HREiR Action plan – Backwards Looking Plan: 2021-2024

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
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 <u>impact</u> of the action (success measure)	Comments (optional)	*To be completed only when reporting on action plan*		
									Progress update	The actual <u>impact</u> 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.	Staff are introduced to the Concordat at the Research Induction sessions, and details are circulated regularly in the Research newsletter.		Yes	End June 2024	Head of Research Support Office (RSO)	We are aiming for at least 50% of staff on our Teaching & Research career pathway to complete the		Ethics approval was granted in October 2023 Survey was launched in April 2024 Working Group has evaluated responses	Advocacy and feedback not yet realised - 15% completion rate was achieved despite extending the deadline several times and an extensive comms campaign	CARRIED FORWARD

		Alongside this we will develop a communication and advocacy plan to take part in the 2023 CEDARS survey. Evaluate results of this to identify impact and actions to inform our policy and practice. Feedback to research staff through this process.				CEDAS survey - advocacy and the feedback loops for this should ensure that staff have a clearer understanding of the links between CEDARS, and the Concordat itself.		and agreed an action plan which has been discussed at HRExRWG and will go to REC in Autumn 2024. We have used the survey responses to set a series of benchmarks to measure against in our 2 year forwards looking plan	
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	Research & Ethics Committee (REC) have set up an Equality, Diversity & Inclusion Working Group (REEDIWG) to be launched in 2023/24 to review our processes and policies and to develop good practice in this area	Yes	End July 2024	PVCRE	REEDIWG aims to develop and support good practice in this area by supporting the development of Equality Impact Assessments (x 4) related to research activities, and prompt changes in behaviour at project level		Membership of group has been confirmed and the group met twice in 2023/24 and will meet 3 x year moving forwards. REEDIWG to work with HR on an EIA across our research activities which can be used as a benchmark for developing these activities further.	There has been a useful dialogue across the university on how we can create a more inclusive culture for staff, and how we can ensure that we have fair and transparent processes and procedures in place to support research. EIA development now planned for 2024/25.	CARRIED FORWARD
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.	Take part in the combined CEDARS survey and will evaluate results of this to identify impact and actions to inform our policy and practice. An annual meeting for FTC and research only staff will be set up to discuss relevant issues and to feed into the Concordat review and to assess how they can best engage with research initiatives across the university, and will inform the bespoke training that is put in place through the Researcher Development programme. Will also explore opportunities for more informal networking.	Yes	Sept 2023	PVCRE	Review of CEDARs results will inform the Researcher Development Programme for 2023/24 and address training and development needs of staff, and additional actions identified 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.		Members of the network have been meeting regularly and have been allocated a small budget which they can use to support training needs. They report on their activities to the Head of RSO and meet with the PVCRE annually to discuss relevant issues.	The training budget was used in 2022/23 academic year for individual coaching. Feedback has been positive and useful to help with professional and career development planning. Requirements for training and development identified through the survey have been embedded in the RDP for 2024/25.	ONGOING PRIORITY

							CEDARS 2023 will set a benchmark for improvements		
ECR1	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 researchers and students.	We will build on ESR network sessions and training and development workshops to support researcher engagement and peer support across BSU	No	Dec 2024	Senior Lecturer (Research & Enterprise Development)

SL(RED) | Regular meetings will take place with researchers through the ESR network and with PGR students to determine if these initiatives are impacting on their experience.

CEDARS 2023 will set a benchmark for improvements | | The new RDP has a range of modules that incorporate these issues around research culture within the sessions and the relaunch of the ESR mentoring programme will support these areas. The ESR network was not well attended last year but we are developing some new sessions targeted around pertinent issues gathered from the annual ESR survey. | Peer support and developing the ESR network has been challenging in the last year, but those that attended sessions found them useful, and we were able to fund a range of small projects to help ESRs plan and deliver small external engagement activities, which have been used as a springboard for future projects ad seed funding applications.

ESR mentor programme was relaunched with a wraparound package of ESR networking and training events, but attendance remains low. 50% of ESRs now have mentors in place. | ONGOING PRIORITY |

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 results of the Workload Planning Tool (WLP) pilot will be published in July 2023 and used to make amendments to the tariff for 2023/24	yes	July 2024	PVCRE with senior colleagues	Staff report that work life balance is improving

CEDARS 2023 will set a benchmark for improvements | | The implementation of WLP pilot was delayed until academic year 2023/24.

