HREiR Action plan template 2023-2026

Prifysgol Wrecsam
Wrexham University

Details

Institution name:	Wrexham University
Cohort number:	9
Date of submission:	24th November 2023
Institutional context:	Wrexham University's mission is to inspire and enable through higher education, research and engagement, working together with our students, staff and partners. Our activity is underpinned by four core values: Accessible, Supportive, Innovation and Ambitious. The Research Strategy is aligned with the University's strategy domain, Research that Transforms: supporting innovation, learning and economic growth through being internationally excellent in originality, significance and rigour. One of the University's main priorities within the Research Strategy is to develop the research capacity and capability of the University by developing its staff; we believe that by making all academic staff and all postgraduate research students beneficiaries of the Concordat and representing development throughout the career lifecycle will further strengthen our commitment to research development. The second priority aim is key to the University's approach to enhance the research culture, and many of the interventions implemented to achieve the goals involve supporting and encouraging staff on their research journey. Throughout this action plan, *staff* refers to all academic staff on a teaching and research contract, GTAs, RAs, and postdoc researchers. *Students* refers to Postgraduate Research Students, and *Researcher* refers to staff in a GTA, RA or Post Doc role.

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 and teaching staff	236	
Postgraduate researchers	65	
Graduate Teaching Assistant	3	
Research Assistant	4	
Post Doc Researcher	0	At the time of reporting we currently have no Post Doc Researchers, however adverts are currently out for recruitment and they will be included as direct beneficiaries

	Complete for submission							To be completed only when reporting on action plan		
Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility. This section includes the lead of the action, however all will be completed through the membership on the Concordat Working Group	The targeted impact of the action (success measure)	Comments (optional)		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.

Wrexham University ran the Culture, Employment and Development of Academic Researchers Survey (CEDARS) for the first time in 2023. The engagement could have been higher, with only 13% participation of academic and research staff; most of the success measures used in our 2021-2023 Action Plan were based on the CEDAR survey. The numbers have been reported in our backward and forward-looking plan, and we plan to rerun the CEDAR survey again with a clear communication plan to increase participation. The University also participated in the Postgraduate Research Experience Survey (PRES) for the first time in 2023; previously, and as noted in our original action plan, an internal survey has been used to gather PGR views.

Our Staff Engagement Survey 2022 was completed by 63% of university staff; data has been captured in both our backward and forward-looking action plans.

The Concordat Working Group will continue to monitor how our commitment to the Concordat and our policies and procedures are communicated. We have also introduced new success measures for this engagement using different techniques to ensure we are independent of one means of measures against our actions in the future.

Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments	Progress update	The actual impact	Outcome
ECI1	**Ensure all relevant staff are aware of the Concordat.**								
	ECI1 (a) All new staff will receive a welcome email from the Research Office detailing the Concordat and how to become a Concordat Champion.	No	Ongoing	ROA	To increase the visibility of the Researcher Development Concordat throughout the academic year.				
	ECI1 (b) PGR induction will include a section on the Concordat on how to become a Concordat Champion	No	Ongoing		Increase the amount of Concordat Champions by 30% with 20% of the group to be either a PGR or Researcher by 2025.				
	ECI1 (c) Integrate the Concordat themes into our annual All Staff Researcher Conference: Springboard			GDT					
	ECI1 (d) Increase the number of Concordat Champions, especially in our PGR and researcher population.	No	Annual	HoR	For the majority of all staff and PGR's to be aware of the development and support opportunities available to them.				
	ECI1 (e) Create and deliver a clear annual communications plan for all beneficiaries, including social media posts, monthly research newsletters, coffee mornings, and campus talks.	No	Annual	HoR	Increase CEDARS participation from 13% to 45%				
		No	March 2024	RIM	Increase awareness of the Concordat from 59.4% (CEDARS 2023) to 80%.				

