



Details

Institution name:	Edge Hill University	The institutional audience* for this action plan includes (complete or delete, as appropriate):		
Cohort number:	17	Audience (beneficiaries of the action plan)	Number of	Comments
Date of submission:	8 th July 2021	Research staff	11.00	Based on staff with HESA Academic Employment function as Research only
Institutional context:	<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>	Postgraduate researchers	200	Doctoral students only
		Research and teaching staff	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
		Teaching-only staff	89.00	Based on staff with HESA Academic Employment function as Teaching only
		Technicians	26.00	Based on staff post titles containing 'Technician'
		Clinicians	0.00	
		Professional support staff	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
		Other (please provide numbers and details):	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
Environment and Culture									
Institutions must:									
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</p>	<p>100% of research related job adverts will include concordat branding and information.</p> <p>System analytics and staff surveys will confirm that >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				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>University and encourage developmental conversations with 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</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 >85% of all staff will have relevant knowledge and awareness of policy changes.</p> <p>Long term aim to get readership to 200+ reflecting the number of research active staff.</p>	Jan 23	Research and Innovation Committee/Research Office/HR				P2.1 P6.8

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		<p>presented in accessible formats (i.e., compatible with screen readers).</p> <p>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.</p>							
ECI3	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	<p>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"> Development of an online toolkit: Supporting Staff to Support Students, Supporting You & Supporting Managers to Support Staff. <p>Mental Health at Work commitment will be embedded in all programmes of work.</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> <p>>85% of all staff will have accessed the</p>	Jan 23	HR/ACDWG/ED ISG				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>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>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&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&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</p>	<p>online Active Bystander toolkit.</p> <p>Staff survey results will demonstrate that >85% of staff have awareness of the Bullying, Harassment and Hate Crime Policy.</p> <p>Successful Stonewall Workplace Equality Index submission</p> <p>Staff survey will demonstrate that >85% of staff with caring responsibilities will have full awareness of the revised family friendly and flexible working policy.</p>						

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		<p>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 responsibilities.</p> <p>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.</p> <p>Undertake Stonewall Champion Workplace Equality Index gap analysis</p>							
ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity - including, wellbeing and mental health	<p>Continue to mandate the 'diversity in the workplace' online module for all staff.</p> <p>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.</p> <p>Continue to promote the mandatory 'Mental Health Awareness' online training programmes.</p> <p>Athena Swan Award: The University will continue to work towards achieving institutional awards.</p> <p>EDI steering group will continue to support departments with Athena Swan submissions</p> <p>FoE research supervisor's forum to be the first to receive our pilot of 'growth</p>	<p>EDI training completion rate >95% each year.</p> <p>>85% staff satisfaction levels will be returned using the biannual staff survey and interim pulse surveys.</p> <p>Timely response to feedback, publishing relevant action plans.</p> <p>We will be in line or above global and sector averages when reviewing benchmark data.</p> <p>>85% of research supervisors have undertaken the</p>	Jan 23	HR/SPRS/EDI Steering Group/FOE/BoG /ASWG				P2.3

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		<p>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>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 a 'Cultural Change Makers Programme' focusing on creating a greater shift towards an inclusive culture.</p>	<p>coaching conversation module.</p> <p>>85% of staff will have downloaded and accessed the Inclusion Calendar and engaged with publicised information and events. This will be evaluated using surveys.</p> <p>Survey's will demonstrate that >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 >85% of staff have engaged with the Cultural Change Maker programme.</p> <p>>85% of managers have undertaken relevant EDI training</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
		Develop EDI learning tools to enable managers to manage and lead inclusively Develop/commission training workshops for staff and managers							
ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	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. 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. Individuals can access the online Research Risk Assessment Guide - all information on ethics and governance is available on the University website.	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. Use analytics to demonstrate that training completion rate of at least >95% each year.	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				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
Funders must:		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
Managers of researchers must:									
ECM1	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	<p>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 & 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>>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				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>							
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 reporting and	<p>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.</p> <p>Information gathered from the staff</p>	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 action plan designed to	Jan 23	HR / HoD/Managers				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
	addressing incidents of discrimination, bullying and harassment, and poor research integrity	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.	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. Accurately analyse the effectiveness of our current support mechanisms via the annual staff survey and relevant action plans will demonstrate that >85% of managers understand the support available to their staff and that >85% staff feel supported by their managers. 100% of flexible working requests to be recorded for close monitoring, reporting and appropriate action plans.	Jan 23	HR/SRPS				New
ECM5	Engage with opportunities to contribute to policy development aimed at	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	100% policy development via review groups and network groups.	Jan 23	RO/ HR Policy Review Group /RAGU				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
	creating a more positive research environment and culture within their institution	<p>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.</p> <p>Staff can attend staff networks e.g. Professors and Readers Network, Aurora Network, LGBT+ Network Group</p> <p>Roundtable activities will be informed by representatives from the research community.</p>	<p>Research Networks will be established and 100% attended by appointed unit representatives, and they will also be members of relevant committees and network groups.</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
Researchers must:									
ECR1	Actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague,	<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 >85%</p> <p>To have at least 1 peer representative per</p>	Jan 23	RO / HR /EDI steering Group				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
	particularly to newer researchers and students	asked to support new colleagues CEDARS has been introduced in 2021. Research Staff Reps actively supporting peers at department level.	department, in each Faculty/Unit.						
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 Induction within 6 months of their arrival and understand their responsibilities	Jan 23	RO/HR				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.	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	Jan 23	HR/Managers				New

