HREiR Action plan - 2024-2027 [Forwards Looking Plan]

Details

Institution name:	Bath Spa University
Cohort number:	4
Date of submission:	September 2024
Institutional context:	Bath Spa University focuses on creativity and innovation and offers a range of teaching programmes across a range of disciplines, with a focus on creative and professional practice. We have three Career pathways for academic staff, each with distinctive criteria and expectations and aligned with REF, KEF and TEF. Research is expected to underpin each area with research career pathways staff additionally aligned to REF, including our small Research Only staff community

The institutional audience* for this action plan includes (only include direct beneficiaries; complete or delete, as appropriate):

Audience (direct beneficiaries of the action plan)	Number of	Comments
Research staff	13	Staff on research only contracts (RO staff)
Postgraduate researchers		incorporated into above
Research and teaching staff	564	across all 3 career pathways (of which 43% - 240 staff - are on the Research pathway)

	Obligation	Action		Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	**To be completed only when reporting on action plan**		
									Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Environment and Culture											
Awareness and engagement											
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.											
ECI1	Ensure all relevant staff are aware of the Concordat.	Information sessions relating to the Concordat have been included in the Researcher Development Programme for 2024/25 and are embedded within our Research & Library induction sessions, which run twice a year for all staff.		Yes	July 2025 July 2026	Head of RSO	Awareness of the Concordat is included in our CEDARS question set that we will run annually – we will aim to monitor awareness in our analysis each year, and discuss how compliance with the Concordat principles can help improve				

						our research culture with our ECR and Researcher staff peer communities				
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	Ongoing work with the Equality, Diversity & Inclusion Working Group (REEDIWG) to develop good practice in this area	Yes	End July 2026	PVCRE	REEDIWG will develop an baseline Equality Impact Assessment with positive actions arising from the CEDARS 2023/24 survey, and monitor the impact of this at the end of each year				
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.	First iteration of the CEDARS survey question set was undertaken in the 2023/24 academic year, and a comprehensive action plan was developed in response to this. The CEDARS survey data set will be run each year. We are aiming to increase engagement with the survey each year and will monitor improvements in response rates and responses against highlighted areas of concern. The action plan will be discussed with our various staff groups (Research Leaders, Early-Stage Researchers and Research Only staff) and progress evaluated	Yes	Report to Research & Enterprise Committee (REC) on progress against action plan each June	PVCRE	Review of CEDARs results will continue to inform the Researcher Development Programme and additional actions identified will aim to improve research environment and culture. Regular meetings will take place with researchers through the ESR network to ensure that their needs are being met. CEDARS 2023 has set a benchmark for improvement				
ECR 1	Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer	We have both Research Only Staff, and Early-Stage Researcher networks in place, which act as peer support communities. Both networks feed into the development of the Researcher Development Programme (RDP) each year, and staff are encouraged to take part in Research Centre activities and institution wide events and initiatives such as sandpits, interdisciplinary events and the annual Research festival. RO staff are encouraged to be members of REEDIWG and REC,	Yes	Dec 2024	Senior Lecturer (Research & Enterprise Development) SL(RED)	Regular meetings will take place with researchers through the networks to determine if these initiatives are impacting on their experience. CEDARS 2023 has set a benchmark for improvement				

	researchers and students.	and the HR Excellence in Research Working Group.								