ECI2	**Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.**	**ECI2(a)** All University research-related policies and procedures will be hosted on Our Research webpages to ensure all documentation is easily accessible, transparent and visible to all staff and students. **ECI2(b)** Create a *Policy Engagement and Communication Plan* for all new research-related policies and procedures. **ECI2 (c)** Following a gap analysis using the UKRIO self-assessment tool and the creation of a Research Information Governance Task & Finish Group, a number of research-related policies will be implemented and/or reviewed. **ECI2 (d)** Develop online content and roll out 'Equality Impact Assessment sessions to all policy authors and reviewers.	Yes No No Yes	April 2024 March 2024 September 2025 February 2024	RIM HoR HoR HoOD	New web pages to be in place. Engagement & Communication Policy Plan to be implemented. Within documentation, have a clear mechanism for staff to feedback on their thoughts on involvement in the process. Increase CEDAR responses from 48.2% to 65% to the question - "To what extent does your institution value the contributions you make to - institutional policy and decision making" Increase internal survey response from 84% to 90% to the question "I am regularly asked for my opinions". Roll out EIA online content to all policy authors, monitor uptake and feedback.			
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.**	**ECI6(a)** Wrexham University took part in the CEDAR survey for this first time in 2023. The response rate was low (13%), a communication and distribution plan will be developed to increase participation. **ECI6(b)** Continue to run the biennial staff survey. While the survey does not focus on research development, environment and culture, it allows us to compare the response between professional, academic and research staff, and between those on permanent and fixed-term contracts. Action and communication plan of the results to be distributed to all staff. **ECI6(c)** Wrexham University took part in PRES for the first time in 2023. The response rate was low (20%), a communication and distribution plan will be developed to increase participation. **ECI6 (d)** Collect data from research culture cafes hosted by departments to review the environment and culture of the University and discuss ways to improve institutional practices.	No No No Yes	April 2025 March 2025 May 2024 Annually	HoR HoHR GDT HoR	Increase response rate to CEDAR survey to 45% . Review and communicate responses across the University. Increase Staff Engage Survey to 75% - review and communicate responses across the University. Increase response rate to PRES survey to 50%- review and communicate responses across the University. Create clear communications from data collected from Culture Cafes using a 'you said, we did' campaign.			
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.**	**ECR1(a)** Continue to encourage and promote staff and students to attend and present at the Open House for research **ECR1(b)** Host research culture cafes and research seminars in Faculties and Departments. **ECR1(c)** Implement specific research mentoring into the overall staff mentoring scheme and ensure training and guidance is in place for this. **ERC1(d)** Create a new research buddy scheme for PGR's and Researchers **ECR1(e)** Create a neurodiversity staff network available for all staff.	Yes No No No No	Ongoing (Annual Reporting) Ongoing (Annual Reporting) May 2024 July 2024 February 2024	RDO HoR HoOD GDT HoR	Create a space for researcher to discuss research, promote collaboration and showcase research achievements. Implementation of new schemes: mentor, buddy and network, with communication plans in place. Increase membership annually by 10% Monitor attendance and feedback from events: open house, culture cafes, research seminars. Increase attendance to all events by 20% by 2026. Increase PRES results from 80% to 90% to "I am aware of opportunities to become involved in the wider research community"			

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.

The University has a Mental Health and Well-being Strategy implemented by the Mental Health and Well-being Working Group, which Student and Campus Life and Human Resources oversee.

As detailed in the strategy, the University aims to equip staff and students with the understanding, skills and experiences to lead satisfying, worthwhile and happy lives. We are taking an institution-wide approach to mental health and well-being to provide the best possible experience for all our staff and students. We are committed to mental health permeating every aspect of the University's culture and expertise and being part of the language of education. Wrexham University has pledged to support Time to Change Wales and publicly declared itself committed to becoming an organisation that wants to tackle mental health stigma and discrimination, reducing discrimination within the organisation and the wider community. The University also has eighty Mental Health first-aiders in place. All critical conferences scheduled throughout the academic year are now supported by a well-being strand, with events and sessions delivered to support our staff and students' mental health and well-being.

Furthermore, the University is committed to participating in and producing research projects on mental health and well-being. The Wrexham University project called 'Nature-based social prescribing to support student connectedness and well-being', which has received funding to the tune of £400,000, is investigating how nature-based interventions for students can help to improve their well-being and feel more connected to the local community and its environment.