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		We ask staff to speak with their manager if they are experiencing poor mental health or refer them to the Occupational Health Service/Counselling	and OH, established through staff and pulse surveys.						
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				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 down into 'EDI' categories and with appropriate actions will be in place to diversify, where underrepresentation is evident.</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				P3.13

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
Employment									
Institutions must:									
E11	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	<p>The Recruitment & Selection Policy and guidance clearly describes how the University will deliver a highly effective merit-based Recruitment & 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 & its implementation.</p> <p>Applications are anonymised and further anonymisation is underway. The University's online application system has also been updated to</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 – using gender-neutral language and encouraging applicants from underrepresented groups, which can be</p>	Jan 23	SRPS / Panel Chairs / Line Managers /HR				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>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>	specific to the department/faculty.						
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 Corporate 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>Corporate 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</p>	<p>>85% attendance of new Research Staff at the Corporate and Research Induction monitored, and appropriate actions taken to improve attendance as required.</p> <p>>85% of researchers assigned a coach or a mentor during the first 3 months of their probation and monitor.</p> <p>At least >85% of participants from all Faculties rate the sessions as effective.</p>	Jan 23	HR/ Line Manager / SPRS / RO				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
		<p>'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&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>							
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>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</p>	Jan 23	HR / SPRS / RO/FoE/ACDWG				P2.6 P6.3 P6.4 P6.7

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		<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>Continuation of working towards the narrowing of the gender pay gap (GPG)</p> <p>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</p>	<p>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>						

	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
		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	<p>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.</p> <p>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.</p>	<p>>85% engagement with the Project Management programme and >85% of managers regularly attend the Managers Forum.</p> <p>CEDARS survey and focus group feedback will show that >85% of respondents feel supported to strategically develop their career.</p>	Jan 23	HR / RO	.			P2.3
E15	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation	<p>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.</p> <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</p>	<p>Staff survey will show >85% effectiveness rate in each of the 6 categories.</p> <p>No less than 85% engagement with and completion of Probation/Appraisals and report the metric in the HR Annual Report</p> <p>See E14</p>	Jan 23	HR/Line Manager/PVC/ RO				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
		<p>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&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>							
E16	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>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.</p>	<p>At least >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> <p>Evidence of positive action taken to address any themes that emerge from an annual analysis of exit surveys.</p>	Jan 23	HR / Corporate Communications / PVC Research/ACDW G				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>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>							
E17	Consider researchers and their managers as key stakeholders	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	See ECR 5 Implementation of research specific Postdoc forums and	Jan 23	PVC / RO				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
	within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making	Leader Meeting, Committees & cross university working groups to name examples. The University routinely issues staff surveys.	>85%attendance/engagement.						

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
Funders must:		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
Managers of researchers must:									
EM1	Undertake relevant training and development opportunities so that they	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.	>85% of staff to actively engage with the PDR process Survey shows that at least 90% of Line	Jan 23	HR / Line Manager				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
	can manage researchers effectively and fulfil their duty of care	<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>Managers feel more confident in supporting researchers and their careers.</p> <p>Increase managers engagements by 15% from across all faculties/units participating in relevant development opportunities.</p> <p>Increase research contract L&D participation by 33%.</p>						
EM2	Familiarise themselves, and work in accordance with, relevant employment legislation and	<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</p>	>85% awareness of and engagement with 'Kick Off Meetings' and follow up support.	Jan 23	RO/HR/Corp Comms				P2.2