Wellbeing and mental health										
The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.										
ECI3	Promote good mental health and wellbeing through the effective management of workloads and people.	The CEDARS survey showed that workloads are a key issue in how staff feel about their mental health and wellbeing, and that there is a lack of awareness about the Workload Planner tariff and process and procedures. • PVCRE and Head of RSO to work with the WLP team to raise awareness of WLP process and to support training and development in this area. • RSO to arrange a series of 'Spotlight On' sessions, one of which will focus on the WLP tariff allocations and the process for agreeing allocations with Line Managers	Yes	July 2025	PVCRE Head of RSO HR	Survey responses reduced (from 50%+) to below 30% of staff who disagree that they are treated fairly in this area for 2024/25 and 10% in 2025/26 Greater understanding by staff of the process that is involved and the avenues that they have to address workload allocations will help to address inequalities in this area. At the current time, the issue of workload is a barrier to engagement with non-teaching activities across the university – the RSO will monitor whether this remains a key issue, or if the greater understanding and implementation of the correct process eases the burden on staff, and views expressed at meetings and in RDP training			
ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	The RDP for 2024/25 includes two dedicated workshops focussed on mental health and wellbeing	yes	July 2025	SL (RED)	80% of research managers attend at least one training session and commit to one change in their practice			
ECM 3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	The RSO will be working with Research Leads to develop a series of sand pits and events to bring staff together to talk about their research across the 2024/25 academic year and onwards, to foster a more inclusive culture as part of the Research Matters initiative.	yes	July 2025	SL (RED)	Survey responses reduced (from 35%+) to below 20% of staff who have negative perceptions in this area for 2024/25 and 10% in 2025/26 Bringing staff together to talk about their work in a more inclusive culture will help			

		The RSO will work with HR to identify appropriate forum to address mental health and wellbeing issues as part of our research culture work. This should include issues around reporting and how work is covered if people are off sick, and how this is communicated across the team and to any students that are affected				them to feel that their work is valued. By working with HR to support staff wellbeing we hope to show that this issue is recognised by the university, and that measures are being put in place to address this, which should lead to greater job satisfaction.				
ECM 4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	The university has a flexible working policy and this is put in place where appropriate to support research staff, where funding guidance allows/is approved.	yes	July 2025	Research Projects & Governance Manager	Discuss progress in this area with RO staff at network meetings Issues relating to flexible working are addressed at start up meetings and any requests logged, with review of outcomes so that barriers can be addressed				
ECR 3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	The RDP for 2024/25 includes two dedicated workshops focussed on mental health and wellbeing	yes	July 2025	SL (RED)	50% of researchers attend at least one training session and commit to one change in their practice				
Bullying and harassment										
The aims of these obligations are to eliminate bullying and harassment in the research system, tackled through progressive policies and secure mechanisms to address incidents.										
ECI3	Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those	Results of the CEDARS survey show that staff feel that the university does not deal with allegations of bullying and harassment adequately. There is a clear need to rebuild the trust of staff in these areas. This issue is being looked at specifically by the REEDIWG group for specific positive actions to be identified. **ACTION:** • Work with REEDIWG to address these issues • 'Spotlight On' session on the bullying and harassment	Yes	July 2025	Head of RSO	Survey responses reduced (from 35%+) disagreeing that policies are unfair to below 15% of staff who are feel this for 2024/25 and 5% in 2025/26. More transparent processes should help to build trust in staff, as should well publicised positive actions.				

reporting issues.	process and policy and process • HR to investigate how they can best support staff who are facing harassment from students									
ECM 3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	As above, measures will be put in place to ensure that staff are more aware of policies and procedures	Yes	July 2025	Head of RSO	Survey responses reduced (from 35%+) disagreeing that policies are unfair to below 15% of staff who are feel this for 2024/25 and 5% in 2025/26. More transparent processes should help to build trust in staff, as should well publicised positive actions.				
ECR 4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to discrimination, harassment and bullying.	As above, measures will be put in pace to ensure that staff are more aware of policies and procedures	Yes	July 2025	Head of RSO	Survey responses reduced (from 35%+) disagreeing that policies are unfair to below 15% of staff who are feel this for 2024/25 and 5% in 2025/26. More transparent processes should help to build trust in staff, as should well publicised positive actions.				
Equality, diversity and inclusion										
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and adopt practices enhancing equality, diversity and inclusion.										
ECI4 / ECM 1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	HEQR Research Culture funding is continuing to be ring-fenced to support this area with a range of workshops being developed. BSU is part of the SW ELEVATE network and funds 5 staff to attend this training programme each year REEDIWG has been allocated a budget of £10,000 each year from QR culture funding to support training and development in this area.	yes	July 2025	Chair of REEDIWG and Head of RSO	80% of RO staff to attend training and development in this area to inform their practice. Seek RO membership on the REEDIWG group – at least 1 representative each year so that specific issues relating to this group of staff can be addressed.				
ECR 2	Ensure researchers act in accordance	There are two dedicated sessions around EDI in the RDP in the 2024/25 academic year.	yes	July 2025	SL (RED)	50% of researchers attend at least one training session and commit to one change in their practice				