The University will continue to equip staff and students with understanding, skills and support. However, the actions listed below for the next three years focus on well-being, mental health and workload.

ECI3	**Promote good mental health and wellbeing through the effective management of workloads and people.**	**ECI3 (a)** Conduct a review of the workload allocation model (WAM), exploring how workloads affect wellbeing through focus groups with academic and research staff. **ECI3 (b)** Review how the workload allocation model can promote mental health and well-being training and development.	No No	July 2025 July 2025	HoR HoR	Review conducted and reported to relevant university committees, outlining potential actions and changes to the WAM process based on results. Increase CEDAR results from 87.5% to 95% who agree or strongly agree that the institution actively promotes the importance of good mental health and well-being of staff.			
ECI4	**Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.**	**ECI4 (a)** Produce Mental Health & Well-being line management training options for all Managers. **ECI4 (b)** Produce Mental Health & Well-being PGR Supervisor training options	No No	July 2025 July 2025	HoOD GDT	New training options in place for line managers and supervisors. Monitor attendance and feedback on these sessions.			

ECM3	**Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.**	**ECM3 (a)** Consultation with managers of researchers to produce guidance for line managers on having mental health and well-being conversations with staff during the annual PDR process.	No	July 2025	HoHR	Increase CEDAR results from 71% of line managers reporting that they are fully confident in their ability to respond to any issues related to health and wellbeing to 85%. Feedback on guidance produced.				
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	This obligation is not an area of focus for this action plan, but will continue to be monitored.								
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	This obligation is not an area of focus for this action plan, but will continue to be monitored.								
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.										
The University signed up to the Victim Support Hate Crime Charter and have now been awarded the Hate Crime Charter Trustmark for demonstrating it is delivering on its pledge. The University is one of the first organisations in North Wales to adopt the Victim Support Hate Crime Charter, which outlines how staff and students are expected to behave when they come into contact with people who have experienced hate crime. The Charter brings to the forefront the rights of victims and aims to support organisations in identifying and reporting hate crimes and incidents that may take place on and around their premises. The University reviewed and updated its Dignity in Workplace Policy in 2023, strengthening its commitment to ensuring that staff members are treated with dignity and respect whilst at work, offering an inclusive and safe environment. The University expects all members of our community to treat each other with respect, courtesy and consideration at all times. All University community members have the right to expect respectful behaviour from others and have a corresponding responsibility to behave respectfully towards others.										
ECI3	**Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.**	**ECI3 (a)** The University will continue to progress towards the Race Equality Charter bronze level. **ECI3 (b)** Review the current reporting procedures in place for bullying and harassment for staff at Wrexham University and conduct a review of academic understanding of these procedures.	Yes No	November 2025 June 2026	HoOD HoHR	The Self-Assessment Team meet quarterly to review and monitor progress made, with Task and Finish Group now established and responsible for steering focussed elements for the action plan. 75% of CEDAR respondents to agree that they are familiar with the institution's mechanisms to report bullying or harassment				
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	This obligation is not an area of focus for this action plan, but will continue to be monitored.								
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.**	**ECR4 (a)** Implement new webpages available to all staff and students with guidance on reporting routes and the support in place to report staff. **ECR4 (b)** Communication plan in place to share policies, best practice, guidance and support for reporting staff who fail to meet the expected standards of behaviour.	No No	June 2026 June 2026	HoHR HoHR	Mechanisms to report incidents of discrimination, bullying, harassment or research misconduct were between 60-65% of CEDAR respondents. During the reporting period, the university will increase this to 75%.				
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.										
The university is currently reviewing the Strategic Equality Plan (SEP) (2020-2024) and its supporting objectives with the requirement to publish an updated plan by the 1st of April, 2024. The university is currently conducting a consultation with all staff on the SEP. The plan focuses on three objectives: Student Journey – an inclusive approach to our student's experience that promotes equality, diversity and inclusion, enabling our students to thrive and leave the University with the ability to make successful life and career choices Staff Journey is an inclusive approach to recruitment, progression, and the employee lifecycle. It promotes equality, diversity, and inclusion, enabling our staff to develop and prosper in an environment where they feel treated with dignity and respect. Community Journey – an inclusive learning and working environment that draws on our local community's diverse perspectives and cultural wealth, enabling our community to benefit and grow with the University. The University's Equality, Diversity and Inclusion Policy was reviewed and updated in 2022, with its core commitment being to support, develop and promote equality, diversity and inclusion within its practices and activities and aimed to establish an inclusive culture and environment free from discrimination based on the values of dignity and respect. 94% of staff completing the CEDAR survey agreed that Wrexham University is committed to equality and diversity										
ECM1	**Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.**	**ECM1 (a)** Ensure that line managers engage with newly developed online content for 'Equality Impact Assessment sessions'. **ECM1 (b)** Ensure line managers have received and engaged with the Hate Crime Toolkit, aimed at line managers to enable them to provide support and educate their team members in relation to hate crime incidents. **ECM1 (c)** Ensure line managers of researchers have received and engaged with the new Disability Toolkit, aimed at line managers to enable them to provide support to members of their teams who declare disabilities.	Yes Yes Yes	April 2024 April 2024 April 2024	HoOD HoOD HoOD	Implement training and toolkits. 100% of academic managers and PGR supervisors will have engaged in training and toolkits by 2026. Increase CEDAR responses from 65.6% agreeing that they are familiar with the institution's mechanisms to report incidents of discrimination to 85%.				
ECR2	**Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.**	**ECR2 (a)** The 2024 Annual Internal Staff Conference: Springboard theme is Equality, Diversity and Inclusion in Research. The one-day event is for all staff and PGR students to attend. Sessions will be dedicated to EDI in research, including institutional and funder policy information. It will run alongside a week of events devoted to Neurodiversity in the workplace. **ECR2 (b)** The university has introduced REF Bitesize sessions in 2023/2024. Sessions dedicated to EDI and PCE have been incorporated into the Bitesize programme.	No	Aug-24	HoR	Attendance and feedback from conference and bitesize sessions. Run sessions where staff can actively provide feedback and policy contributions to EDI in research. Maintain CEDAR response to Your institution is committed to equality and diversity?				
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.										
The University have completed a gap analysis against the Research Integrity Concordat, using the UKRIO self assessment tool. An action plan associated with the Concordat to Support Research Integrity is currently being developed, therefore no actions have been listed against the below obligations.										

