

Details				
Institution name:	Glyndwr University	The institutional audience* for this action plan includes:		
Cohort number:	9	Audience (beneficiaries of the action plan)	Number of	Comments
Date of submission:	26/11/2021	Postgraduate researchers	65	Please note that a 36% of our postgraduate research students are also on other staff contracts at the University either academic or professional service related.
		Research and teaching staff	195	All academic staff at the University are employed on a research and teaching contract
		Post-Doctoral Research Assistant	4	We currently have four Research Assistants who are not also employed on a different academic contract or completing a postgraduate research degree.

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result
Environment and Culture							
Institutions must:							
ECI1	Ensure that all relevant staff are aware of the Concordat	Create a Concordat Working Group which oversee the action plan and champion the principles of the Concordat. The Working group will be made up of operational staff across the University and research staff from different disciplines and at different level of their research career. The Concordat and progress of the action plan will continue to be a standing item at the Research Committee. The new revised action plan, responsibilities and updates will be communicated to research strand leads and Associate Deans.	Target: All staff and research students to have an understanding of what the Concordat is and what the University is doing to show its commitment to the principles. Measures: CEDARS survey Q43 - 'Concordat to Support the Career Development of Researchers'. Measure: Social media analytics and web hits Measure: Internal staff and PGR survey Measure: Receive feedback on communications sent out to ask if staff and students understand what actions the University has in place to commit to the concordat. Success: 100% of responses to external and internal surveys indicate an understanding of the concordat.	Ongoing annual commitment January 2022 January 2023 Video completion- February 2022. CEDARS Survey- 2023 Jan-22 Feb-22 Feb-22	HoRS, PVCR, RDT HoRS, RIM, CMRA PVCR/VC HoRS, RIM, CMRA ODDM, HoRS		
		Create a designated Concordat web page which includes short videos explaining the responsibilities of each stakeholder.					
		Become signatories of the 2019 Researcher Development Concordat and send communication to all staff from the VC.					
		Create a social media campaign to communicate and promote our commitment to the concordat.					
		Continue to include information about the Concordat in welcome email to new research staff. Review template with concordat working group to ensure the information is accessible, include how to become a member of the working group and being a 'concordat champion'.					

ECI2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	All University research related policies and procedures to be hosted on Research Office webpages to ensure all documentation are easily accessible and visible to all research staff and students. Communicate new webpages hosting policies to all staff and through 'Research Briefings'	<p>Target: For all current and relevant policies to be in an accessible place for staff and students</p> <p>Target: All policy authors to undertake EIA training.</p> <p>Measure: Web hits and downloads to policy pages</p> <p>Measure: Attendance monitoring</p> <p>Measure: Internal staff survey- % of understanding to research related policies</p> <p>Success: 50% of policy authors to undertake training session in first year of roll out.</p> <p>Success: 80% of respondents to internal survey to be familiar with relevant policies.</p>	Jan-23	HoRS		
		Develop online content and roll out 'Equality Impact Assessment' sessions to all policy authors and reviewers.		Mar-22	ODDM		
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	Recruit 'Champions' who will actively support the mental health and wellbeing agenda at all levels of the organisation.	<p>Target: To have Time to Change Champions across the University, representation from; PGR students, research assistants and GTA's, operational staff, academic staff, line managers, senior leaders and Board members.</p> <p>Target: Staff and students to feel that the institutions actively promotes the importance of mental health and wellbeing.</p> <p>Target: Increase the amount of training and sessions available and increase attendance to these events.</p>	Jun-22	ODDM, WGSU		
		Introduce a staff health and wellbeing conference to share good practise, raise awareness of the training and resources available to staff.	<p>Measures: CEDARs Survey- Q26 and 41</p> <p>Measure: Internal PGR Wellbeing Survey</p> <p>Measure: Attendance and feedback monitoring</p> <p>Success: 50% of CEDAR respondents to answer 'I have done' to- Q26- 'In which areas have you undertaken, or would you like to undertake, training and other continuing professional development'- Mental Health and Wellbeing'.</p>	Sep-22	ODDM, SAGM		
		Produce an Annual report on Mental Health and Wellbeing at WGU to highlight key data sets, progress and impact on students and staff and present to the Board of Governors.	<p>Success: All staff of CEDAR respondents to select, 'strongly agree or agree' to - Your institution actively promotes the importance of good mental health and wellbeing of staff?</p> <p>Success: 20% increase overall to Mental Health and Wellbeing events, 50% increase from FTC research staff.</p> <p>Success: Increase PGR mental wellbeing scale by 5%</p>	Oct-22	DoO, MHWwg		
		Establish and co-ordinate a centralised approach to health and wellbeing initiatives, campaigns and events to raise awareness and encourage engagement. Create a Calendar of Events & Campaigns.		Oct-22	MHWA		

ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	<p>Continue to progress towards Race Equality Charter application. Produce a staff development programme, that will incorporate face to face delivery, some elements of online learning, access to resources and educational material, awareness raising events and the University's visual commitment to Race equity via communication streams.</p>	<p>Target: The Institution to provide the space and platform to discuss Race Equality whilst still providing meaningful training in these areas.</p> <p>Measures: internal HR monitoring of progression of charter application</p> <p>Measure: CEDAR survey- EDI questions under Q26, 37 and 41</p> <p>Measure: Feedback forms</p> <p>Measure: attendance records</p> <p>Success: Have an action plan and timeline in place to progress charter application</p> <p>Success: 100% of FTC researchers to have completed internal EDI training. 10% increase on all staff completing EDI training.</p> <p>Success: Feedback forms to demonstrate staff were satisfied their learning needs had be addressed</p>	Ongoing individual action plans and time lines in place	ODDM. HR Committee		
		<p>Development of a Menopause Guidance Toolkits to support those who are experiencing Menopause, with one aimed at those experiencing menopause and one aimed at line managers to enable them to support their staff appropriately. The guidance will be launched and supported by a Menopause Café helping to reduce the stigma attached to discussing menopause in the workplace.</p>	<p>Target: The Institution to provide the space and platform to discuss Equality, Diversity and Inclusion whilst also providing meaningful training in these areas.</p> <p>Measure: Engagement with toolkit.</p> <p>Measure: CEDARS survey</p> <p>Measure: Internal Staff survey</p>	Guidance and communication launched October 2021	ODDM		
		<p>Development of a Disability Toolkit, aimed at line managers to enable them to provide support to members of their teams who declare disabilities. Progress towards Disability Confident L3 Employer</p>	<p>Success: 100% completion of toolkits of all Managers of researchers, 50% completion across all staff</p> <p>Success: All managers completing CEDARS to answer 'I have done' to Q26- Equality, diversity and inclusion training.</p> <p>Success: 100% of all to answer that they are 'familiar with the Equality & Diversity Policy'</p>	Aug-23	ODDM, HR Committee		

EC15	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	A gap analysis of the new Concordat for Research Integrity will take place. Any new areas highlighted will be addressed as part of the action plan for the Research Integrity Concordat	<p>Target: To embed and understanding of research integrity into the University research culture.</p> <p>Measures: Arrange meetings and focus groups with all beneficiaries to gauge current understanding of the research integrity concordat and how they feel it could be further embedded into the University's research culture. Report of gap analysis presented to Research Committee with proposed action plan.</p> <p>Measure: Consult with different disciplines and different researchers at different stages of their research career to understand what training needs in Ethics & Integrity are required.</p> <p>Measures: CEDARS Survey Q26,Q41 and Q43</p> <p>Measure: Attendance and Feedback forms from internal training</p>	Initial gap analysis and report to be presented to the May 2022 Research Committee	HoRS		
		Create a Research Ethics and Research Integrity training course available for all staff and students.	<p>Measure: Ask a selection of research department leads, FTC staff and post graduate students in they feel the resources have been helpful.</p> <p>Success: Research Ethics training to increase by 50%, with 100% of FTC researchers attending the training.</p> <p>Success: To have an action plan in place based on gap analysis, focus groups, consultations and feedback forms to how to further embed research integrity and best practice into the University culture.</p>	Oct-23	HoRS, RDO, RDT RC, RESC		
		Create a designated page on the Research Office webpages which provides tools and resources related to research integrity.	<p>Success: 50% of staff and 100% of FTC researchers to select 'I have done' to CEDARS Q26- 'Undertaken training in...research integrity'</p> <p>Success: 100% of respondents to select, strongly agree or agree to- 'Your institution promotes the highest standards of research integrity and conduct?' <i>and</i> 'Concordat to Support Research Integrity'</p>	Oct-22	HoRS, RIM		

ECI6	<p>Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices</p>	<p>Continue to promote and engage all researchers to complete and update Personal Research Plans (PRP), to be discussed with a critical friend and sent to the Research Office.</p>	<p>Target: To increase engagement with Personal Research Plans</p> <p>Target: To create meaningful changes to institutional practices based on the thoughts and feedback from staff</p> <p>Measures: Research Office to conduct a qualitative analyse of what researchers have answered in their PRPs around research support, barriers and institutional help. A report detailing these findings will be presented to Research Committee.</p> <p>Measures: Meetings with individual researchers will be set up once they have submitted their PRP to discuss their 12 month plans and development needs further.</p> <p>Success: Increase submitted PRPs and renewed PRPs from 51% to 70%.50% of FTC researchers to have PRP in place.</p>	Oct-23	HoRs, RIM, RC		
	<p>Run Research Culture Cafes for all staff and research students to share best practice, raise issues and propose solutions for change.</p> <p>Specific research culture café's will be set up for different level of research careers, including one primarily for researchers on FTC.</p>	<p>Target: Create a space for researchers to discuss research culture and have a voice in solutions for change.</p> <p>Target: Engage researchers in talking about what research culture is.</p> <p>Measure: Attendance and number of Cafe's held</p> <p>Measure: Data collected and generated from the Culture Cafe's.</p> <p>Measure: Internal Staff Survey and PGR Survey</p> <p>Success: WGU Staff Engagement Survey, by increasing staffs responses to 'Empowering and Involving People' questions from 82% to 87%.</p> <p>Success: Hold 2 Cafe's in first year of roll our, increase to three in second year.</p> <p>Success: 50% of FTC researcher to have attended a Culture Cafe.</p> <p>Success: Communicate to all staff and students based on data collected from cafe's what was found and what actions are in place.</p>	<p>Run two culture cafes a year and report feedback to RC October 2023</p>	HoRs, RIM, RDO, ADR			