	with employer and funder policies related to equality, diversity and inclusion.									

Research Integrity

The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and maintain high standards of research integrity, and are able to report infringements or misconduct.

ECI5 / ECM 2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.	A series of training workshops around research integrity have been developed as part of the RDP. The academic misconduct policy is currently being updated and there will be a range of consultation exercises that will help raise awareness of the new policy and process for reporting incidents of academic misconduct **ACTION:** • RSO is leading this work as part of the remit of the University Ethics Committee and Research Integrity Concordat – UEC will approve a consultation strategy across the university for the new policy • 'Spotlight On' session to also support this work	Yes	July 2025	SL (RED) and Research Projects and Governance Manager	Survey responses reduced (from 25%+) disagreeing that they are aware of this policy to 15% for 2024/25 and 5% in 2025/26. More transparent processes should help to build trust in staff.			
ECM 3	Ensure managers report and address incidents of poor research integrity.	We will continue to regularly highlight reporting mechanisms in newsletters, induction and other training sessions A new on-line reporting system has been put in place by HR to tackle this issue centrally which should ensure that staff feel more supported in this area.	Yes	July 2025	PVCRE	PVCRE and University Secretary monitor reporting as part of annual report to Board of Governors on Research Ethics & Integrity, and continue to monitor data on a year-by-year basis to address any areas of concern			
ECR 2	Ensure researchers act in accordance with employer and funder policies related to	A series of training workshops around research integrity have been developed as part of the RDP.	Yes	July 2025	SL (RED)	50% of researchers attend at least one training session and commit to one change in their practice			

	research integrity.									
ECR 4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	The academic misconduct policy is currently being updated and there will be a range of consultation exercise that will help raise awareness of the new policy and process for reporting incidents of academic misconduct **ACTION:** ● RSO is leading this work as part of the remit of the University Ethics Committee and Research Integrity Concordat – UEC will approve a consultation strategy across the university for the new policy ● 'Spotlight On' session to also support this work	Yes	July 2025	PVCRE	PVCRE and University Secretary monitor reporting as part of annual report to Board of Governors on Research Ethics & Integrity, and continue to monitor data on a year-by-year basis to address any areas of concern			
Policy development										
The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.										
EI7	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making.	Staff are seeking more opportunities to engage with school and institutional decision-making bodies and with public policy development. There are a number of working groups that the R&E dept are responsible for, and membership of these could be opened up more widely to staff as well as promotion opportunities to represent the university on sector wide bodies such as UPEN. **ACTION:** ● RSO to promote opportunities for staff to engage in BSU activities (with recommended WLP allocations) more widely ● RSO to arrange policy workshops with external collaborators such as POST to highlight opportunities for	Yes	July 2025	Head of RSO	20% More staff to be engaged with research working groups beyond research leads in Schools by end of 2024/25 At least one POST workshop/information session to be arranged in 2024/25 and in 2025/26 and 50% of staff attending to have completed the Parliamentary register to highlight their research expertise as a result of this. We do not currently have an Experts for Journalists database, but RSO will be able to monitor how many additional staff begin to engage with policy makers externally, and if this will			