ECI5 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.									
ECM3	Ensure managers report and address incidents of poor research integrity.									
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.									
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.									

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.

Academic and Research staff feed into policy development via university-level committees and groups such as the Research Committee, Academic Board, Researcher Development Working Group, Research Governance Task & Finish Group, etc.

The university is committed to empowering and involving people through all processes. A review of committee membership is underway to ensure researchers are represented in relevant committees and groups. The university is reviewing and implementing several new research-related policies and procedures; a new policy engagement and communication plan template will be created within the review period.

Code	Obligation	Action	Yes/No	Date	Lead	Success Measure				
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.	**EI7(a)** As noted in ECI2, a review and implementation of research related policy and procedure is currently underway. Researchers will actively contribute to these new policies through various working groups and consultations. **EI7 (b)** Review and establish a mechanism to ensure that academic staff, including researchers and PGR's have representation at committee level.	No Yes	November 2024 July 2024	HoR RIM	Increase Staff Engagement Survey under 'Empowering and Involving People' from 84% to 90% of staff completing internal survey- to agree 'I am regularly asked for my opinions' Produce report on new policies been developed detailing the engagement and communication process they have gone through with staff and students. Increase CEDAR response "To what extent do you feel treated fairly - participate in decision making" from 60% to 75%				
ECM5	Encourage managers to engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	**ECM5(a)** Participate in and encourage managers to run Research Culture Cafes with staff to share best practice, raise issues and propose solutions for change. **ECM5 (b)** Increase the amount of managers represented as concordat champions	No No	Report Annually June 2026	HoR HoR	Create a space for managers to discuss research culture and create an environment where they can hear what staff think changes should be in place. Increase managers attending and hosting research culture cafes at the University. Increase representation of managers on the working group and concordat champions from 13% to 20%				
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	**EM5(a)** Participate in and encourage managers to run Research Culture Cafes with staff to share best practice and propose solutions for change. **EM5 (b)** Increase the amount of managers represented as concordat champions	No No	Report Annually June 2026	HoR HoR	Create a space for managers to discuss research culture and create an environment where they can hear what staff think changes should be in place. Increase managers attending and hosting research culture cafes at the University. Increase representation of managers on the working group and concordat champions from 13% to 20%				
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	**ECR5(a)** Use PDR process to make researchers aware of the opportunities available to them around committee and working group membership. **ECR5 (b)** Increase membership, specifically Researchers to the Academic Development Team Associates Network. **ECR5 (c)** Encourage researchers to develop and create researcher guidance, strategy and policy that can be shared across the institution. **ECR5(d)** Researchers to host research culture cafes	No No No Yes	May 2024 October 2025 Ongoing Report Annually	HoOD AD AD HoR	Increase Staff Engagement Survey under 'Empowering and Involving People' from 84% to 90% of staff completing internal survey- to agree 'I am regularly asked for my opinions' Increase the amount of culture cafes run by academic staff not by a central team. Representation of researchers on ADT Report, promote and celebrate institutional guidance and policy implemented by researchers.				

		ER4(a) Review and establish a mechanism to ensure that research staff, including researchers and PGR's have representation at committee level.	Yes	Mar-24	HoR	85% of researchers completing internal survey- to agree 'I am regularly asked for my opinions' Where the review shows a gap of representation, review the ToR of the committee with the Chair and Secretary Increase PRES results from 80% to 90% of respondents to question "I am aware of opportunities to become involved in the wider research community"				
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.									

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.__

The University updated its Recruitment and Selection Policy in 2023, further strengthening its commitment to fairness, objectivity, diversity and excellence. The University provides training, development and support to those involved in recruitment and selection. All panel chairs are required to complete the Chair of Interview Panels training course.

Wrexham University launched iTrent, a fully integrated HR and payroll system, in October 2022. The aim is to create a single point of truth for data held within HR and Payroll. iTrent is used by all staff, from creating employment contracts, onboarding, updating personal information, recording holiday and expense claims, viewing payslips, etc.

The university currently has a very small number of staff on fixed-term research-only contracts. As the university continues to grow its research capacity, a review of the templates and job descriptions used for research assistants, post-doctoral researchers, research associates, and research fellows will be conducted, as detailed below.

EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	EI1 (a) Ensure all managers have completed Recruitment & Selection training. EI1 (b) Review content of recruitment & selection training to reflect the principles of excellence, fair and inclusive research practices. EI1 (c) Conduct a review of the Recruitment & Selection Policy and contract process for researchers only staff. EI1(d) Conduct review of the Vacancy Control Process of research & teaching staff. EI1 (e) Produce new job description, contracts and guidance for research only posts and Wrexham University.	No No No No No	October 2025 November 2024 March 2024 March 2024 November 2024	HoOD HoHR HoR HoHR HoHR	100% of Managers will complete Recruitment & Selection training by the end of 25/26. Maintain 100% of managers completing CEDARs survey that they agree they are fully confident in their ability to use inclusive, equitable and transparent recruitment processes. New templates and guidance to be in place. Complete review of training provisions and policy and procedure currently in place. Consult with researchers contract staff and line managers on the review and communicate any changes to all staff.				
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	This obligation is not an area of focus for this action plan, but will continue to be monitored.								

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.__

36% of staff completing CEDARS felt that promotional pathways at Wrexham University were clear; in comparison to other areas of the CEDAR questions, this is substantially low. Furthermore, academic members of the concordat working group have continued to discuss the EI3 principle and obligation since its formation. This is therefore an area of progress the working group want to take forward over the next reporting period.