	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
	codes of practice, institutional policies, and the terms and conditions of grant funding	<p>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>							
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	<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> <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>	Annual Report with appropriate action plans to improve representation of any disadvantaged groups identified. 100% EQiA will be completed.	Jan 23	HR /ACDWG				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
		<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>							
EM4	Actively engage in regular constructive performance management with their researchers	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.	<p>>85% of Managers with direct reports engaged on research contracts will undertake a PDR with them on an annual basis</p> <p>Data captured will show 95% compliance.</p>	Jan 23	Line Manager/HR/SR PS				P2.3
EM5	Engage with opportunities	There are multiple opportunities for managers to engage in Policy	100% of staff with responsibility for policy	Jan 23	HR/RO				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
	to contribute to relevant policy development within their institution	<p>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>development will undertake online EqIA training</p> <p>There will be 100% research staff representation at all relevant committee meetings.</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
	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
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 & 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				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	.			New
ER3	Positively engage with performance management discussions and reviews	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 once they successfully complete a 1-year probation period.	<p>>85% engagement with the University's PDR process</p> <p>See EM4</p>	Jan 23	HR/Line Manager/SRPS				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
	with their managers	PDPs arising from PDR are reviewed by HR Planning to assess quality and inform the L&D offer							
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						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
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	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. To support staff, they are entitled to professional development as part of	>85% engagement with RDP at the end of each academic year to enable year on year comparisons and make appropriate interventions as required CEDARS survey will show 100% awareness of different careers and	Jan 23	HR/RO				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
	development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	their workload allocation, and they are asked to document it in their PDR	<p>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>						
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> <p>PDR (Sept – Aug) and Spring planning.</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				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>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				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> <p>Faculty of Health, Social Care & Medicine has developed a 'Time to Research' forum to bring together a</p>	See EI2, E13, EI6, EI7, EM1, EM2, EM4, ER1, ER2, ER3, EM5 and ER4	Jan 23	Line Manager/RO/HR /CLT				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>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 contribute to the faster generation of new knowledge that demonstrates significance and rigour and is based on</p>	See EI2, E13, EI6, EI7 EM1, EM2, EM4, ER1, ER2, ER3, EM5 and ER4	Jan 23	HR/Managers				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
		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				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
Funders must:		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
Managers of researchers must:									
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				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 external secondments SEE EI4, EM1, EM2, EM5 AND ER4	20% increase in the number academic Mentor / Mentee relationships at a local and/or institutional level.	Jan 23	HR RO / Line Managers				P3.4 P3.8 P5.5
PCDM3	Allocate a minimum of 10 days pro rata, per year, for their researchers to engage with professional	SEE PCDR1, EI4, EM1, EM2, EM5 AND ER4	SEE PCDR1						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
	development, supporting researchers to balance the delivery of their research and their own professional development								
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					P3.6 P3.9 P5.5
PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to	Managers identify training available via the Staff My Learning and Development. Managers inform staff about the 'Leadership & 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	Increase researcher engagement with management and leadership training, such as the Aurora programme by 10%	Jan 23	HR / RO / Line Managers				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
	professional development	<p>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>							

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
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	<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>	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.	Jan 23	Line Manager/RO				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
		SEE E11, E12, E13, E15, E16, E17, ER1, ER2, ER3, ER4, EM1, EM2, EM3, EM4, EM5							
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, ER2, ER3, ER4, EM1, EM2, EM3, EM4, EM5</p>	SEE PCDM2	Jan 23	HR				P3.8
PCDR3	Maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to	<p>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)</p> <p>SEE E11, E12, E13, E15, E16, E17, ER1,</p>	<p>>85% engagement / completion rate of PDR's for Research staff</p> <p>Will show that 90% of CEDARS survey participants provide feedback that reports career development plans are effective.</p>	Jan 23	Line Manager / HR/RO				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
	support job applications	ER2, ER3, ER4, EM1, EM2, EM3, EM4, EM5							
PCDR4	Positively engage in career development reviews with their managers	See PCDR3							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, ER2, ER3, ER4, EM1, EM2, EM3, EM4, EM5	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				P5.5
PCDR6	Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement	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. 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	Increase the amount of research commercialisation to benchmark levels for a university of our size, location and character.	Jan 23	PVC / RO				P5.2

	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
	and commercialisation	<p>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 EI1, EI2, EI3, EI5, EI6, EI7, ER1, ER2, ER3, ER4, EM1, EM2, EM3, EM4, EM5</p>							

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