CEDARS question set was implemented locally in May 2024 | The Head of RSO is a member of the WLP Steering Group and has been able to ensure that time is protected within the WLP for staff to engage in research activities. We will be monitoring the impact of this across the academic year. | CARRIED FORWARD - Date of review to be moved to July 2025 |
| ECI4 | Ensure managers of researchers are effectively trained in relation to wellbeing and mental health. | Series of workshops to be introduced in 2023/24 around wellbeing and mental health | yes | July 2024 | SL (RED) | 80% of research managers attend at least one training session and commit to one change in their practice | | Workshops have been developed in collaboration with the Student Wellbeing service and launched as part of the RDP for 2023/24 | There has been a focus on staff and student wellbeing across the university with a range of central activities to support our academic community, CEDARs data will show how effective this has been and the impact that this has had on research staff.

CEDARS data to be used as a benchmark for future improvements. | CARRIED FORWARD - Date of review to be moved to July 2025 |

ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	Series of workshops to be introduced in 2023/24 around wellbeing and mental health	yes	July 2024	SL (RED)	80% of research managers attend at least one training session and commit to one change in their practice		The WLP pilot has been developed in full consultation with unions and staff. It aims to ensure that staff workloads are manageable and appropriate and that Line Managers have discussions around workload with their staff on this basis.	CEDARS data has been evaluated and the data used as a benchmark for future improvements as set out in the 2024-2027 forward looking Action Plan.	CARRIED FORWARD - Date of review to be moved to July 2025
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	Work with HR to ensure that training and development for research Line Managers is in place, and good practice is addresses at project start-up phase	yes	July 2024	Research Projects & Governance Manager	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 CEDARS 2023 will set a benchmark for improvements		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.	CEDARS data has been evaluated and the data used as a benchmark for future improvements as set out in the 2024-2027 forward looking Action Plan.	CARRIED FORWARD - Date of review to be moved to July 2025
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	Series of workshops to be introduced in 2023/24 around wellbeing and mental health with examples of good practice	yes	July 2024	SL (RED)	50% of researchers attend at least one training session and commit to one change in their practice		Workshops have been developed in collaboration with the Student Wellbeing service and launched as part of the RDP for 2023/24	There has been a focus on staff and student wellbeing across the university with a range of central activities to support our academic community. CEDARs data will show how effective this has been and the impact that this has had on research staff.	CARRIED FORWARD - Date of review to be moved to July 2025

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	Work with HR to ensure that training and appropriate arrangements are disseminated to all research staff. New academic misconduct policy to be introduced through meetings with research staff in schools through a staff consultation process.	no	July 2024	Head of RSO	New academic misconduct policy approved and disseminated, with positive feedback form academic staff.		Review of academic misconduct policy was put back and is now being developed with RSO involvement in collaboration with HR and student services, led by academic governance.	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.	CARRIED FORWARD - Date of review to be moved to July 2025

	appropriate support for those reporting issues.									
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	Bullying and Harassment policy to be reviewed in line with particular needs of research only staff and workshop arranged to disseminate this across research managers	no	July 2024	REEDIWG	HR to monitor no. of incidents reported - 2023/24 figures used as benchmark for improvement		REEDIWG met twice in 20023/24 and will meet 3 x year moving forwards	CEDARS data has been evaluated and the data used as a benchmark for future improvements as set out in the 2024-2027 forward looking Action Plan.	CARRIED FORWARD - Date of review to be moved to July 2025
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to discrimination, harassment and bullying.	New academic misconduct policy to be introduced through meetings with research staff in schools through a staff consultation process.	no	July 2024	REEDIWG	HR to monitor no. of incidents reported - 2023/24 figures used as benchmark for improvement		REEDIWG met twice in 20023/24 and will meet 3 x year moving forwards	CEDARS data has been evaluated and the data used as a benchmark for future improvements as set out in the 2024-2027 forward looking Action Plan.	CARRIED FORWARD - Date of review to be moved to July 2025