		staff to engage with policy makers				lead to new research collaborations				
ECM 5	Encourage managers to engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	PVCRE and Head of RSO meet termly with Heads of School to discuss research policy and strategy - these meeting will continue to be used to identify how we develop research environment and culture. PVCRE and Head if RSO also meet annually with HoS and their Research leads to discuss School research strategies	Yes	July 2025	PVCRE	Plans for the use of devolved HEQR are focussed around the improvement of research environment and culture each year, and the impact of this is monitored through the annual reporting cycle				
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	There are a number of working groups that the R&E dept are responsible for, and membership of these could be opened up more widely to staff as well as promotion opportunities to represent the university on sector wide bodies such as UPEN. **ACTION:** • RSO to promote opportunities for staff to engage in BSU activities (with recommended WLP allocations) more widely • RSO to arrange policy workshops with external collaborators such as POST to highlight opportunities for staff to engage with policy makers	yes	July 2025	PVCRE	RSO to use meetings with the RO staff network and ESR network to highlight these opportunities and to encourage RO staff to take up these positions. At least one POST workshop/information session to be arranged in 2024/25 and in 2025/26 and 50% of staff attending to have completed the Parliamentary register to highlight their research expertise as a result of this.				

ECR 5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	Actively communicate Town Halls and researcher networks and events as opportunities to inform policy development to ensure high attendance	yes	July 2025	PVCRE	20% More staff to be engaged with Research working groups beyond research leads in Schools by end of 2024/25				
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	Termly Research Forums have been put in place for researchers to discuss their work and explore interdisciplinary collaborations, culminating in the annual Research Festival. Funding has bene set aside to support these groups for 2024/25 to seed fund interdisciplinary projects.	Yes	July 2026	Head of RSO)	Survey responses reduced (from 40%+) to below 25% of staff not feeling valued in this area for 2024/25 and 10% in 2025/26 The Research Matters initiative is being relaunched which should give staff an opportunity for their work to be highlighted more systematically across the university, and to demonstrate that this is valued by the BSU community. Success will be measured by an uplift in stories that are sent for us for inclusion, showing that staff feel the value of this, and also from the impact that our social media campaign has through monitoring retweets, blog reads etc.				
Employment										

Recruitment and induction										
The aims of these obligations are to ensure recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.										
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	RSO will work with HR to meet the requirements of CoARA and DORA in relation to research assessment metrics	Yes	July 2026	Head of RSO	Accreditation to be achieved and action plan put in place and widely disseminated across the University.				
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	The Research & Library induction was relaunched this year with sessions that were open to everyone, rather than targeted at new staff. They are generic in content, which meant that some of the content may already have bene know to some participants. **ACTION:** • Research & Library induction should continue to be offered to all but targeted at new staff, to help ensure that they attend at the start of their BSU journey • RSO 'drop in ' session to be reinstated to offer staff the chance to talk to members of the team about specific areas of work they are interested in	Yes	July 2026	SL (RED) and Head RSO	Usefulness of Research & Library induction to improve from 58% to 70%+ in 2024/25 and 2025/26 Academic staff dip in and out of research activities on an annual basis so having drop-in sessions where staff can focus on specific issues should mean that they are accessing information as and when require, causing less frustration to staff.				
Recognition, reward and promotion										
The aims of these obligations are to ensure the fair and inclusive recognition of researchers as part of their career progression.										
EI3	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of	There is a clear need to help staff to understand the promotions criteria and pathways, and the decision-making processes. Other opportunities for career advancement are also not clear to staff, and are not seen to be fair and inclusive. RO staff have no clear pathways to progression	Yes	July 2026	PVCRE and Head of RSO	Survey responses reduced (from 50%+) to below 25% of staff not feeling valued in this area for 2024/25 and 10% in 2025/26 More transparency in the career advancement opportunities open to staff				ONGOING