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.	EI3 (a) The University will sign The Declaration on Research Assessment (DORA). A communication and guidance plan will be put in place on signing the commitment. EI3(b) Create a researcher career timeline, outlining the different stages, training, activities and opportunities for researchers. The timeline will be used as a resource in PDR meetings with guidance for researchers and managers. EI3 (c) A new training session has been scheduled for 2023-2024 'Pathways to Readership' for all academic staff. EI3 (d) Create an Academic Careers Framework to support staff career pathways and development. EI3(e) Celebrate research achievements and recognition at the biennial staff awards. EI3 (f) Review the policies and procedures in place for promotional pathways for all academic and research staff at Wrexham University.	No No No No No No	March 2024 April 2024 July 2024 August 2026 November 2025 January 2026	HoR RIM RDO HoR HoHR HoHR	The University have decided on an approach to responsible metrics and will sign DORA and embed this into the research culture of the University. Embed the career timeline as a resource in to the PDR process. Increase CEDAR response from 36% to 65% of "staff agreeing that the promotion pathways and processes at my institution are clear to me" Attendance and feedback of new session will be monitored. Have two awards dedicated to researchers at the staff awards.				
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	This obligation is not an area of focus for this action plan, but will continue to be monitored.								

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.	EM2 (a) As noted in ECI2(a) and (b) All University research related policies and procedures to be hosted on Research Office webpages to ensure all documentation are easily accessible and visible to all research staff and students and a Policy Communication Plan for all new research related policies and procedures will be created. EM2 (b) the University is currently implementing a new grant management system with clear workflow routes for funding proposal and due diligence checks. The system will be embedded with guidance for applicants and signatories on legislation, policies and term and conditions of grant funding.	Yes No	April 2024 September 2024	HoR HoR	Webpages to be live on the University website New Policies and Procedures to be approved with EIA in place and communicated to all staff and PGR's following new Policy Consultation & Communication Plan. Grant Management system live				