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 / ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	Series of workshops to be introduced in 2023/24 around EDI	yes	July 2024	SL (RED)	80% of research managers attend at least one training session and commit to one change in their practice		We have used our HEQR culture funding to deliver EDI training within the RDP and to support 7 staff to attend the Advance HE Diversifying Leadership training programme	Feedback from staff who attended the Advance HE training has been positive, with an impact on confidence, leadership skills and opportunities to make a different in their departments on a range of issues. HEQR research Culture funding is continuing to be ring-fenced to support this area with a range of workshops being developed.	CARRIED FORWARD - Date of review to be moved to July 2025
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	Series of workshops to be introduced in 2023/24 around EDI expectations of researchers	yes	July 2024	SL (RED)	50% of researchers attend at least one training session and commit to one change in their practice		The university has organised a range of EDI training and activities centrally and Head of RSO has been working with the Equalities Officer to embed EDI across our research culture.	CEDARS data has been evaluated and the data used as a benchmark for future improvements as set out in the 2024-2027 forward looking Action Plan.. Now that REEDIWG is in place we will undertake an EIAI of internal	CARRIED FORWARD - Date of review to be moved to July 2025

									funding opportunities and continue build a community of good practice.	

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 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.	Develop an ongoing series of training workshops around research integrity, building on ethics workshops held in 2022/23 to introduce new academic misconduct policy and requirements of Research Integrity Concordat.	no	July 2024	SL (RED) and Research Projects and Governance Manager	60% of academic staff on T&R career pathway attend at least one training session and commit to one change in their practice		As reported in our Annual Compliance statement to UKCoRI , 90% of academic staff have completed mandatory on-line ethics training, which is embedded in the university's induction programme. In addition to this each School has run a series of training events to embed research integrity principles in their academic areas.	CEDARS data has been evaluated and the data used as a benchmark for future improvements as set out in the 2024-2027 forward looking Action Plan. We will be continuing to work with academic schools on developing a culture of research integrity across all academic areas. We hope to launch a new on-line ethics applications system in 2024/25, with wrap-around training provision for all staff and students.	CARRIED FORWARD - Date of review to be moved to July 2025
ECM3	Ensure managers report and address incidents of poor research integrity.	Regularly highlight reporting mechanisms in newsletters, induction and other training sessions	no	July 2024	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		No change. Details are on the website and resources to support research integrity are available on the intranet.	University Ethics Committee (UEC) continue to monitor data in this area and to address any issue raised at local level	NO FURTHER ACTION
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	Series of workshops to be introduced in 2023/24 around RI expectations of researchers	no	July 2024	SL (RED)	50% of researchers attend at least one training session and commit to one change in their practice		As above, 90% compliance with mandatory on-line training.	CEDARS data has been evaluated and the data used as a benchmark for future improvements as set out in the 2024-2027 forward looking Action Plan..	CARRIED FORWARD - Date of review to be moved to July 2025
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of	New academic misconduct policy to be introduced through meetings with research staff in schools through a staff consultation process.	no	July 2024	REEDIWG	HR to monitor no. of incidents reported - 2023/24 figures used as benchmark for improvement		Review of academic misconduct policy was put back and is now being developed with RSO involvement in collaboration with HR and student services,	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.	CARRIED FORWARD - Date of review to be moved to July 2025

	behaviour in relation to research misconduct.							led by academic governance.		

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. | New governance structure to be put in place to support revised research strategy will include:
- Termly meetings with Research Leaders
- Termly meetings with ESR and researcher communities | no | July 2024 | PVCRE | Meeting to fit in with REC schedule to ensure that consultations take place on policy items so that researcher voice is acted upon - aim for at least two policy consultations each year | | Two Research town halls have been put in place each academic year and these have provided a forum for staff to raise issues and discuss strategy. A university wide consultation took place around the new research strategy and career pathways. New strategy to be monitored at REC and School Research leads are now members alongside elected researchers so that a wider academic voice can be heard.

Schools will present research targets and plans at the start of each academic year and will be monitored on these by REC.

