Ensure that excellent people management is championed throughout the organisation and embedded in institutional	The University's People Plan (2020-2025) identifies Edge Hill's people priorities for the next five years and ensures that everyone connected to the University understands the roles they play in securing its future. There is less emphasis on the exact actions we will be taking and more focus upon the culture and behaviours we are working towards over this period.	Staff survey will show >85% effectiveness rate in each of the 6 categories.  No less than 85% engagement with and completion of Probation/Appraisals and report the metric in the	Jan 23	HR/Line Manager/ PVC/ RO	The EHU Staff Survey is based on The Six Steps to workplace engagement are improving reward and recognition, information sharing, empowerment, wellbeing, instilling pride and job satisfaction. The average score for EHU is 66% which	No further action		P2.6 P6.3 P6.4

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome / result	Action carried over from previous action plan?	Old Concordat principle and clause
	culture, through annual appraisals, transparent promotion criteria, and workload allocation	<p>All people management communications and interventions are underpinned by the principals of wellbeing for all and are compliant with equality, diversity and inclusive practices.</p> <p>In exercising its policies, practices, procedures and other functions, the University has due regard for its duties under the Equality Act 2010.</p> <p>Annual appraisals have now migrated to a new online platform. Clear guidance and support are provided in relation to setting SMART objectives, establishing L&amp;D requirements, ensuring that objectives are linked to the University strategy in addition to the 4 areas to success outlined in the People Plan.</p>	<p>HR Annual Report</p> <p>See EI4</p>			<p>is classed as a good score on the WorkL Dashboard</p> <p>72% of staff have engaged with the competition of probation/appraisals.</p>			
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	<p>The progression restructure (2020) removed the 3-year title renewal process for readerships and established a substantive readership post.</p> <p>Monitor and report on the number of FTC v permanent contracts issued to Research staff in the HR Annual Report.</p> <p>We have introduced guidance on the academic career development page (wiki).</p> <p>We have a central annual process for development and promotion of Readers, Senior Fellows and Professors.</p> <p>The University hosts an annual Academic Career Development Roadshows.</p>	<p>At least &gt;50% research staff are employed on open ended/permanent contracts.</p> <p>Analysis of survey results and PDR's will identify positive impact on research career trajectories.</p> <p>Assimilation of the Academic Career Development Roadshow to a virtual platform.</p> <p>Implementation of an E-enabled Talent Management Module</p> <p>HESA return rate will show where 100% of research staff secure new employment.</p>	Jan 23	HR / Corporate Communications / PVC Research/ ACDWG	<p>82% of our academic staff are engaged on permanent, open-ended contracts, demonstrating our ability to provide a relatively stable career trajectory compared to other HEIs who employ a third of academic labour via precarious contractual arrangements i.e., fixed term and zero hours</p> <p>A further 2% improvement to engagement with the University's appraisal process (now 88%).</p> <p>A decision was taken that an 'In Person' event is more beneficial where staff can network</p>	No further action		P1.3P2.1P 2.2

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome / result	Action carried over from previous action plan?	Old Concordat principle and clause
		<p>EHU is committed to the recruitment of permanent appointments where funding permits.</p> <p>4 out of 10 Research Assistants are currently contracted on a permanent basis - linked to funding restraints. We have introduced annualised contracts as part of our anti casualisation movement.</p> <p>Where visa sponsorship is required, the university continues to support individuals in this respect, to ensure they remain compliant with the Home Office's strict right to work requirements.</p> <p>Where applicable (usually service dependent), individuals will be registered on the redeployment register if their fixed term role is due to expire.</p> <p>EHU currently has a subscription to Vitae which showcases alternative research career pathways.</p> <p>EHU currently has membership to the Association of Graduate Careers Advisory Services (AGCAS) and access to associated online resources.</p> <p>Researchers are made aware, through the University website, of advertised posts and the skills they are required to successfully demonstrate to be shortlisted for them.</p> <p>Explore frameworks for bridging funding.</p> <p>Review Exit Questionnaire to explore more robustly the reasons for leaving</p>	<p>Evidence of positive action taken to address any themes that emerge from an annual analysis of exit surveys.</p>			<p>The PDR process is now available online. User guides are available to encourage engagement and bespoke manager sessions are held in advance of the PDR window opening.</p> <p>Our HESA return rate show 35% of research staff secured new employment. - . Leavers with a known destination or retirement included.</p> <p>Alongside our Academic Career Development in-person events, all information is also available to staff via the HR intranet that also includes case studies and FAQ's</p> <p>Our Exit Survey was moved to Qualtrics to ensure we capture real-time feedback, new questions were introduced to enable staff to be open and honest before they leave</p>			