ER1	**Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.**	**ER1 (a)** As noted in **ECI2(a) and (b)** All University research related policies and procedures to be hosted on Research Office webpages to ensure all documentation are easily accessible and visible to all research staff and students and a *Policy Communication Plan* for all new research related policies and procedures will be created. **ER1 (b)** the University is currently implementing a new grant management system with clear workflow routes for funding proposal and due diligence checks. The system will be embedded with guidance for applicants and signatories on legislation, policies and term and conditions of grant funding.	Yes No	April 2024 September 2024	HoR HoR	Webpages to be live on the University website New Policies and Procedures to be approved with EIA in place and communicated to all staff and PGR's following new *Policy Communication Plan.* Grant Management system live			
ER2	Researchers understand their reporting obligations and responsibilities.	This obligation will be considered in the new Concordat to Support Research Integrity action plan.							
People management									
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.									
The University's People and Culture Strategy 2021-2024 has the strategic objective to: Develop a leadership and management team that supports and develops our staff to fulfil their potential and career aspirations, equipping them to succeed. A priority aim within the strategy led by the People and Culture Committee is to; Support and guide our leadership teams in developing approaches to leadership and management, enabling them to embrace the new blended ways of working and effectively support the successful performance of their teams.									
EI4	**Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.**	**EI4 (a)** Review the current Programme leader training that is in place to establish if a similar development training programme can be put in place specifically for researcher managers. **EI4 (b)** We have run 'Project Manage my PhD' for a number of years, available to all PGR students. We aim to create a new session, 'Managing a research project', for 24/25, available to all staff. **EI4 (c)** Review the two new training provisions for line managers that have been launched in 2023-2024, delivered by the Research Office and HR.	Yes No No	January 2025 January 2025 January 2025	AD GDT HoR	Review programme and propose similar approach for research managers. New training session Attendance and feedback Increase CEDAR response from 40% to 60% of staff agreeing that they have time to develop their leadership skills.			
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.**	**EI5 (a)** Within the new Itrent HR system, provide the option for staff to record research and scholarly and professional development time via the system which can then be reviewed and approved by managers. Create guidance and communication plan for all staff.	No	February 2024	HoHR	Roll out new feature with guidance following a communication plan. Review use of feature in system Hold internal consultation with staff and managers on the new feature of the system.			
EM1	**Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.**	**EM1 (a)** New training sessions for managers 23/24 'Having Research Conversation with Staff; and 'How to Undertake and Effective PDR'.	No	Nov-24	RDO	Review attendance and feedback of both sessions. Monitor CEDAR responses to: Managers In which areas have you undertaken, or would you like to undertake, training and other continuing professional development?			
EM4	Managers actively engage in regular constructive performance management with their researchers.	This obligation is not an area of focus for this action plan, but will continue to be monitored.							
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	This obligation is not an area of focus for this action plan, but will continue to be monitored.							
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.	This obligation is not an area of focus for this action plan, but will continue to be monitored.							