Termly meetings have been set up for Research Leads and for the ESR Network, and The Network (for research only staff) continues to meet on a regular basis. | The consultation on the research strategy was well attended by academic staff and there was a high engagement in the process which enabled the researcher voice to be heard. | ONGOING PRIORITY |
| ECM5 | Encourage managers to engage with opportunities to contribute to policy | PVCRE and Head of RSO meet termly with Heads of School to discuss research policy and strategy - these meetings will continue to be used to identify how | no | July 2024 | PVCRE | Plans for the use of devolved HEQR are focussed on the improvement of research | | Last academic year research funding was devolved to schools to enable them to support research environment and culture locally. This | Devolved funding was used to support a range of activities, and in some schools, was used by research centres and groups to develop a more inclusive research environment. This has been | ONGOING PRIORITY |

	development aimed at creating a more positive research environment and culture within their institution.	we develop research environment and culture				environment and culture each year, and the impact of this is monitored through the annual reporting cycle		was supplemented by central funding and resources to support individual members of academic staff at all career stages across a range of projects. HEQR will continue to be devolved to Schools as well as being used to support centrally led schemes. An open and transparent application process is in place and we are able to monitor sustainable outcomes that are shared with the wider university.	positively received by researchers and we are developing a database of good practice and case studies to showcase this work and recognise individual achievements.	
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	Continue to engage widely on policy developments across the research community.	yes	July 2024	PVCRE	Run at least 3 Research Town Halls each year with two actions to be taken forward identified at each by research community		Two Research and two KE town halls took place last year which directly informed our research and enterprise strategies, and the development of three distinct career pathways for academic staff. We will continue to run a range of meetings and events to enable academic and research staff to have a voice.	As well as the Town Halls, meetings were held with research leaders to gather input at a local level. Three ESR network meetings were put in place, but these were poorly attended. There has however been good engagement with the annual ESR survey to map development needs (@ 60% of ESR staff)	ONGOING PRIORITY
ECR5	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 2024	PVCRE	80% of staff on T&R career pathway attend at least one event each year CEDARs 2023 as benchmark for future engagement		This target was not met – only about 40% of staff attended the meetings. However, we reached out to staff in several ways through school led meetings and events. We will continue to run a range of meetings and events to enable academic and research staff to have a voice.	Staff that attended the session appreciated the opportunity to have their voice heard and support for the new Research Strategy has been positive.	ONGOING PRIORITY
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	Continue to fund the Journeys in Research series in the Researcher Development Programme and to identify funding sources to support wider researcher development. Termly Research Forums will be put in place for researchers to	yes	July 2024	SL (RED)	At least 4 JIR events to be offered each year.		This was put on hold whilst we did not have a RDM in place. We now have a new postholder who will take this forward with the Head of RSO	The annual research festival was well received and provided an opportunity for staff to discuss their own research interests and potential collaborations through a networking session.	CARRIED FORWARD

		discuss their work and explore interdisciplinary collaborations, culminating in the annual Research Festival.					Termly research forums to feed relevant actions into REC.		MA module in Researcher Development was relaunched alongside a new and revamped RDP in 2023/24 academic year.	

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.	Work with HR on any changes to recruitment processes to ensure that the needs of researchers are embedded within institutional policy. Internal recruitment processes should mirror external recruitment practices. RSO to work with HR to ensure that all new PIs are included in recruitment training, and to monitor completions rates for on-line training. Develop some EDI workshops for the research staff community.	yes	July 2024	Head of RSO	Aim for 60% completion rates of the unconscious bias training by 31 July 2024. Plan and run EDI training for researcher community in academic year 2023/24.		There has been a major focus on this area across the last academic year, with a review of recruitment and interview practice undertaken by HR. EDI training is embedded in the new RDP for 2023/24. We will continue to use HEQR culture funding to support this area.	CEDARS data has been evaluated and the data used as a benchmark for future improvements as set out in the 2024-2027 forward looking Action Plan..	CARRIED FORWARD
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	Run a rolling programme of induction workshops for all staff - one per term Supplement the induction workshops by also delivering RDP workshops on relevant issues such as funding, bid development, project management etc	No	July 2025	SL (RED) and Head RSO	3 induction workshops to be offered each year 4 additional RDP workshops on various elements of research support to be offered each year and evaluated to determine impact on practice		Two online induction workshops were offered in 2022/23, targeted at new staff as well as workshops on funding and grant writing, and impact and public engagement participatory research practices. RDP for 2023/24 has been expanded to include more research support sessions across a range of areas.	CEDARS data has been evaluated and the data used as a benchmark for future improvements as set out in the 2024-2027 forward looking Action Plan..	ONGOING PRIORITY