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome / result	Action carried over from previous action plan?	Old Concordat principle and clause
E17	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	There are multiple platforms within the university for staff to engage in, namely the Policy Review Group, ACDWC, Athena Swan, SSCNC, TSCNC, academic managers meetings, Programme Leader Meeting, Module Leader Meeting, Committees & cross university working groups to name examples. The University routinely issues staff surveys.	See ECR 5  Implementation of research specific Postdoc forums and >85%attendance/engagement.	Jan 23	PVC / RO		No further action		P3.13

**Funders must:**

	Obligation	Action	Success Measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result	Action carried over from previous action plan?	Old Concordat principle and clause
<b>Funders must:</b>		N/A							

**Managers of researchers must:**

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result	Action carried over from previous action plan?	Old Concordat principle and clause
<b>Managers of researchers must:</b>									

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/result	Action carried over from previous action plan?	Old Concordat principle and clause
EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	<p>The University provides a wide range of Learning and Development opportunities for staff, inclusive of those with specific Line Management responsibilities for staff on research contracts.</p> <p>Staff can attend in house training or else make requests to attend external events relevant to their role.</p> <p>Line Managers can speak to colleagues Human Resources and in most cases, the Head of Area have a direct HR Partner who can also provide professional advice and guidance.</p> <p>Line Managers also have an opportunity to engage in the University's mentor and coaching programme and a suitable Coach/Mentor can be assigned.</p> <p>We actively encourage colleagues to develop and engage in internal and external networks to develop leadership and coaching skills within the line.</p> <p>The University has invested in a range of online training programmes inclusive of LinkedIn Learning, of which the courses can be undertaken at any time and are flexible in nature.</p> <p>Annual PDR is used as a mechanism for encouraging staff to engage in development activities and to demonstrate how managerial activity fulfils their duty of care.</p> <p>See E14</p>	<p>&gt;85% of staff to actively engage with the PDR process</p> <p>Survey shows that at least 90% of Line Managers feel more confident in supporting researchers and their careers.</p> <p>Increase manager engagement by 15% from across all faculties/units participating in relevant development opportunities.</p> <p>Increase research contract L&amp;D participation by 33%.</p>	Jan 23	HR / Line Manager	<p>88% of staff have engaged with the PDR process</p> <p>EHU will take part in the CEDARS 23 and any results/action plans will be shared with managers to inform support.</p> <p>73% of research staff have participated in L&amp;D activity</p>	<p>Carried forward</p> <p>Carried forward</p>	Will be including in the RDR	P2.3

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/result	Action carried over from previous action plan?	Old Concordat principle and clause
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	<p>All University Policies and Procedures are available online via the wiki and website. Information in relation to this is shared during the onboarding, induction, and probationary process.</p> <p>Each area of the business has a HR Partner, who can provide advice and guidance in relation to employment law.</p> <p>RO offers post award support; they have a 'kick-off meeting' with award holders to support them in understanding their obligations and they provide contract support.</p> <p>HR is also well placed to provide information/instruction/resource to colleagues to ensure compliance with the law and that any decisions are underpinned by the law, People Plan, EDI and wellbeing for all principles.</p> <p>HR continues to work with Finance, Research Office and the Strategic Planning Unit in relation to the terms and conditions of grant funding.</p> <p>Corporate Communications continue to circulate internal communications across the business. The wiki is routinely updated with the latest information</p> <p>Updates are regularly shared in team and department meetings and HR will liaise with Business Partners</p>		Jan 23	RO/HR/Corp Comms	Ongoing Priority	See new action plan		P2.2
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment,	<p>Recruitment as above - see E11</p> <p>A gender pay review is undertaken on an annual basis and a report is published on the wiki and in the HR annual report.</p>	Annual Report with appropriate action plans to improve representation of any disadvantaged groups	Jan 23	HR /ACDWG	Mentoring & coaching to be made available for ECR	Carried forward	New mentor and coaching strategy being	P6.3