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.	**PCDI1 (a)** Ensure that all academic staff are aware of the Researcher Training & Development programme. **PCDI1(b)** Develop a guide for 'what is professional development' which will be available on the research office webpage and communicated to all researchers **PCDI1 (c)** Continue to promote Research Development Awards **PCDI1 (d)** Work with Faculty's/Departments to ensure discipline specific and career stage specific training is offered alongside the centrally-provided more generic training	No Yes Yes No	Ongoing May 2024 Ongoing August 2024	RDO HoR ROA HoR	Increase attendance to research training by 15% by next review point. Increase the amount of feedback after each training session by 10% and complete annual report. Increase the amount of RD awards by 10%. Create case studies from RDAs. Work with faculty's/ departments. research centres to create bespoke training programmes. Increase CEDARs response from 31% to 50% During the past 12 months (or since taking up your current position if that is more recent) approximately how many days have you spent on training and other continuing professional development activities?- 10 days or more.			
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	**PCD16(a)** Review digital solutions and systems in place to record Training & Development attendance to be monitored centrally and reported annually. **PCDI6 (b)** Completed professional development and professional development needs to captured through the itrent PDR process and Personal Research Plans.	No No	Annual Annual	HoR HoR	Review digital solutions Engage with researchers on the barriers to recording training and professional development.			
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 delivery of their research and their own professional development.	**PCDM3(a)** All line managers of researchers to ensure researchers are empowered to spend 10 days per year on professional development. Annual guidance sent to line managers before the PDR process. **PCDM3 (b)** Line managers to actively encourage and promote research staff to present their research findings at relevant internal research events such as Open House for Research or Research Seminar and at external conferences. **PCDM3 (c)** A new training programme for research managers 'Having Research Conversation with Staff' has been scheduled for 2023-2024.	No No No	Ongoing Annual July 2024	HoR GDT GDT	CEDARs 60% agree that their manger encourages them to engage in personal and career development activities; at least 60% of those line managing researchers indicate they are confident in their ability to actively support researchers working towards their career aspirations. Increase engagement to internal events such as Open House and Research Seminars by 20%. Increase representation of presenting at these events for FTC researchers by 20%			
PCDR1	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.	**PCDR1 (a)** Encourage researchers to use new guide 'what is professional development' when completing their annual PDR and PRP. **PCDR1 (b)** Create a development tracking template for all staff to use annually and use as a tool when completing their PDR and PRP with their line manager.	No No	May-24 May-25	HoHR HoR	Complete guidance and circulation of both new documents/ templates and communicate. Record and consult who has used new guidance and templates during their PDR. CEDAR responses to "Your manager/supervisor encourages you to engage in personal and career development activities?"			
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.	This obligation is not an area of focus for this action plan, but will continue to be monitored.							
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	This obligation is not an area of focus for this action plan, but will continue to be monitored.							
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	This obligation is not an area of focus for this action plan, but will continue to be monitored.							
PCDR4	Researchers positively engage in career development reviews with their managers.	This obligation is not an area of focus for this action plan, but will continue to be monitored.							
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.	**PCDI3 (a)** A new training session has been scheduled in 2023-2024. The first part of the session aims to get participants thinking about what a narrative CV is, and how it differs from the traditional academic CV. The second part of the session focuses on careers beyond academia and how to link this to personal career planning. **PCDI3 (b)** New webpage to be developed with career guidance for researchers, including recordings of the Made in Wales; Careers beyond academia series, Royal Society Résumé for Researchers and career stories beyond academia.	No No	March 2024 June 2025	RDO RIM	Monitor training attendance and feedback Creation of new webpage, number of video views. Increase CEDARS response to "Your manager/supervisor encourages you to consider a wide range of future career options within and beyond academia?" from 37% to 60%.			