							CEDARs 2023 responses to be used as benchmark for future engagement				

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 researchers' contributions and the diversity of personal circumstances.	Continue to support the promotions process with bespoke workshops at the start of each annual round. Advocate for staff to share their research success stories with RSO for the newsletter, and work with Comms team to disseminate these more widely. .Procatively encourage ESRs and research staff to participate. Encourage researchers to share their successful outcomes and case studies with research funders. and Research England to raise the profile of their activities.	Yes No	July 2025 July 2025	Head of RSO Head of RSO	Set a target for an increase in attendance each year to annual promotions workshop with a 60% conversion into applications Aim for 2 shared stories on research in each newsletter, and 2 x university stories per term to be taken forward. Impact to be monitored by an increase in the number of staff who come forward to share their work. Collate a range of case studies to share with RE and UKRI colleagues on a termly basis, and to showcase at annual visits. Aim for up to 2 stories in UKRI publications each year.		Over 80% of staff attending the promotions workshop applied in the 2022/23 round. The research newsletter is circulated fortnightly and includes a wide range of information on the research activities of staff. Case Studies are being developed around work funded through our AHRC Impact Accelerator Award. With the launch of the new Research Strategy and the BSU brand review, we are working with the new Communications Manager to relaunch our Research Matters campaign (put on hold due to Covid) to showcase research more widely across the university.	There is a high level of engagement by staff in the stories included in the Research Newsletter and this continues to grow. We have built a good relationship with our Research England Advisor and they visit the University on a termly basis and are invited to showcase events. The RSO appointed a new 18 month Graduate Intern post to take Research Matters forward, based on the evidence that we collated on the need for this across our various groups.	ONGOING
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment,	RSO to develop with HR an EIA for promotions, and put positive actions in place	No	July 2024	REEDIWG	Improve number of female and BME staff applying for and achieving promotion		The most recent EIA (2020) has not yet been updated. An EIA on promotions will be undertaken and	CEDARS data has been evaluated and the data used as a benchmark for future improvements as set out in the 2024-2027 forward looking Action Plan.	ONGOING PRIORITY

	promotion and reward of researchers.							monitored by REEDIWG.		

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<tr><td colspan="11">Responsibilities and reporting</td></tr>
<tr><td colspan="11">The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.</td></tr>
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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.	Research Leader meetings to focus on a particular element of legislation and codes of practice as part of each session.	Yes	July 2025	PVCRE with HR	HR identifies one issue each term to discuss with research leads - leads engage proactively in discussions		We continue to engage widely with research staff on the various Concordats and have start up meetings for new awards that run through funder terms and conditions. We worked closely with HR on the development of the three career pathways and the consultation process around this initiative. We will continue to engage staff with these discussions across our range of stakeholder groups.	There has been high staff engagement with the consultation and uptake of career pathways, and support is now being identified for each area, led by the relevant PVC. Staff have been positive about the opportunity have these discussions and to focus on one area of career development.	ONGOING PRIORITY
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	ESR network to focus on needs, issues and concerns raised by researchers. Each term a session will focus on the various Concordats	Yes	July 2025	SL (RED) and Head of RSO	Sessions provoke debate and discussion amongst researchers and requests for more items received. CEDARS 2023 responses to be used as benchmark for future engagement		The ESR network was poorly attended last year and the focus has been on the research strategy in wider meetings	The revamped RDP focusses on the areas covered by the three key Concordats as well as providing training on finding funding and grant writing, as well as project management. Attendance has been a challenge, but those that attended gave positive feedback,	ONGOING PRIORITY
ER2	Researchers understand their reporting obligations and responsibilities.	Termly meetings with PVCRE to allow researchers a forum to discuss issues	Yes	July 2025	PVCRE and Head of RSO	HR identifies one issue with RO community to discuss with researchers who will engage proactively in discussions		The PVCRE held annual meeting with the research network. It is however a small group, facilitated by a member of the RSO, so their needs and issues raised feed into our general	RO staff are members of the HRExRWG and University Ethics Committee and are represented on Research & Ethics Committee through an elected representative for the ESR/RO staff community.	ONGOING PRIORITY

| | | | | | | | | planning and development work.