	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/result	Action carried over from previous action plan?	Old Concordat principle and clause
	promotion and reward of researchers	<p>All roles are subject to the University's job analysis process, abiding by the principles of equal work for equal pay. This activity is undertaken by HR colleagues trained in HERA.</p> <p>The University has subsequently developed a clear career pathway to support academic staff to become fully rounded practitioners from early career researcher up to Professor status.</p> <p>We continue to monitor EDI facing data linked to our recruitment, progression and promotion activity - to ensure we are positioned to remove barriers to progression and encourage the career development of under-represented groups of staff.</p> <p>Career planning is also encouraged and discussed as part of an individual's annual appraisal. These discussions providing staff with opportunities to acquire skills and experiences to support their progression.</p> <p>Progression and Promotion round data will be broken down by protected characteristic and reported with the HR</p> <p>Applications for promotion of researchers will be made against the new promotions framework and decisions are transparent and consistent.</p>	identified. 100% EQiA will be completed.					developed	
EM4	Actively engage in regular constructive performance management	Managers understand the principles of setting and monitoring workplace objectives, which are aligned to the corporate strategy and People Plan and are expected to undertake PDR with all their direct reports.	>85% of Managers with direct reports engaged on research contracts will undertake a PDR with	Jan 23	Line Manager/HR/SR PS	67% of managers who support research staff have undertaken a PDR with them	Carried forward	New process via the RDR	P2.3

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/result	Action carried over from previous action plan?	Old Concordat principle and clause
	with their researchers		them on an annual basis						
EM5	Engage with opportunities to contribute to relevant policy development within their institution	<p>There are multiple opportunities for managers to engage in Policy Development.</p> <p>Managers have an opportunity to provide feedback on policies at any point. The University adopts a consultative approach and will seek to develop specific working groups. The University has a Policy Review Group which colleagues are welcome to feed into. Feedback is also requested at SSCNC and TSCNC. University Policies are also subject to the Board of Governors final approval.</p> <p>The University has several joint consultative committees at which the Pro-Vice Chancellor for Research attends. This enables input to policy and practice from a research perspective and updates and outcomes are cascaded to department heads to share at a local level.</p> <p>Refreshed online training on how to complete effective EqIAs will be developed and rolled out and will be delivered to all staff with responsibilities around policy development.</p>	<p>100% of staff with responsibility for policy development will undertake online EqIA training</p> <p>There will be 100% research staff representation at all relevant committee meetings.</p>	Jan 23	HR/RO	<p>Online Module will be made available for staff to undertake training as necessary</p> <p>Opportunity is given to all staff to join a committee and information on how to do this and FAQs is available for staff on the Governance Wiki page.</p>	No further action		New

Researchers must:

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/result	Action carried over from previous action plan?	Old Concordat principle and clause
<b>Researchers must:</b>									
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	<p>University Policy &amp; Procedures are available to all staff on the wiki and HR Partners and Advisors remain in regular contact with line managers and are best placed to provide procedural advice and guidance in relation to the University's people management policies.</p> <p>RO colleagues are best positioned to provide advice and guidance around any funder considerations.</p>	Zero employee relation casework, relating to a non-compliance issue.	Jan 23	HR/Line Manager	Policies and Procedures are available to all staff via the HR wiki pages	No further action – Business as usual		New
ER2	Understand their reporting obligations and responsibilities	<p>Staff are informed of their reporting obligations and responsibilities at the start of their employment and this is communicated as part of their induction/probationary process.</p> <p>This information is also included in their offer letter, contract and job description.</p> <p>Individuals who are sponsored via a work visa, receive clear instructions from Finance and Line Managers in relation to their reporting responsibilities, keeping their contact details up to date and their ability to travel/undertake employment/research elsewhere.</p> <p>Individuals can update their contact details and next of kin details using the online HR database MyView</p>	>85% of staff report a full understanding within the induction evaluation surveys.	Jan 23	HR/Line Manager	An Employee Lifecycle Project has been established that will include an induction evaluation survey to be established.	Carried forward	New project to begin	New
ER3	Positively engage with performance management discussions	All staff are contractually entitled to an annual appraisal. The University has a performance and development review scheme, which all staff are required to participate in regardless of job role	>85% engagement with the University's PDR process	Jan 23	HR/Line Manager/SRPS	88% of staff have engaged with the PDR process	Carried forward	Will be developed via the RDR	P5.6