		<p>Continue to promote and engage all researchers to attend Open House for Research. Ensure the development team follow up with the ideas that are collectively discussed in Open House to further promote collaborative research across the University.</p>	<p>Target: Create a space for researcher to discuss research and promote collaboration</p> <p>Target: To create a space where researchers can showcase their achievements and success stories</p> <p>Measure: Attendance and feedback forms</p> <p>Measure: Create impact case studies from the success stories which come out of presenting at Open House.</p> <p>Success: Increase engagement by 20% for all attendees and by 50% for FTC researchers.</p> <p>Success: Be able to create two case studies from open house events</p>	Sep-23	RDT, RDO		
		<p>Ensure feedback from PRPs and Researcher Training events are taken into consideration when planning the bi-annual staff conferences to establish themes where staff need further support, guidance and training.</p> <p>Make the bi-annual staff conferences available for PGR students to both attend and present at.</p>		Sep-23	HoRS, RDT, ET		
Funders must:							
ECF1	Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies						
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers						
ECF3	Ensure that funding call requirements and selection processes offer equality of opportunity between different groups of researchers, recognise personal contexts, and promote positive research						
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	Ensure that managers of researchers engage with newly developed online content for 'Equality Impact Assessment sessions'.	<p>Target: All policy authors to undertake EIA training.</p> <p>Measure: Attendance monitoring</p> <p>Success: 50% of policy authors to undertake training session in first year of roll out.</p>	Feb-23	ODDM		

		<p>Ensure managers of researchers have received and engaged with the Hate Crime Toolkit, aimed at line managers to enable them to provide support and educate their team members in relation to hate crime incidents.</p>	<p>Target: For Line managers to understand and be able to communicate hate crime incidents.</p> <p>Target: For line managers to understand and be able to communicate support for team members who declare disabilities</p> <p>Measure: Engagement with toolkit.</p> <p>Measure: CEDARS survey</p> <p>Measure: Internal Staff survey</p> <p>Success: 100% completion of toolkits of all Managers of researchers.</p> <p>Success: All managers completing CEDARS to answer 'I have done' to Q26- Equality, diversity and inclusion training.</p>	Oct-22	ODDM		
		<p>Ensure managers of researchers have received and engaged with the new Disability Toolkit, aimed at line managers to enable them to provide support to members of their teams who declare disabilities.</p>	<p>Success: All staff completing CEDARS to strongly agree or agree to CEDARS- To what extent do you agree with the following statements in relation to equality and diversity?'</p> <p>Success: 100% of line managers of research to answer that they are 'familiar with the Equality & Diversity Policy'</p>	Oct-22	ODDM		
		<p>Ensure managers of researchers have completed the Equality & Diversity Session.</p>		Feb-23	ODDM		
ECM2	<p>Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct</p>	<p>A review of research ethics, research integrity and research data governance will be completed alongside the gap analysis of the Research Integrity Concordat discussed in EC15.</p> <p>The review will evaluate the roles and responsibilities of managers of researchers working with them to assess and communicate how to embed the highest standards of research practice within a research team.</p>	<p>Target: Managers of researchers to understand their role and responsibilities of research integrity and understand the reporting procedures of the University.</p> <p>Measure: Meetings with managers of researchers</p> <p>Measure: CEDARS Q39</p> <p>Success: To have met and discussed research integrity with all managers of researchers.</p> <p>Success: 80% of Managers of researchers completing CEDARS to agree with all statements in 'To what extent do you agree with the following statements in relation to research integrity?'</p>	Mar-22	HoRS		

ECM3	Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity	Review staff development and induction strategies to ensure mental health and wellbeing is embedded and promoted as part of the processes.	Target: To include Health & Wellbeing information included as part of the 'on boarding' and in Induction session. Target: Training programme in place as part of revised Personal Tutor Framework Measure: CEDARS survey - Q26 and Q33 Measures: Feedback from Personal Tutor Programme Measures: Feedback from Induction review Success: Launch of electronic and physical wellbeing hub. Success: Line managers completing CEDARS to answer 'I have done' to Mental health and wellbeing training.	Sep-22	Head of HR/ ODDM		
		Establish a health and wellbeing hub to co-ordinate information, support and service provision, jointly with the SU and external agencies.		May-22	SAGM, WGSU, Estates		
		Embed mental health and wellbeing into our Personal Tutor development programme		Oct-22	SAGM, Personal Tutor T&F Group		
ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers	No immediate action was identified, the obligation is adequately covered through existing provision and/or initiatives.	Monitor responses to CEDARS Q14, Q25 to review if any future actions will be required.	Sep-23	n/a		
ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Participate in and encourage managers of researchers to attend the Research Culture Cafes to share best practice, raise issues and propose solutions for change.	Target: Create a space for managers of researchers to discuss research culture and create an environment where they can hear what staff think changes should be in place. Measure: Attendance of managers on researcher to culture cafes Success: 20% of managers of researchers attend a culture cafe. 1 manager of researchers runs their own culture cafe.	Oct-23	HoRS, RIM, RDT, RDO		
Researchers must:							