Formal Termly meetings with PVCRE continue, to ensure that Researchers understand that their voice is being heard. | | |
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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.	Review the leadership training programme and create a pathway specifically for research leaders in collaboration with HR	No	July 2025	SL (RED) with HR	Two workshops in place in 2023/24 followed by RL network in place for peer led learning in 2024/45

CEDARS 2023 responses to be used as benchmark for future engagement | | Two Research Leads meetings took place in 2023/23 and coaching was made available for several staff across a range of academic areas in 2021/22.

A new Leadership coaching programme was put in place in 2023/24. | CEDARS data has been evaluated and the data used as a benchmark for future improvements as set out in the 2024-2027 forward looking Action Plan. | ONGOING PRIORITY |
| EI5 | Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation. | Continue to work with HR and PVC Operations to input into research elements of the Workload Planner and ensure that staff received annual SDRs | Yes | July 2025 | Head of RSO and HR | CEDARS 2023 responses to be used as benchmark for future engagement | | The implementation of WLP pilot was delayed until academic year 2023/24 | CEDARS data has been evaluated and the data used as a benchmark for future improvements as set out in the 2024-2027 forward looking Action Plan. | CARRIED FORWARD |

EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	Review the leadership training programme and create a pathway specifically for research leaders in collaboration with HR	No	July 2025	SL (RED) with HR	Two workshops in place in 2023/24 followed by RL network in place for peer led learning in 2024/45 CEDARs 2023 responses to be used as benchmark for future engagement		Two Research Leads meetings took place in 2023/23 and coaching was made available for several staff across a range of academic areas in 2021/22. A new Leadership coaching programme was put in place in 2023/24.	CEDARS data has been evaluated and the data used as a benchmark for future improvements as set out in the 2024-2027 forward looking Action Plan.	CARRIED FORWARD
EM4	Managers actively engage in regular constructive performance management with their researchers.	Continue to work with HR to ensure that research staff receive annual SDRs	Yes	July 2025	Head of RSO and HR	CEDARs 2023 responses to be used as benchmark for future engagement		CEDARS question set run locally May 2024 with 15% response rate	CEDARS data has been evaluated and the data used as a benchmark for future improvements as set out in the 2024-2027 forward looking Action Plan.	CARRIED FORWARD
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	Continue to work with HR to ensure that research staff receive annual SDRs	Yes	July 2025	Head of RSO and HR	CEDARs 2023 responses to be used as benchmark for future engagement		CEDARS question set run locally May 2024 with 15% response rate	CEDARS data has been evaluated and the data used as a benchmark for future improvements as set out in the 2024-2027 forward looking Action Plan.	CARRIED FORWARD

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.	Work with Heads of Schools on how HEQR continues to be utilised to develop research culture and environment and support for schemes such as bridge funding, RA support for internal projects and pump priming projects etc	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 2023/24 which will offer opportunities for RA support.		The Postdoctoral and ESR fellowships programme run out of the AHRC IAA has provide opportunities for ESRs staff in this area, and the seed funding has provided new researchers and contract research staff with the opportunity to lead their own projects and manage RAs to gain crucial experience to help with their future careers.	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 Bath Spa or in academic careers elsewhere across the sector. Internal funding to resource this remains an issue. We will continue with our ongoing initiative to support this area.	ONGOING PRIORITY