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/result	Action carried over from previous action plan?	Old Concordat principle and clause
	and reviews with their managers	once they successfully complete a 1-year probation period.  PDPs arising from PDR are reviewed by HR Planning to assess quality and inform the L&D offer	See EM4						
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	Edge Hill University promotes a culture of inclusivity and collaboration and encourages the 'citizenship' of our staff. We provide multiple platforms for providing feedback throughout the academic year, including the festival of ideas, and also offer opportunities to represent their team/department in specific working groups/committees.	N/A			New EDI Hub was launched.	No further action		P5.2

## Professional and Career Development

Institutions must:

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/result	Action carried over from previous action plan?	Old Concordat principle and clause
<b>Professional and Career Development</b>									
<b>Institutions must:</b>									
PCDI1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10	As an institution we have included staff development as a standard item in our probation and performance and development review processes. These processes provide key opportunities for managers and their research staff to discuss, identify and agree development opportunities.	>85% engagement with RDP at the end of each academic year to enable year on year comparisons and make appropriate interventions as required	Jan 23	HR/RO	EHU will take part in CEDARS 23  Successful 2-day Research Development event held in Summer 2022 including the following interactive sessions; Collaborations and Internationalisation, Funding,	Carried forward  No further action		P3.1 P3.3 P5.5

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/result	Action carried over from previous action plan?	Old Concordat principle and clause
	days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	To support staff, they are entitled to professional development as part of their workload allocation, and they are asked to document it in their PDR	<p>CEDARS survey will show 100% awareness of different careers and engagement with development opportunities.</p> <p>Data will show that at least 50% of Research Staff are engaged with workshops and talks throughout the year.</p> <p>CEDARS survey will show that research staff spend at least 10 days per year on development.</p> <p>At least 80% of participants of career seminars will state that the seminar was effective.</p>			<p>Building Supervisory Capacity, Building Research Profiles, Becoming a PI, Becoming a Peer Reviewer, Research Impact, and The Road to Readership.</p> <p>An established Researcher Development Program in place via the Graduate School</p>			
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	<p>Guidance available re: value in career conversations. Culture of trust - managers self-manage time management / organise their own schedules throughout the year - prioritising people management responsibilities. ACDIG - career progression criteria / guidance.</p> <p>Coaching Culture Lessons is a suite of e-learning modules designed to give everyone the capability to coach.</p> <p>Workload management models are reviewed at the same time every year to allow advance notice for planning workload.</p>	CEDARS survey data shows that at least 85% of staff felt they had meaningful staff review conversations during the last 12 months.	Jan 23	PVC / ACDWG/RO	EHU will take part in CEDARS 2023	Carried forward		P3.10