ECR1	<p>Actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students</p> <p>Continue to encourage and promote research staff and students to attend and present at the Open House for research, taking place 4 times a year.</p>	<p>Target: Create a space for researcher to discuss research and promote collaboration</p> <p>Target: To create a space where researchers can showcase their achievements and success stories</p> <p>Measure: Attendance and feedback forms</p> <p>Measure: Create impact case studies from the success stories which come out of presenting at Open House.</p> <p>Success: Increase engagement by 20% for all attendees and by 50% for FTC researchers.</p> <p>Success: Be able to create two case studies from open house events</p>	Oct-23	RDT, RDO		
	<p>Encourage Research Staff and students to participate in new Research Culture Cafes to share best practice, raise issues and propose solutions for change</p> <p>Specific research culture café's will be set up for different level of research careers, including one primarily for researchers on FTC.</p>	<p>Target: Create a space for researchers to discuss research culture and have a voice in solutions for change.</p> <p>Target: Engage researchers in talking about what research culture is.</p> <p>Measure: Attendance and number of Cafe's held</p> <p>Measure: Data collected and generated from the Culture Cafe's.</p> <p>Measure: Internal Staff Survey and PGR Survey</p> <p>Success: WGU Staff Engagement Survey, by increasing staffs responses to 'Empowering and Involving People' questions from 82% to 87%.</p> <p>Success: Hold 2 Cafe's in first year of roll our, increase to three in second year.</p> <p>Success: 50% of FTC researcher to have attended a Culture Cafe.</p> <p>Success: Communicate to all staff and students based on data collected from cafe's what was found and what actions are in place.</p>	Run two culture cafes a year and report feedback to RC October 2023	HoRS, RDO		

		<p>The development of a new staff mentor scheme will be launched in 2022.</p>	<p>Target: Researchers to feel embedded into the research culture at the University and have the time and space to have informal talks about their research</p> <p>Measure: Take up of mentor scheme</p> <p>Measure: Qualitative feedback from mentor scheme.</p> <p>Success: As a new initiative increase take up off mentor scheme to increase by 10% in second year of roll out.</p> <p>Success: 20% of FTC researchers to be engaged in mentor scheme</p> <p>Success: Review qualitative feedback on how the scheme has enabled research conversations</p>	Jan-22	ODDM		
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion	Engage with and promote the provision to support Research Integrity. Release of Research Integrity resources available on Research Office Webpages.	<p>Target: Researchers to understand their role and responsibilities of research integrity and understand the reporting procedures of the University.</p> <p>Measure: Meetings with; academic staff at different career levels, FTC researchers and PGR students</p> <p>Measure: CEDARS Q29</p> <p>Success: To have met and discussed research integrity with a selection of staff and students across the University</p> <p>Success 50% of researchers completing CEDARS to agree with all statements in 'To what extent do you agree with the following statements in relation to research integrity?'</p>	Oct-22	HoRS		
ECR3	Take positive action towards maintaining their wellbeing and mental health	See ECI4 & ECM3	See ECI4 & ECM3	Aug-23	See ECI4 & ECM3		

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	Dignity at Work Policy and procedure to be reviewed. Any changes communicated to all staff.	<p>Target: All staff to engage with and understand the policies and procedures in place regarding dignity in the workplace</p> <p>Measure: CEDARS Survey</p> <p>Measure: Internal Staff Survey</p> <p>Success: For 80% of all staff to strongly agree or agree with the statements under CEDARS Q38 'To what extent do you agree with the following statements in relation to bullying and harassment?'</p> <p>Success: To increase internal survey response from 89% to 94% to 'I know what to do if someone is not being treated with respect'</p>	Mar-23	ODDM		
		Review misconduct procedure ensuring the line of reporting any potential issues are transparent, clear and fair. Hold focus groups with different levels of researchers to discuss ideas about mechanisms of reporting and raising issues of research misconduct.	<p>Target: All staff and students to engage with and understand the reporting mechanism of research misconduct</p> <p>Measure: Focus groups</p> <p>Measure: Feedback forms from internal research training events</p> <p>Measure: CEDARS Survey- Q39- To what extent do you agree with the following statements in relation to research integrity?</p> <p>Success: Success: 75% of researchers and 100% of FTC completing CEDARS to agree with all statements in 'To what extent do you agree with the following statements in relation to research integrity?'</p> <p>Success: Qualitative analysis of focus group and feedback to show that researchers know how to report incidences of misconduct</p>	Oct-22	HoRS, RC		

ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Review and establish a mechanism to ensure that research staff, including FTC and PGRs have representation at committee level.	Target: For committees and working groups to ensure FTC and PGR have representation. Measure: Internal Staff Engagement Survey under 'Empowering and Involving People'. Measure: Conduct focus group meetings with PGR and FTC representative Success: 85% of FTC staff completing internal survey- to agree 'I am regularly asked for my opinions' Success: Qualitative analysis of focus groups to show that PGR and FTC know the committees and working groups available for them to engage in at the University.	Oct-23	ODDM, HoRS, ET		
		Engage with Research Culture Cafes to share best practice, raise issues and propose solutions for change Specific research culture café's will be set up for different level of research careers, including one primarily for researchers on FTC.	Target: Create a space for researchers to discuss research culture and institutional policy and have a voice in solutions for change. Measure: Attendance and number of Cafe's held Measure: Data collected and generated from the Culture Cafe's. Measure: Internal Staff Survey and PGR Survey Success: Hold 2 Cafe's in first year of roll our, increase to three in second year. Success: 50% of FTC researcher to have attended a Culture Cafe. Success: Communicate to all staff and students based on data collected from cafe's what was found and what actions are in place.	Oct-23	HoRS		
Employment							
Institutions must:							
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	No immediate action was identified, the obligation is adequately covered through existing provision and/or initiatives.	Monitor responses to CEDARS Q19, Q25 to review if any future actions will be required.	Sep-23	n/a		

EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	Create a new process of research induction within the research office for all new research staff at the University. Hold consultation with current research staff on the induction process and ask them what useful information about research they would want to be included. Encourage researchers as part of the induction process to develop a personal research plan and send it to the research office.	Target: For researchers to feel integrated into the research culture of the institution and know the support available to them from the research office. Measures: CEDARS- Q20- 'When you started with your current employer how useful did you find your induction' Measures: Feedback on the day induction Measure: Personal Research Plans Success: 50% of all staff/ 75% of FTC researchers completing CEDARs to answer 'very useful' to induction 'At institution level'? Success: All new staff to have a PRP in place	Oct-22	HoRS, ODDM		
EI3	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances	No immediate action was identified, the obligation is adequately covered through existing provision and/or initiatives.	Monitor responses to CEDARS Q14, Q17, Q28 Monitor responses to WGU Staff Engagement Survey under 'Building Capability' to review if any future actions will be required.	Sep-23	n/a		
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	Continue to promote staff to take part in the Future Leaders programmes which is offered to staff at lower levels. Pilot the WGU Leader programme aimed at higher level.	Target: For managers of researchers to feel appropriately trained management and leadership. Target: For all researchers to have access to leadership training Measure: CEDARS. responses to Q26, Q30,Q 33 Measure: Feedback from programmes Measures: Review analysis of programme leaders training Measure: Attendance Success: 80% of managers of researchers to select 'I have done' to Q26- Managing staff performance	Sep-23	HoE, ODDM		
		Review the current Programme leader training that is in place to establish if a similar development training programme can be put in place specifically for researcher managers.	Success: 50% of all staff, 70% of FTC staff to answer agree to Q30 You have time to develop your leadership skills? Success: Increase attendance of FTC staff by 20% to programmes	Sep-23	HoRS, ADR, HoE		

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	No immediate action was identified, the obligation is adequately covered through existing provision and/or initiatives.	Monitor responses to CEDARS Q14, 16, 17 to review if any future actions will be required.	Sep-23	n/a		
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	No immediate action was identified, the obligation is adequately covered through existing provision and/or initiatives.	Monitor responses to CEDARS Q14, 25, to review if any future actions will be required.	Sep-23	n/a		
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	Review and establish a mechanism to ensure that research staff, including FTC and PGRs have representation at committee level.	<p>Target: For committees and working groups to ensure FTC and PGR have representation.</p> <p>Measure: Internal Staff Engagement Survey under 'Empowering and Involving People'.</p> <p>Measure: Conduct focus group meetings with PGR and FTC representative</p> <p>Success: 85% of FTC staff completing internal survey- to agree 'I am regularly asked for my opinions'</p> <p>Success: Qualitative analysis of focus groups to show that PGR and FTC know the committees and working groups available for them to engage in at the University.</p>	Oct-23	ODDM, HoRS, ET		
Funders must:							
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies						
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security						
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression						
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels						
Managers of researchers must:							

EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	See all actions under E14	See all success measures under E14	Sep-23	HoRS, ADR, HoE		
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	Ensure all relevant employment legislations and codes of practice are easily accessible to all staff and research students on our webpages including guidance on terms and conditions of grant funding.	<p>Target: Managers of researchers to engage with and support communication of all procedures across the University</p> <p>Measure: Internal survey to all managers of researcher.</p> <p>Success: 75% of managers of researchers to answer that they are comfortable with discussing relevant legislation and institutional policies with their team.</p>	Sep-22	HoRS, DM		
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	No immediate action was identified, the obligation is adequately covered through existing provision and/or initiatives.	Monitor responses to CEDARS Q25, to review if any future actions will be required.	Sep-23	n/a		
EM4	Actively engage in regular constructive performance management with their researchers	No immediate action was identified, the obligation is adequately covered through existing provision and/or initiatives.	Monitor responses to CEDARS Q16, 25, to review if any future actions will be required.	Sep-23	n/a		
EM5	Engage with opportunities to contribute to relevant policy development within their institution	Review and establish a mechanism to ensure that research staff, including FTC and PGRs have representation at committee level.	<p>Target: For committees and working groups to ensure FTC and PGR have representation.</p> <p>Measure: Internal Staff Engagement Survey under 'Empowering and Involving People'.</p> <p>Measure: Conduct focus group meetings with PGR and FTC representative</p> <p>Success: 85% of FTC staff completing internal survey- to agree 'I am regularly asked for my opinions'</p> <p>Success: Qualitative analysis of focus groups to show that PGR and FTC know the committees and working groups available for them to engage in at the University.</p>	Oct-23	ODDM, HoRS, ET		
Researchers must:							

ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	Ensure all relevant employment legislations and codes of practice are easily accessible to all staff, including guidance on terms and conditions of grant funding.	<p>Target: All staff to know where information can be accessibly found and who the contact point in the University is to talk to further about it.</p> <p>Measure: Web hits to new research pages</p> <p>Measures: Internal Staff Survey</p> <p>Measure: Qualitative analysis of data from Culture Café's</p> <p>Success: 75% of staff and 80% of FTC completing internal survey to agree that they know where all relevant codes, policies and procedures can be accessed.</p> <p>Success: Analysis of qualitative data sets to report that staff either know where the relevant documentation can be found, or who in the University they can contact to discuss it.</p>	Sep-22	HoRS, DM		
ER2	Understand their reporting obligations and responsibilities	Review the relevant reporting obligations of all researchers and provide a mechanism to ensure these are effectively communicated.	<p>Target: To undertake review of all reporting obligations of researchers</p> <p>Measure: Internal Staff Survey 'Structuring Work'</p> <p>Measure: Feedback from internal research training sessions</p> <p>Measure: Focus groups with all staff and FTC researchers</p> <p>Success: Have action plan in place from review and measures used</p> <p>Success: Raise percentage of staff on overall 'Structuring Work' from 91% to 95%</p>	Jul-23	HoRS, HR		
ER3	Positively engage with performance management discussions and reviews with their managers	No immediate action was identified, the obligation is adequately covered through existing provision and/or initiatives.	Monitor responses to CEDARS Q14, 16, 17 to review if any future actions will be required.	Sep-23	n/a		
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	Review and establish a mechanism to ensure that research staff, including FTCs and PGRs have representation at committee level.	<p>Target: For committees and working groups to ensure FTC and PGR have representation.</p> <p>Measure: Internal Staff Engagement Survey under 'Empowering and Involving People'.</p> <p>Measure: Conduct focus group meetings with PGR and FTC representative</p> <p>Success: 85% of FTC staff completing internal survey- to agree 'I am regularly asked for my opinions'</p> <p>Success: Qualitative analysis of focus groups to show that PGR and FTC know the committees and working groups available for them to engage in at the University.</p>	Oct-23	ODDM, HoRS, ET		
Professional and Career Development							

Institutions must:					
PCDI1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	Continue to communicate 10 day professional practice to all researchers and encourage this to be discussed and recorded using the University's Workload Allocation Model.	<p>Target: All staff to be aware of the 10 days professional practice available to them and where this can be achieved internally and externally</p> <p>Target: All staff to understand what professional development is within their field</p> <p>Measure: Centralised CPD hours</p> <p>Measure: Attendance records</p> <p>Measure: CEDARs Q35</p> <p>Measure: Consultation and feedback with all staff and students on training sessions and 'what is professional development' initiative</p> <p>Success: 20% increase of attendance to internal research development events- including 50% increase from FTC researchers</p> <p>Success: Increase all development awards by 10%, increase by 20% for FTC researchers</p> <p>Success: 50% of staff to report 10 days professional practice in CEDARs survey</p> <p>Success: 80% of staff and students to record that their training expectations have been fulfilled on training feedback forms</p> <p>Success: Qualitative analysis to review that documenting what professional development is has encouraged further development</p>	Oct-23	RDT, HoRS, AD, PVCR, HR
		Develop a guide for 'what is professional development' which will be available on the research office webpage and communicated to all researchers		Mar-22	HoRS, RDT, RDO, RIM
		Encourage all researchers , previously only aimed at research students to attend WGU Researcher Training Sessions.		Sep-23	RDT, RDO, HoRS
		Promote Research Development awards for external funding, first collaborations and conference contributions.		Sep-23	HoRS, ADR, DM, RIM
		Create a timetable/ calendar of research and professional development opportunities the University is offering and can support.		Mar-22	HoRs, RIM, RDO,
PCD12	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	Annual Performance & Development Reviews include a section to discuss personal research plans and research development. To guide reviewers of the PDR process up coming research training and development opportunities will be shared with research managers.	<p>Target: Managers of researchers to be confident discussing research plans and career development with their researchers.</p> <p>Measure: CEDARs Survey</p> <p>Measure: Internal Staff Survey</p> <p>Measure: Consultation with managers of researcher</p> <p>Success: Staff Engagement Survey responses to 'Managing Performance'- aim to increase responses by +4%</p> <p>Success: Review and action plan in place from consultation</p> <p>Success: 75% of researcher to agree to statements of career development under Q28- To what extent do you agree with the following statements? My immediate manager</p>	Apr-22	HoRS, RDT, RDO, HR