	researchers' contributions and the diversity of personal circumstances.	**ACTION:** • 'Spotlight On' series to include session on the promotions pathways, as well as the annual promotions workshops that support the promotions round • RSO to work with HR to develop a central resource for staff to understand what career progression opportunities are available across the 3 career pathways • PVCRE to raise these issues at the Promotions Working Group					and the application processes involved e.g. for Programme/ Subject Leads may also help improve perceptions of fair treatment of staff. Acknowledgement by HR and Senior Staff that research pathways to promotion are important and should be put in place, and action take to address this.			
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	RSO to develop with HR an EIA for promotions, and put positive actions in place	Yes	July 2025	REEDIW G		Improve number of female and BME staff applying for and achieving promotion			
Responsibilities and reporting										
The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.										
EM2	Managers familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding.	Line Management Training and grant start up meetings are in place to meet this requirement. NO FURTHER ACTON REQUIRED								

ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	Grant start up meetings are in place to meet this requirement, and the Research projects and Governance Manager meets with researchers on a regular basis to go through terms and conditions of funding. NO FURTHER ACTON REQUIRED								
ER2	Researchers understand their reporting obligations and responsibilities.	As above NO FURTHER ACTION REQUIRED								
People management										
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.										
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	The CEDARS survey analysis showed that there is a need to improve management training for LM, especially in relation to poor performance and in supporting staff with their career aspirations. Training to support LM to have career development discussions has been identified as a priority, as well as the management of poor performance. **ACTION:** • RDP to include sessions relating to career development planning and support	Yes	July 2025	SL RED	Target for 2024/25 of a session in career development planning and also a session on how to support staff with their career development to be incorporated into the RDP for 2024/25 and attendance benchmark set for future years. Workshops to be evaluated to assess impact on participants.				
EI5	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through	As E14 above Line Managers forum should also be used to highlight and share good practice in this area **ACTION**: • Head of RSO to raise this issue and plan some good practice sessions through work on the Line Managers Forum Steering Group	Yes	July 2026		At least one good practice session to be scheduled for 2024/25 and 2025/26 academic year and change in practice monitored through the Line Managers peer community				

	annual appraisals, transparent promotion criteria, and workload allocation.									
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	The CEDARS survey analysis showed that staff do not feel that Line Managers have a good understanding of researcher needs and are not able to support their aspirations, and are not aware of the opportunities that are available to research staff. **ACTION**: • RSO to work with HR to provide some tailored workshops for Line Managers of academic staff to set out how time to support research works in the WLP and with grant buy-out, and to explore these issues.	Yes	July 2026	Head of RSO HR	Perceptions on support given from Line Managers to improve from 50% to 70%+ in 2024/25 and 2025/26 This should impact on improvement in other areas, to ensure that staff feel that they are more supported to develop their research careers and development				
EM4	Managers actively engage in regular constructive performance management with their researchers.	The CEDARS survey analysis showed that SDR completion rates need to be improved with 71% of staff receiving an SDR, and 29% of staff who did not have an SDR Of staff that had an SDR, 28% did not find this useful. 53% of staff that did not have an SDR were not invited to attend one. **ACTION:** • HR is addressing the issue of SDRs as a matter of priority and the Head of RSO will work with HR to input into the revised process and associated training. • SDR targets need to link to WLP discussions	Yes	July 2026	HR Head of RSO	Target for 2024/25 of 85% completion, and 90% in 2025/26 Ensuring that staff have SDRs, and that managers are adequately trained, should ensure that staff feel that these are more useful, and that the work that they are doing is more valued. This will impact on other areas as set out above.				
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	As above	Yes	July 2025	PVCRE and Head of RSO	PVCRE reviews the impact of positive SDR discussions with the RO network group				