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/result	Action carried over from previous action plan?	Old Concordat principle and clause
		<p>PDR (Sept – Aug) and Spring planning.</p> <p>Further work around Workload Allocation principles / models is ongoing and currently overseen by ACDIG</p> <p>ACDIG to publish refreshed workload allocation principles / guidance by January 2022</p> <p>See EI2, EI3, EI4, EI7, EM1, EM2, EM3, EM5 ER1 AND ER4</p>							
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers	<p>We are working towards the expansion of support available for researchers on the Careers Service webpages, to include content for research assistants, technicians, research staff without PhDs.</p> <p>Evaluate the personal impact of mentoring support using appropriate feedback mechanisms.</p> <p>See EI2, E13, EI6, EM1, EM2, EM4, ER1, ER2, ER3, EM5 and ER4</p>	10% increase in the number of researchers engaged in mentoring relationships, organised locally in their respective department or else supported by HR.	Jan 23	HR / Line Manager	<p>All staff are given the opportunity to engage with a mentor.</p> <p>Our new online coaching modules are also available for all staff.</p>	Carried forward		P3.1
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	<p>Mentors and senior leaders are available to support staff to help them develop their skills and careers.</p> <p>Funding is available to attend conferences.</p> <p>Research staff have access to work towards a PGCert for Teaching in Higher Education.</p> <p>Aurora is a women-only leadership development programme which is routinely promoted to staff and the University funds the attendance of up to 10 women per year.</p>	See EI2, E13, EI6, EI7, EM1, EM2, EM4, ER1, ER2, ER3, EM5 and ER4	Jan 23	Line Manager/RO/HR /CLT	<p>A bank of contacts is available for staff to engage with a mentor or coach</p> <p>Coaching and mentoring steering group to progress work further</p>	Carried forward		P3.11 P3.14

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/result	Action carried over from previous action plan?	Old Concordat principle and clause
		<p>Faculty of Health, Social Care &amp; Medicine has developed a 'Time to Research' forum to bring together a community of research staff to explore how their experience can be improved.</p> <p>A focus on 'protected' research time is a current discussion within the University.</p> <p>See EI2, E13, EI6, EI7, EM1, EM2, EM4, ER1, ER2, ER3, EM5 and ER4</p>							
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	<p>We actively encourage staff to engage in external collaborations and secondments, such as with our NHS Partners.</p> <p>Our newly opened Medical School also employs a growing number of Clinical Academics.</p> <p>We have practitioners employed in many areas, such as Health, Education, Creative Arts, Business, Law and Sport, to name examples.</p> <p>Edge Hill promotes and supports open research, to improve discoverability and maximise access to knowledge in accordance with our mission to generate pure and applied research of international significance, that will provide a firm foundation for our graduates, and other stakeholders in a rapidly changing world.</p> <p>Open research also commits us to sharing knowledge with our research users and collaborators in a direct way that helps to improve well-being. Further, by sharing knowledge with other researchers openly, we</p>	See EI2, E13, EI6, EI7, EM1, EM2, EM4, ER1, ER2, ER3, EM5 and ER4	Jan 23	HR/Managers	Joint Clinical Academic partnerships were established locally for the first time with plans to continue growth in this area	No further action		P3.2 P3.4

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result	Action carried over from previous action plan?	Old Concordat principle and clause
		contribute to the faster generation of new knowledge that demonstrates significance and rigour and is based on robust evidence.  See EI2, E13, EI6, EI7 EM1, EM2, EM4, ER1, ER2, ER3, EM5 and ER4							
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews	PDR and L&D analytics used to circulate reports and drive up engagement where required.  HR Annual Report to include data / analytics to monitor and track academic engagement with the University's learning and development offer  See EI2, EI7, EM4, ER1, ER2, ER3, ER4, EM1 EM2, EI6 and EM5	Data will show >85% compliance with essential training requirements, including the mandatory recruitment and selection training.	Jan 23	HR	11% of staff have completed the 'Recruiting for the future session'  New Employee Lifecycle project to include training and support	Ongoing priority		New

**Funders must:**

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result	Action carried over from previous action plan?	Old Concordat principle and clause
<b>Funders must:</b>		N/A							