PCD13	Ensure that researchers have access to professional advice on career management, across a breadth of careers	No immediate action was identified, the obligation is adequately covered through existing provision and/or initiatives.	Monitor responses to CEDARS Q30 to review if any future actions will be required.	Sep-23	n/a		
PCD14	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	Current development of Wrexham Glyndwr Research Information System will enable all staff to create profiles to showcase their research identity which will be published to the external webpages.	<p>Target: All staff and PGR students to have a place to record and showcase their research identity internally and externally</p> <p>Measures: WGRIS Reporting System</p> <p>Success: 50% of all staff to have a WGRIS profile in first year of roll out, 100% of FTC staff to have profile, 50% of PGR students.</p>	Apr-22	HoRS, CMRA, IT		
		<p>Encourage researchers to complete personal research plans and submit to the research office to then be able support what development might be required.</p> <p>Meet with individual researchers to discuss what support is needed to further develop their personal plans and as a University achieve metric test goals towards Research Degree Awarding Powers.</p>	<p>Target: Embed personal research plans into the annual PDR process</p> <p>Target: To understand and communicate to university committees what development is required for researcher to further develop and build capacity.</p> <p>Measures: PRP completions</p> <p>Measure: CEDARS Survey Q30</p> <p>Measure: Attendance of 1:1 PRP meetings with research office</p> <p>Measure: Qualitative review of PRPs</p> <p>Success: 100% FTC researchers to have PRP in place</p> <p>Success: 70% of all staff to have a PRP in place</p> <p>Success: 10% of all staff to have had a 1:1 meeting with research office about PRP and support required</p> <p>Success: Completion and action plan presented to RC on PRP analysis</p> <p>Success: 75% of staff completing CEDARS to strongly agree or agree 'You are aware of the support your institution provides for your career and professional development?</p>	Oct-22	HoRS, RDO, RIM, DM		
		Establish research centres and create designated webpages on the external facing Glyndwr website, showcasing examples of impactful research studies in that area.	<p>Target: Researchers to have a platform to showcase their research and research identity</p> <p>Measure: Web page completions, web hits</p> <p>Success: All research institutions, groups, disciplines/departments to have a designated webpage to showcase their current and past research</p>	Sep-23	RIM		

	<p>The introduction of a new Public Lecture Series; Glyndwr Talks. This will be available to all staff to participate and attend, to help grow their research platform and identity whilst creating opportunities to engage with the public and key stakeholders.</p>	<p>Target: Researchers to be able to effectively communicate their research through the public engagement.</p> <p>Measures: Attendance to public lectures Measures: Amount of researchers delivering public lectures Measures: Public engagement feedback Measures: Feedback from research presenting</p> <p>Success: Increase attendance to public lectures by 20% in first year</p> <p>Success: Increase interest in delivering a public lecture by 30% in first year- 10% from FTC staff</p> <p>Success: Review feedback from guests and presenters to show the potential impact and development of a research project.</p>			
	<p>Continue to promote staff to take part in the Future Leaders programmes which is offered to staff at lower levels. Pilot the WGU Leader programme aimed at higher level.</p>	<p>Target: For managers of researchers to feel appropriately trained management and leadership.</p> <p>Target: For all researchers to have access to leadership training</p> <p>Measure: CEDARs. responses to Q26, Q30,Q 33</p> <p>Measure: Feedback from programmes</p> <p>Measures: Review analysis of programme leaders training</p> <p>Measure: Attendance</p> <p>Success: 80% of managers of researchers to select 'I have done' to Q26- Managing staff performance</p> <p>Success: 50% of all staff, 70% of FTC staff to answer agree to Q30 You have time to develop your leadership skills?</p> <p>Success: Increase attendance of FTC staff by 20% to programmes</p>	Sep-23	HoE, ODDM	

PCD15	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this	Creating a research culture internally and work with academics to engage with industry through research and innovation projects. Organise and deliver internal events for promoting activities and sharing best practice Organise opportunities for skills development for academic staff Provide support when needed through accessing external support to increase capacity and expertise. Support in generation of Spin-Out and IP.	Target: Staff to be aware of the potential innovative and industrial partnerships they could be involved in. Measure: CEDARS- Q34- What is your level of interest in engaging in the following aspects of the research system? Measures: Internal monitoring of KT and KTPs Measure: Internal monitoring of contract research and consultancy Success: 80% of staff completing CEDARS to have an interest, i.e 'I would like to do this' engaging in the following aspects of the research system? Success: 30+ KT Vouchers per year Success: 3+ Mini KTPs per year Success: 10% increase in staff being involved with industry through research and innovation projects	Sep-23	HoE, HoRS, PVCR, DM, AD		
		Increase of contract research and consultancy work by creating and sustaining industry relationships. Develop key internal relationships. Organise opportunities for skills development for academic staff		Sep-23	HoE, HoRS, PVCR, DM, AD		
PCD16	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews.	No immediate action was identified, the obligation is adequately covered through existing provision and/or initiatives.					
Funders must:							
PCDF1	Incorporate specific professional development requirements in relevant funding calls, terms and conditions, grant reporting, and policies. This should include researchers' engagement in a minimum of 10 days' professional development pro rata per year, and evidence of effective career development planning						
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes						
PCDF3	Acknowledge that a large proportion of the researchers they fund will move on to careers beyond academia, and consider how they can encourage and support this within their remit						
Managers of researchers must:							

PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	Encourage researchers to submit their PRP to the research office after completing their annual performance development review.	<p>Target: Managers of researchers to be confident discussing research plans and career development with their researchers.</p> <p>Measure: CEDARs Survey Measure: Internal Staff Survey Measure: Consultation with managers of researcher</p> <p>Success: Staff Engagement Survey responses to 'Managing Performance' - aim to increase responses by +4%</p> <p>Success: Review and action plan in place from consultation</p> <p>Success: 75% of researcher to agree to statements of career development under Q28- To what extent do you agree with the following statements? My immediate manager</p>	Apr-23	DoF, AD, HoRS		
PCDM2	Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments	No immediate action was identified, the obligation is adequately covered through existing provision and/or initiatives.	Monitor responses to CEDAR questions Q17, 25, 28, 30 to review if any future actions will be required.	Sep-23	n/a		
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.	Through 'research briefings' to research line managers communications on 'what is professional development' and timetable of upcoming events will be sent out.	<p>Target: Managers of researchers to be able to effectively communicate with their research staff what professional development is and signpost what development needs they require.</p> <p>Measure: Consultation with managers of researcher Measure: CEDARs survey</p> <p>Success: 75% of researcher to agree to statements of career development under Q28- To what extent do you agree with the following statements? My immediate manager</p> <p>Success: Review and action plan in place from consultation</p>	Dec-22	DoF, AD, HoRS, ODDM, RDT		
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.	Promote Research Development awards for external funding, first collaborations and conference contributions.	<p>Target: All Managers of researcher to be aware of internal and external opportunities for their researchers</p> <p>Target: Managers of researchers to understand what professional development is within their field</p> <p>Measure: Consultation with managers of researcher</p> <p>Measure: Attendance to development events and Award</p>	Sep-23	HoRS, ADR, DM		

		<p>Provide guidance for research managers, with regards to supporting researchers to develop their research identity, leadership skills, engaging in career development conversations, and recognition and value at work.</p>	<p>Measure: Attendance to development events and awards submission.</p> <p>Success: 20% increase of attendance to internal research development events- including 50% increase from FTC researchers</p> <p>Success: Increase all development awards by 10%, increase by 20% for FTC researchers</p> <p>Success: 50% of staff to report 10 days professional practice in CEDARs survey</p> <p>Success: 80% of staff and students to record that their training expectations have been fulfilled on training feedback forms</p> <p>Success: Qualitative analysis to review that documenting what professional development has encouraged further development</p>	Mar-23	HoRS, RDT, ADR		
PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	<p>Continue to promote staff to take part in the Future Leaders programmes which is offered to staff at lower levels.</p> <p>Pilot the WGU Leader programme aimed at higher level.</p>	<p>Target: For managers of researchers to feel appropriately trained management and leadership.</p> <p>Target: For all researchers to have access to leadership training</p> <p>Measure: CEDARs. responses to Q26, Q30,Q 33</p> <p>Measure: Feedback from programmes</p> <p>Measures: Review analysis of programme leaders training</p> <p>Measure: Attendance</p> <p>Success: 80% of managers of researchers to select 'I have done' to Q26- Managing staff performance</p> <p>Success: 50% of all staff, 70% of FTC staff to answer agree to Q30 You have time to develop your leadership skills?</p> <p>Success: Increase attendance of FTC staff by 20% to programmes</p>	Sep-23	HoE, ODDM		
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	See all actions under PCDI1	See all Success measures under PCDI1	Sep-23	HoRS, RDT, AD, DoF, all research staff		

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	No immediate action was identified, the obligation is adequately covered through existing provision and/or initiatives.	Monitor responses to CEDARS Q30 to review if any future actions will be required.	Sep-23	n/a		
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	Encourage all researchers to submit their PRP to the research office. Circulate examples of Personal Research Plans from early, mid and experienced researchers.	Target: All researchers to have a career development plan in place which can be communicated internally and externally. Measure: Number of PRPs and CV's received Measure: WGRIS internal monitoring Success: 20% increase in PRPs submitted to the research office 100% of FTC researchers to have a PRP in place. Success: 100% of FTC researchers to have a CV in place Success: 50% of all staff to have a WGRIS profile in first year of roll out, 100% of FTC staff to have profile, 50% of PGR students.	Apr-22	All research staff		
		Ensure academic staff complete their academic CV using the University template and submit to the research office. Work with PGRs and FTC researchers to develop and guide their academic CV		Jun-22	HoRS, RDT, AD, DoF, all research staff		
		Ensure all researchers including staff on FTC engage with the new Wrexham Glyndwr Research Information System, and create and update staff profiles to reflect a portfolio of research activity.		Oct-23	All research staff		
PCDR4	Positively engage in career development reviews with their managers	No immediate action was identified, the obligation is adequately covered through existing provision and/or initiatives.	Monitor responses to CEDARS Q16, 21, 31 to review if any future actions will be required.	Sep-23	n/a		
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	See all actions under PCDI4	See all Success measures under PCDI4	Sep-23	All research staff		
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	Increase knowledge transfer activities with local and regional organisations by developing and managing key initiatives to encourage engagement.	Target: Staff to be aware of the potential innovative and industrial partnerships they could be involved in. Target: Increase the amount of public engagement and knowledge Exchange and Educational, non-Educational and industrial providers ready to take placements activities at the University Measure: CEDARS- Q34- What is your level of interest in engaging in the following aspects of the research system? Measures: Internal monitoring of KT and KTPs Measure: Internal monitoring of contract research and consultancy	Sep-23	HoE		

		<p>Working collaboratively increase and support work-related learning opportunities to aid in skills development and employability of our students and graduates</p>	<p>Success: 80% of staff completing CEDARS to have an interest, i.e 'I would like to do this' engaging in the following aspects of the research system?</p> <p>Success: 30+ KT Vouchers per year</p> <p>Success: 3+ Mini KTPs per year</p> <p>Success: 10% increase in staff being involved with industry through research and innovation projects Develop appropriate management of projects to ensure success and recurrent opportunities</p>	Sep-23	HoE, Programme leaders		
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* The Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.