Job security										
The aim of this obligation is to improve the job security of researchers.										
EI6	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress.	We have supported several researchers with bids to help secure their contracts on an on-going basis and at the end of contracts consult with HR on redeployment opportunities. Several RAs we have supported on previous short term contracts are now employed at Bath Spa or in academic careers elsewhere across the sector. This work will be ongoing, as will the use of HEQR funding to support RAs with gaining valuable skills in project management and people management.	Yes	July 2025	PVCRE and Head of RSO	Consultation meetings on job security for contract researchers offered each year with the PVCRE and RSO team. Seed funding programme to continue in 2024/25 which will offer opportunities for RA support.				
Professional and Career Development										
Championing professional development										
The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.										
PCD I1	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.	The CEDARS survey analysis showed that staff would like to be enabled to engage more in CPD and supported with time and resources to do this. The survey identified a real need to find ways for staff to engage more with training and development, with more transparency about what is available, and funding for conference attendance to be made available. **ACTION:** • 'Spotlight on' sessions for CPD opportunities and promotions round to be put in place • Posters advertising the RDP to be created for campus use	Yes	July 2026	Head of RSO	Staff reporting more than 2 days on CPD to increase from 56% of staff to 70%+ of staff, and all staff to report some level of engagement (currently 18% of staff stated that they did not attend any CPD in the last 12 months) by end of 2025/26 academic year. The RSO will continue to monitor attendance rates on the RDP and evaluations of the impact that sessions have had on professional practice, particularly on sessions where researchers have stated that they would like additional or specific training e.g. writing retreats				

		- PVCRE to discuss with HoS how schools use their devolved QR to support conference attendance more equitably across BSU - PVCRE and Head of RSO to lobby for a base WLP allocation to be added to the tariff for personal and professional development - Writing retreats and more face-to-face provision to be explored as part of the RDP							
PCD I6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	A full schedule of activities is planned in the RDP for 2024/25. Engagement will be shared with Heads of School and the RDP will be used to help inform career planning sessions RSO is working with HR to create a one-stop training platform where staff can access training and development that is available – this will link to HR, IT and RDP opportunities across BSU.	yes	July 2025	SL (RED) and Head of RSO	A full year schedule is being published at the start of each academic year which will help RO staff plan their training and professional development activities, and discuss this with both their coach, and with their Line Manager to inform their professional development. Engagement of staff on the RDP will be monitored against the 10 days CPD target.			
PCD M3	Managers 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.	Continue to ensure that 10 days professional development is ring-fenced for all Research only staff and to include 10 days pro-rota for all CoIs and PIs on funded projects. Continue to engage with WLP Steering Group and with HoS to advocate to 10 days allocations across all academic staff.	Yes	July 2025	PVCRE and Head of RSO	Protection of time for these staff should ensure that they are supported in their professional development. Time spent on RDP sessions can be monitored for these staff across 2023/24 and used as a benchmark to move forward.			

PCD R1	Researchers 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.	A full schedule of activities is planned in the RDP for 2024/25. Engagement will be shared with Heads of School and the RDP will be used to help inform career planning sessions	No	July 2024	SL (RED) and Head of RSO	A full year schedule is being published at the start of each academic year which will help RO staff plan their training and professional development activities, and discuss this with both their coach, and with their Line Manager to inform their professional development. Engagement of staff on the RDP will be monitored against the 10 days CPD target. .				
Career development reviews										
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.										
PCD I2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	The CEDARS survey analysis showed that staff do not feel supported with career development planning, or have resources that can help them to manage their career development activities. There is currently little opportunity for staff to discuss their career aspirations and to manage this in a systematic way, and to develop their broader leadership skills. **ACTION:** ● Opportunities and funding for Career Development Planning such as those offered by CCCI to be explored for extension across the university ● Cohort 2 and 3 of Leadership Coaching programme to be launched ● Research only staff to continue to be provided with individual coaching opportunities	No	July 2026	Head of RSO and SL RED	Resources identified to put in place a more comprehensive Career Development Planning session . 20 staff to be recruited to the Leadership coaching programme in both 2024/25 and 2025/26 All RO staff to receive individual coaching in 2024/25 and 2025/26 The RSO will evaluate the impact of the coaching sessions on individuals and survey staff involved on additional training that can be put in pace to support the with their development.				