**Managers of researchers must:**

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/result	Action carried over from previous action plan?	Old Concordat principle and clause
<b>Managers of researchers must:</b>									
PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	PDR provides 2 formal opportunities per year to discuss career aspirations. We encourage regular 121 meetings in-between to keep the conversation current  SEE EI4, EM1, EM2, EM5 AND ER4	>85% engagement / completion rate of PDR's for Research staff	Jan 23	HR / Line Managers	88% research staff have engaged in the PDR process	Ongoing priority		P2.3
PCDM2	Support researchers in exploring and preparing for a diversity of careers, for example, using mentors and careers professionals, training, and secondments	All researchers are encouraged to make use of the University's mentoring and coaching schemes (particularly the new online coaching culture platform) and to undertake at least one careers training session per year.  The University is fully engaged and committed to the Aurora programme and encourage female academics to apply for a limited number of places each year and support those in the Aurora programme with Mentors.  Where mutual benefits are evident, we will continue to support internal and	20% increase in the number of academic Mentor / Mentee relationships at a local and/or institutional level.	Jan 23	HR RO / Line Managers	100% improvement to engagement with our academic coaching / mentoring programme  It is noted that local arrangements are in place also.	Ongoing priority		P3.4 P3.8 P5.5

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/result	Action carried over from previous action plan?	Old Concordat principle and clause
		external secondments SEE EI4, EM1, EM2, EM5 AND ER4							
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	SEE PCDR1, EI4, EM1, EM2, EM5 AND ER4	SEE PCDR1			EHU will take part in CEDARS 23	Carried forward		New
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	Conference and network attendance opportunities to take on leadership roles in small groups, organise seminar series, organise research groups is encouraged and supported where possible as part of their annual 10-day CPD entitlement.  SEE EI4, EM1, EM2, EM5 AND ER4	SEE PCDR1  CEDARS survey shows that at least 90% of staff are aware that the University supports 10 days development time and that they are making full use of this entitlement.	Jan 23		EHU will partake in the CEDARS 23	Carried forward		P3.6 P3.9 P5.5

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/result	Action carried over from previous action plan?	Old Concordat principle and clause
PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development	<p>Managers identify training available via the Staff My Learning and Development.</p> <p>Managers inform staff about the 'Leadership &amp; Management' pathway. The aims are to support aspiring, new and existent managers, providing the support and opportunity to develop awareness and skills related to their role. These sessions are focused on leadership style, providing opportunities to reflect on their experiences, develop resilience and discover a range of contextualised solutions and approaches.</p> <p>These sessions are useful for those who are aspiring to or are new to leadership within Higher Education, and for staff who wish to further develop their skills in leadership and management.</p> <p>SEE EI4, EM1, EM2, EM5 AND ER4</p>	Increase researcher engagement with management and leadership training, such as the Aurora programme by 10%	Jan 23	HR / RO / Line Managers	<p>85% increase in engagement with our Leadership and Development training offer</p> <p>Engagement on Aurora has remained the same with 4 applications on the last two completed years.</p>	No further action		New

**Researchers must:**

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/result	Action carried over from previous action plan?	Old Concordat principle and clause
<b>Researchers must:</b>									

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/result	Action carried over from previous action plan?	Old Concordat principle and clause
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	<p>All researchers undertake a review of their skills gaps using the Research Development Framework and work with their mentor or line manager to identify any training needs to develop bespoke personal action plans</p> <p>Our Internal Peer Review enables staff to support each other in translating ideas into research bids.</p> <p>Each researcher will dedicate at least 10 days per academic year towards professional development.</p> <p>SEE E11, E12, E13, E15, E16, E17, ER1, ER2, ER3, ER4, EM1, EM2, EM3, EM4, EM5</p>	<p>CEDARS survey shows that at least 90% of staff are aware that the University supports 10 days development time, and that they make full use of this entitlement.</p>	Jan 23	Line Manager/RO	EHU will partake in CEDARS 23	Carried forward		P5.5
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	<p>Researchers are actively encouraged by line managers to take advantage of the university mentoring scheme and those available externally through professional bodies to aid their professional development</p> <p>Relevant and coordinated secondment opportunities will continue to be reviewed on a case by case basis.</p> <p>All available internal academic career pathways are promoted each year ahead of the progression and promotion rounds (using Roadshows and focused digital communication campaigns)</p> <p>Promote all academic career pathways and the available support for progression annually in March (windows open in April)</p> <p>SEE E11, E12, E13, E15, E16, E17, ER1,</p>	SEE PCDM2	Jan 23	HR	See PCDM	Carried forward		P3.8