Ref	Obligation	Action	Progress	Timescale	Lead	Success measure				
PCDR3	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.	**PCDR3 (a)** Ensure all staff including researchers engage with the Wrexham Research Information System, and create and update staff profiles to reflect a portfolio of research activity. **PCDR3 (b)** Ensure all staff including researchers engage with the annual Personal Research Plan process as part of the PDR. **PCDR3 (c)** Promote and increase the amount of academic staff and researchers with an ORCID account.	Yes Yes No	Ongoing	HoR	All staff and researchers to have a profile on the University webpages by 2025, which are updated regularly. 80% of staff and researches to have a PRP in place by the next reporting period Increase amount of ORCID accounts from 16% to 40% by the next reporting period				

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.

Ref	Obligation	Action	Progress	Timescale	Lead	Success measure				
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	**PCDI4 (a)** Continue to promote the Future Leaders and Aurora Leadership Programme. **PCDI4 (b)** Ensure all researchers including researchers engage with the Wrexham Research Information System, enabling all staff to create profiles to showcase their research identity which will be published to the external webpages.	No Yes	Annually August 2025	HoOD HoR	Increase participation in the Future Leaders and Aurora Leadership Programme All staff and researcher to have a profile on the University webpages by 2025, which are updated regularly.				
PCDM4	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.	**PCDM4 (a)** Provide guidance for research managers, with regards to supporting researchers to develop their research identity, leadership skills, engaging in career development conversations, and recognition and value at work.	Yes	Nov-24	HoR	Create guidance document for managers to use during the PDR and PRP process. 60% of those line managing researchers indicate they are confident in their ability to actively support researchers working towards their career aspirations.				
PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	This obligation is not an area of focus for this action plan, but will continue to be monitored.								
PCDR5	Researchers to seek out, and engage with, opportunities to develop their research identity and broader leadership skills	This obligation is not an area of focus for this action plan, but will continue to be monitored.								

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.

Ref	Obligation	Action	Progress	Timescale	Lead	Success measure				
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.	**PCDI5(a)** Working with Wales Concordat network to deliver a series called "Made in Wales: Careers beyond academia". Sessions featuring researchers who started their careers at Welsh institutions and have since moved into other sectors. This series will give researchers the opportunity to hear about different career trajectories and pathways.	No	Oct-24	HoR	Continue to work collaboratively with the wales concordat network. Increase CEDAR responses to questions around careers beyond academia.				
PCDM2	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.	**PCDM2 (a)** Review and consult on the introduction of secondment policy and procedure at the University. **PCDM2 (b)** Review membership of the university mentor scheme to including visiting and honorary role appointments to support sector awareness beyond academia.	No No	January 2026 April 2025	HoHR HoOD	Introduction of new policy supported with an engagement and communication plan. Increase PRES results to As a result of my research degree programme I feel better prepared for my future career from 70% to 80%. Increase mentor partnerships by 20% by 2025				
PCDR2	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.	**PCDR2 (a)** Increase collaborative working with employers through KTPs, SMART partnerships and consultancy.	Yes	Ongoing/ Annual	HoE	Increase CEDAR responses to "To what extent does your institution value the contributions that you make to". 10% increase in KTP and SMART Partnerships.				
PCDR6	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.	This obligation is not an area of focus for this action plan, but will continue to be monitored.								

* The Researcher Development Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants.
The Researcher Development Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.

	Further hyperlinks and supplementary information (more rows can be added)
1	
2	
3	
4	
5	
6	

	Abbreviations and glossary (more rows can be added)
HoR	Head of Research Services
HoHR	Head of Human Resources
HoOD	Head of Organisational Development
RIM	Research Impact Managers
GDT	Graduate Development Tutor
RDO	Research Development Officer

7	
8	
9	
10	

HoE	Head of Enterprise
ROA	Research Office Administrator
AD	Associate Deans