PCD I6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	The CEDARS survey analysis showed that SDR completion rates need to be improved with 71% of staff receiving an SDR, and 29% of staff who did not have an SDR Of staff that had an SDR, 28% did not find this useful. 53% of staff that did not have an SDR were not invited to attend one. **ACTION:** • HR is addressing the issue of SDRs as a matter of priority and the Head of RSO will work with HR to input into the revised process and associated training.	Yes	July 2026	HR Head of RSO	Target for 2024/25 of 85% completion, and 90% in 2025/26 Ensuring that staff have SDRs, and that managers are adequately trained, should ensure that staff feel that these are more useful, and that the work that they are doing is more valued. This will impact on other areas as set out above.			
PCD M1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	The CEDARS survey analysis showed that SDR completion rates need to be improved with 71% of staff receiving an SDR, and 29% of staff who did not have an SDR Of staff that had an SDR, 28% did not find this useful. 53% of staff that did not have an SDR were not invited to attend one. **ACTION:** • HR is addressing the issue of SDRs as a matter of priority and the Head of RSO will work with HR to input into the revised process and associated training.	Yes	July 2026	PVCRE Head of RSO	PVCRE to review SDR completion rates with the RO staff community, and work with them to address issues of disparity and improvement. As this is a small group of staff, we need to make sure that confidentiality is maintained.			
PCD R4	Researchers positively engage in career development reviews with their managers.	As part of the ESR community RO staff have the opportunity to have a research mentor, and funding is also provided to them for individual and peer coaching through the RO network. RO staff will be encouraged to discuss outcomes arising out of these sessions with their Line Managers as part of their SDR reviews.	No	July 2026	PVCRE and Head on RSO	PVCRE to review SDR satisfaction with the RO staff community, and work with them to address issues of disparity and improvement. As this is a small group of staff, we need to make sure that confidentiality is maintained. .			
Career development support and planning										
The aims of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience.										

PCD I3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	Career development workshops and the MA module in Researcher Development to continue to run and RO staff are encouraged to attend. 'The Network' for Contract Researcher community and the ESR network include bespoke career coaching and advice. No further action. required	N/A	N/A	N/A	N/A				
PCD R3	Researchers 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.	In 2024/25 RSO introduced 5 year career planning sessions for staff on the research pathway with an experienced Senior Professor. Staff are encouraged to use this plan to inform their ongoing development and training needs, and to discuss this with mentors and coaches where appropriate, to feed into their annual SDR.	Yes	July 2025	PVCRE and Head on RSO	The uptake and impact of the 5 year career planning sessions will be discussed with the RO network community to inform future programmes.				

Research identity and leadership

The aims of these obligations are to provide researchers with opportunity to progress in their careers by developing their research identity and leadership capabilities.

PCD I4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	A range of sessions have been built into the RDP to help support researchers with their development. These include workshops on funding, grant writing, public engagement and impact and opportunities to lead projects through our seed funding calls. A new mid-career leadership coaching programme was introduced in 2024/25 and two additional annual cohorts will follow. Time has been agreed for staff on the programme to attend 3 x 90 minute coaching sessions.	Yes	July 2026	PVCRE and Head of RSO	An evaluation of the experience of the first cohort of staff on the leadership programme will be evaluated and fed into future programmes. RO staff who have gained leadership experience through the management of HEQR projects will be encouraged to apply to the programme..				