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/result	Action carried over from previous action plan?	Old Concordat principle and clause
		ER2, ER3, ER4, EM1, EM2, EM3, EM4, EM5							
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	As previously outlined, researchers build their own professional development plans using the Research Development Framework with support from the line managers as part of the PDR process, recording research achievements / progress on PURE (the University's research archive, tracking and outreach system)  SEE EI1, EI2, EI3, EI5, EI6, EI7, ER1, ER2, ER3, ER4, EM1, EM2, EM3, EM4, EM5	>85% engagement / completion rate of PDR's for Research staff  Will show that 90% of CEDARS survey participants provide feedback that reports career development plans are effective.	Jan 23	Line Manager / HR/RO	A further 2% improvement to engagement with the University's appraisal process (now 88%).  EHU will partake in CEDARS 23	No further action  Carried forward		P5.5
PCDR4	Positively engage in career development reviews with their managers	See PCDR3				See PCDR3	Carried forward	Development of RDR	P3.10
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	All researchers are asked to identify at least one external opportunity to build their professional profile and engage with the University's RDP.  Keeping their Pure profile up to date allows researchers to record their research content and provides them with a public showcase for their expertise and a means for potential collaborators and other stakeholders to find and contact them.  SEE EI1, EI2, EI3, EI5, EI6, EI7, ER1,	Increase the number of industrial collaborations (including collaborations with business and professional practice) by 3 per annum evidenced by projects and joint publications	Jan 23	PVC / RO	New Knowledge exchange Department established to enhance partnership working  EHU will take part in CEDARS 23  Programme of Inaugural lecturers published which is helping to raise the profile of research leadership	Carried forward		P5.5

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/result	Action carried over from previous action plan?	Old Concordat principle and clause
		ER2, ER3, ER4, EM1, EM2, EM3, EM4, EM5							
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	<p>Edge Hill University's mission statement sets out the University's 'commitment to the advancement, dissemination and application of knowledge'. Consultancy and other forms of work for outside bodies are important channels through which knowledge and expertise can be transferred, exchanged and or co-created between the University and partners in the private, public and third sectors.</p> <p>Consultancy and other external work help to ensure that our employees develop and maintain a good understanding of current and emerging issues facing practitioners within their fields. It can also help to inform research agendas.</p> <p>The University recognises the value of its employees undertaking consultancy and other work for outside bodies.</p> <p>A policy on consultancy and other work for outside bodies is available on the research wiki</p> <p>ALSO SEE E11, E12, E13, E15, E16, E17, ER1, ER2, ER3, ER4, EM1, EM2, EM3, EM4, EM5</p>	Increase the amount of research commercialisation to benchmark levels for a university of our size, location and character.	Jan 23	PVC / RO	<p>Knowledge Exchange Team established</p> <p>Work to begin to engage with the Knowledge Exchange Dept, Research Office, CLT Office and Graduate Office</p>	Carried forward		P5.2

## Glossary

Abbreviation	Explanation/Description
ACDWG	Academic Career Development Working Group
AT	Associate Tutor
CEDARS	Culture, Employment and Development in Academic Research Survey
CLT	Centre for Learning and Teaching
CoP	Code of Practice
DMG	Directorate Management Group
DT	Doctoral Tutors
EHU	Edge Hill University
GTA	Graduate Teaching Assistant
HEA Fellow	Higher Education Academy Fellow
HR	Human Resources
HREIRSG	HR Excellence in Research Steering Group
HoHR	Head of HR
KE	Knowledge Exchange
LC	Language Centre
OD	Organisational Development
PDT	Post-Doctoral Tutor
PGR	Post Graduate Researcher
PDR	Performance and Development Review
RAGU	Regulatory, Assurance and Governance Unit
RDP	Researcher Development Programme
RDF	Research Developer Framework
REC	Research Ethics Committee
RIF	Research Investment Fund
RO	Research Office
SRPS	Staff Resourcing and Payments Services
URESC	University Research Ethics Sub Committee
WIKI	Edge Hill University's intranet
RDR	Researcher Development Review