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.										
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 ensure that 10 days professional development is ring-fenced for all Research only staff and to include 10 days pro-rota for all Co-Is and PIs on funded projects. Continue to engage with WLP Steering Group and with HoS to advocate to 10 day 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.		The WLP now has time allocated for personal and professional development for all academic staff. Whilst this is not yet at the level of 10 days, it is a recognition that protected time is necessary to engage in these activities.	Now that we have a dedicated SL RED in place, we can monitor staff engagement more effectively and use 2023/24 data as a benchmark to set future targets.	CARRIED FORWARD
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	A full schedule of activities is being planned in the relaunched RDP for 2023/24. 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	5 year career planning sessions with an experienced researcher and mentoring sessions for ESRs should help staff to identify which training is best to support their development, and this can be discussed with Line Managers to ensure time is protected for these activities.		The RDM role has been vacant for the last two years which has meant that we have had limited capacity to monitor and evaluate the programme, which has largely been based on an externally facilitated series of workshops and activities.	Now that we have a dedicated SL RED in place, we can monitor staff engagement more effectively and use 2023/24 data as a benchmark to set future targets.	CARRIED FORWARD
PCDM3	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the	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 Co-Is 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		The WLP now has time allocated for personal and professional development for all academic staff. Whilst this is not yet at the level of 10 days, it is a recognition that protected time is necessary to engage in these activities.	CEDARS data has been evaluated and the data used as a benchmark for future improvements as set out in the 2024-2027 forward looking Action Plan. Now that we have a dedicated SL RED in place, we can monitor staff engagement more effectively and use 2023/24 data as a benchmark to set future targets	CARRIED FORWARD

delivery of their research and their own professional development.						can be monitored for these staff across 2023/24 and used as a benchmark to move forward.				
PCDR 1	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 being planned in the relaunched RDP for 2023/24. 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	5 year career planning sessions with an experienced senior Professor and mentoring sessions for ESRs should help staff to identify which training is best to support their development, and this can be discussed with Line Managers to ensure tie is protected for these activities.		In the 2021/22 and 2022/23 academic years the ESR mentor programme was not widely taken up due to lack or resource in RSO to promote it more widely.	The 5 year career planning initiative was positively received by those who engaged in the process, and raised a number of issues around workloads and time for research that are being addressed centrally.	ONGOING PRIORITY
Career development reviews										
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.										
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	The University has an Annual Staff Development Review (SDR) programme in place, with training to support these discussions. Management time is built into the WLP for all staff with these responsibilities. No further action required.	N/A	N/A	N/A	N/A		This is managed at School level through the Annual SDR process	CEDARS data has been evaluated and the data used as a benchmark for future improvements as set out in the 2024-2027 forward looking Action Plan.	ONGOING PRIORITY
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	Data is monitored by HR centrally. Heads of Schools discuss this with their HR Business Partner and identify actions to address any concerns. No further action required.	N/A	N/A	N/A	N/A		This is managed at School level through the Annual SDR process	CEDARS data has been evaluated and the data used as a benchmark for future improvements as set out in the 2024-2027 forward looking Action Plan.	ONGOING PRIORITY

PCDM 1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	The University has an Annual Staff Development Review programme in place, with training to support these discussions.

No further action required. | N/A | N/A | N/A | N/A | | This is managed at School level through the Annual SDR process | CEDARS data has been evaluated and the data used as a benchmark for future improvements as set out in the 2024-2027 forward looking Action Plan. | ONGOING PRIORITY |
| PCDR 4 | Researchers positively engage in career development reviews with their managers. | SDR review data is monitored by HR centrally. Heads of Schools discuss this with their HR Business Partner and identify actions to address any concerns.

In addition to this, RSO has just introduced 5 year career planning sessions for staff on the research pathway with an experienced Senior Professor. Uptake will be reviewed. | No | July 2024 | PVCRE and Head on RSO | The uptake and impact of the 5 year career planning sessions will be evaluated at the end of the year, and used as a benchmark to inform future programmes. | | This is managed at School level through the Annual SDR process | CEDARS data has been evaluated and the data used as a benchmark for future improvements as set out in the 2024-2027 forward looking Action Plan. | ONGOING PRIORITY |
| **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. | | | | | | | | | | |
| PCDI3 | 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 in 2022/23 and 2023/24

'The Network' for Contract Researcher community and the ESR network to include bespoke career coaching and advice.