PCD M4	Managers 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.	Coaching and leadership training is provided on a one-to-one basis through an open recruitment programme. The University is part of the SW Elevate programme, aimed at women from global majority backgrounds. RO staff are encouraged to apply for HEQR projects to develop their project and people management skills.	Yes	July 2027	PVCRE and Head of RSO	Participation of staff on external leadership programmes is being evaluated to assess impact on their personal and professional development. HEQR funding includes a ring-fenced allocation for ERS staff, and success will be monitored on an annual basis.				
PCD M5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	Coaching and leadership training will continue to be offered to all mangers through the opportunities set out above.	Yes	July 2025	PVCRE and Head of RSO	Experience of staff who have been coached will be evaluated to assess impact on their personal and professional development, and also to track progress through promotion routes.				

Diverse careers

The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.

PCD I5	Recognise that moving between, and working across, employment sectors can bring benefits to research	The CEDARS survey analysis showed that staff aspire to work in research careers beyond academia, and in gaining entrepreneurial skills. Opportunities and skills development for staff who want to work outside of academia could be	Yes	July 2026	KE Manager and SL RED	Meetings with IKE Unit to explore opportunities result in secondments put in pace in 2025/26 One skills training session to take place in 2024/25 and 2 in 2025/26				

	and researchers, and support opportunities for researchers to experience this.	developed through work placements and secondments with business and industry. Staff are also interested in starting their own businesses. **ACTION:** • RSO to explore options for staff to undertake placements in businesses we are linked with, through collaboration with the Innovation and KE Unit • Entrepreneurial skills programme to be built into RDP.				We will be able to monitor the impact of this work by monitoring how many additional staff engage with consultancy contracts, and also how much support we are asked for in terms of setting up University spin-outs.				
PCD M2	Managers support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.	An ESR mentor programme is in place and all staff have access to the RDP to support their professional development. No formal secondment programme is in place. NO FURTHER ACTION IDENTIFIED AT THIS STAGE	N/A	N/A	N/A	N/A				
PCD R2	Researchers explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.	An ESR mentor programme is in place and all staff have access to the RDP to support their professional development. No formal secondment programme is in place. NO FURTHER ACTION IDENTIFIED AT THIS STAGE	N/A	N/A	N/A	N/A				
PCD R6	Researchers consider opportunities to develop their awareness and experience of the wider research system	Researchers have the opportunity to apply for seed funding to support them with KE dialogues, public engagement and impact activities each year. There is a range of training provision within the RDP around this area.	Yes	July 2026	KE Manager, Impact Research Fellow and Head of RSO	Uptake on these programmes will be monitored and sessions evaluated to inform future planning. All funded projects are evaluated to measure impact.				

				Longer term sustainability of outcomes from funded activities will be monitored.				
through, for example, knowledge exchange, policy development, public engagement and commercialisation.	The KE Dialogues programme will continued to be supported through the AHRC Impact Accelerator Award and HEQR funding.							

				Abbreviations and glossary (more rows can be added)	
1	14a.--G1326.--Annual-Compliance-Statement-on-Research-Integrity-2022-23.pdf (bathspa.ac.uk)		AHRC	Arts and Humanities Research Council
2			CEDARS	Culture, Employment and Development of Academic Researchers survey
3			CoARA	Coalition for Advancing Research Assessment
4			DORA	Declaration on Research Assessment
5			EDSG	Equality and Diversity Steering Group
6			HEQR	Higher Education Quality Research funding provided by Research England
7			Head of RSO	Head of Research Office
8			HoS	Head(s) of School
9			HR	Human Resources
10			IAA	Impact Accelerator Account
11			KE Manager	Knowledge Exchange Manager
12			LM	Line Managers
			PVCRE	Pro-Vice Chancellor (Research & Enterprise)
13			RDP	Researcher Development Programme
14			REC	Research & Ethics Committee
			REEDIWG	Research & Enterprise Equality, Diversity & Inclusion Working Group
			R&E	Research & Enterprise department
			RO staff	Staff on Research Only contracts
			RSO	Research Support Office
			SDR	Staff Development Review
			SL RED	Senior Lecturer (Research and Enterprise Development)
			UEC	University Ethics Committee

UKCoRI	UK Committee on Research Integrity
WLP	Workload Planner