No further action. required | N/A | N/A | N/A | N/A | | MA module in Researcher Development was put on hold in 2022/23 but has been relaunched for 2023/24 and will support staff with their professional development. Career Development and planning will be embedded into the RDP moving forward | CEDARS data has been evaluated and the data used as a benchmark for future improvements as set out in the 2024-2027 forward looking Action Plan. | CARRIED FORWARD |
| PCDR 3 | Researchers maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used | RSO has just introduced 5 year career planning sessions for staff on the research pathway with an experienced Senior Professor. A template has been developed to support this which can be used to monitor progress. Uptake will be reviewed. | No | July 2024 | PVCRE and Head on RSO | The uptake and impact of the 5 year career planning sessions will be evaluated at the end of the year, and used a s a benchmark to inform future programmes. | | A research and enterprise development template was developed and launched in 2021/22, but was not widely used across academic schools | The senior professor has now left the University. Feedback from staff was this process was extremely helpful, and alternative options to replace this are being explored. | CARRIED FORWARD |

	to support job applications.								

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.								

PCDI4	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. Coaching and leadership training is also be provided on a one-to-one basis for staff nominated by HoS.	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.		A range of externally facilitated workshops were made available to staff in 2021/22 and 2022/23 but uptake was quite poor. Research identity, career planning and leadership will be embedded into the RDP moving forward	Staff who received coaching found this to be valuable and several have been promoted into new roles since receiving this support.	ONGOING PRIORITY
PCDM 4	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 for staff nominated by HoS. The University also supports staff to attend the AdvanceHE Diversifying Leadership programme each year and has just joined the SW Elevate programme, aimed at women with protected characteristics.	No	July 2025	PVCRE and Head of RSO	Time spent on RDP sessions can be monitored for these staff across 2023/24 and used as a benchmark to move forward. Participation of staff on external leadership programmes is being evaluated to assess impact on their personal and professional development.		Staff on the Advance HE programme were given the opportunity to feedback on their experience to the University Equality and Diversity Steering Group (EDSG) which raised the profile of their activities and development across the programme.	Feedback form delegates was positive and EDSG have agreed that funding could continued for a 2023/24 cohort – we moved to the SW Elevate programme as an alternative and this has been very positively received, with individual positive impact on careers reported.	ONGOING PRIORITY

PCDM 5	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 is also be provided on a one-to-on basis for staff nominated by HoS.	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.		A new leadership coaching programme has been put in place for commencement of coaching in summer 2024. Research identity, career planning and leadership will continue to be embedded into the RDP moving forward	The first cohort of the leadership coaching programme are still moving through the process, and the impact of this will be evaluated once completed.	CARRIED FORWARD
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.									
PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.	The University does not currently have a programme that supports this activity. Engagement with external partners is however encouraged through our KE Dialogues funding to build these relationships.	No	July 2025	Impact Research Fellow	Each KE project supported is evaluated and the impact on staff engagement externally monitored to inform future funding rounds and to support sustainable development of the initial activities.		The KE dialogues programme has allowed staff to develop meaningful collaborations outside of the university over the last 18 months. We will continue to support KE dialogues through this pump priming route	There are some long term sustainable collaborations that have developed a s result of this pump-priming initiative	ONGOING PRIORITY
PCDM 2	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.	Yes	July 2024	Head of RSO	The ESR mentor programme has been relaunched this year and there will be an evaluation of its impact on individuals to inform the programme moving forwards.		There was low engagement with the programme in 2021/22 and 2022/23	The ESR mentor programme has been relaunched with wraparound training and support through the ESR network – 50% of ESR took up the opportunity to be matched with a mentor	ONGOING PRIORITY
PCDR 2	Researchers explore and prepare for a range of employment options across different sectors, such as by making use of	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.	Yes	July 2024	Head of RSO	The ESR mentor programme has been relaunched this year and there will be an evaluation of its impact on individuals to		There was low engagement with the programme in 2021/22 and 2022/2	The ESR mentor programme has bene relaunched with wraparound training and support through the ESR network – 50% of ESR took up the opportunity to be matched with a mentor	ONGOING PRIORITY

	mentors, careers professionals, training and secondments.					inform the programme moving forwards.				
PCDR 6	Researchers consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation.	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.	No	July 2025	SL (RED), KE Manager ad 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.		There has been active research staff and ESR engagement with these programmes	Seed funding has enabled ESRs and researchers to build their skills and experience around KE, project management and leadership (through the recruitment RAs) which has been a valued experience for them	ONGOING PRIORITY

		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

13		PVCRE	Pro-Vice Chancellor (Research & Enterprise)
14		RDP	Researcher Development Programme
		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