

## European Commission HR Excellence in Research Award (HREiR): 10-Year Summary Report

### 1. Institutional Context.

Nottingham Trent University (NTU) is a modern university with a strategic ambition to 'create the university of the future'. Our 'University, re-imagined' strategy is articulated under five strategic themes, including 'Valuing Ideas' which focuses on research, innovation and impact and is overseen by the Valuing Ideas Theme Board led by the Pro Vice-Chancellor for Research and Innovation.

We have a community of 175 research only staff who are primarily contracted to conduct research. There are 470 researchers on the teaching and research pathway with significant responsibility for research and many will also be managers of researchers. Both groups of researchers, have obligations under the Concordat, alongside NTU as the institution.

This document summarises NTU's progress towards achieving the principles of the Researcher Development Concordat and forms part of the external 10-year review, alongside the action plans which are available online. Contributions from all three Concordat stakeholder groups; the institution, managers of researchers and researchers have formed the basis of this report and informed the 2023-26 action plan.

### 2. Governance mechanisms to review progress and define strategy and actions.

A decision was made in the last review period to embed the original Concordat Management Group and its activity into the newly formed Researcher Development Strategy Group chaired by the Head of Researcher Development and reporting monthly to the Valuing Ideas Theme Board. This was done to align its work more closely to NTU strategic priorities, leverage senior support and to raise visibility of both the Concordat and of the broader research culture and environment endeavours. Researchers are represented on the main governance committees, though research only colleagues are less well represented. Based on their feedback we are addressing this in our forward plan. The Valuing Ideas strategy group does include two research only colleagues and other mechanisms have been used to solicit their views.

University Research and Innovation Committee has overall responsibility for the development and monitoring of research governance and procedures and reports to Academic Board. The Committee has oversight of the Concordat and receives an annual report on progress and plans, whilst the Valuing Ideas Board has oversight of research KPIs set by the Board of Governors and of the associated research culture and environment required to increase institutional capacity and capability for research. Combined, they support NTU's ambition to nurture and develop the next generation of researchers as it continues to build an ambitious, supportive, and inclusive research environment in which researchers can excel.

### 3. The Internal Evaluation Process.

The Head of Researcher Development led the review process with the Researcher Development Strategy Group (which includes two early career researchers), in consultation with Pro-Vice-Chancellor for Research and Innovation. The process included consultation with the Director of HR, Head of HR Strategic Projects, Head of Organisational Development, EDI Manager, Head of Research Governance and wider engagement through networks and events with the academic community. Events included the inaugural Researcher Conference for colleagues on research only contracts.

Concordat Champions had been created in 2018 to embed understanding of and commitment to the Concordat and having achieved this, the focus of the group moved to institutional-wide actions and Champions were stood down. To continue the dialogue that had been established through the Concordat Champions we set about engaging a wider body of researchers directly through events and surveys and two early career researchers were invited to become members of the Researcher Development Strategy Group. We also consulted with managers of researchers and research leaders through extended Academic Research Leadership Team meetings.

Extensive benchmarking of NTU's performance indicators in CEDARS against the sector, the Knowledge Exchange Framework (KEF) cluster universities and university groups aligned with NTU's post-REF strategic research ambitions has been conducted. Reports summarising CEDARS results, benchmarking data and areas for enhancement were discussed at University Executive Team, Extended University Executive Team, and Academic Research Leadership Team.

#### How researchers informed the review

The CEDARS Surveys in 2021 and 2023 (25-43% response rates across academic Schools) served to establish measures and monitor performance indicators. This was supplemented by engagement and discussion with groups of researchers over the past 2 years. In 2021-2022 Academic Research Leadership Team (ARLT) hosted two 'ARLT meets Early Career Researchers' meetings. These were designed to engage researchers and get behind the raw data in CEDARS by using key findings from the survey as prompts for small group discussions. This provided rich data that both added to the CEDARS data and elucidated the seemingly conflicting answers in the survey, for example, around mental health and wellbeing.

In 2021 the Interim Pro Vice-Chancellor Research introduced a new agenda item to research committees called 'Research Voices'. It consisted of a short talk by a researcher on their personal experience of NTU and its research environment, reflecting on the positives and challenges in their role. This served to ground the committee members in real life experiences of researchers when considering strategy around research. Researchers highlighted the importance of having supportive managers as well as some specific challenges with managing time and competing priorities.

In March 2023, NTU held an inaugural Researcher Conference to engage staff primarily contracted to conduct research. The conference focused on profile and visibility, collaboration, career development and continuing professional development and included engaging delegates in a Concordat gap analysis exercise and discussion. 37% of research staff engaged with the Conference; 22% attended the face-to-face event and a further 15% engaged in follow up discussion, outputs, and online resources. The Researcher Conference received a 100% overall satisfaction rating which can be summarised by the following written feedback:

*"It was great to have such a friendly and engaging event focused on research staff that recognised our specific needs, and to meet other researchers from other departments and other campuses. And it was great to be listened to and feel recognised and supported".*

#### **4. Progress and achievements from our 2021-23 strategy**

##### **Research leadership development.**

The Action Plan included a target to increase engagement with leadership through programmes developed through NTU's College for Leadership Engagement and Research. The flagship Vice-Chancellor's Future Research Leaders Programme for early career researchers launched in 2021. Offered annually, it provides external mentoring and opportunities for group project work and peer review. 40% were promoted during or immediately after completion of the first cohort. The launch of this high-profile programme generated significant interest in leadership amongst researchers, many of whom who were too early career stage to apply for Future Research Leaders. As a result, we developed the Next Generation Research Leaders programme which launched in 2022. In addition, a Leading and Managing as Principal Investigator programme was piloted and re-launched in 2023. We will continue to build on the College for Leadership success in our forward plan.

##### **The introduction of a single platform for learning and development**

In the strategy and Action Plan a commitment was made to introduce a university-wide learning experience platform, serving as a 'one stop shop' for researchers to access training and development opportunities and resources. Introduced in 2022, Thrive is being used for training and development opportunities and resources and further initiatives are outlined in the forward Action Plan. Increasing engagement and development of outstanding content remain priorities for our forward plan.

##### **Developing excellence in research impact.**

A strategic priority in both the 2019-21 and 2021-23 HREiR action plans was to accelerate excellence in research impact via Researcher Development. In REF 2021 the quality of NTU's impact case studies was externally assessed as the strongest part of the REF submission with 86% rated as world-leading or internationally excellent. Not only do the case studies demonstrate how research undertaken at NTU has benefitted the economy, society and the quality of life beyond academia, but from an HR Excellence in Research perspective, a notable achievement is that in the 39 REF 2021 impact case studies, 24 research only colleagues i.e., Research Associates and Senior/Research Fellows, contributed to the underpinning research and were named and recognised in the published REF impact case study documents.

#### **5. Progress and achievements against the three Concordat principles**

Progress against the 3 Concordat Principles evidenced by a range of success measures, including CEDARS 2021 and 2023 data, is outlined here and in the updated 2021-2023 plan vs achievement measures available online.

##### **Concordat principle: environment and culture**

In line with the Action Plan, NTU has made significant progress with institutional quality assurance mechanisms including Athena SWAN and the Race Equality Charter, which together with a range of research-specific activities and their subsequent impact have contributed to an improved research culture and environment, as evidenced below.

##### **Equality, diversity, and inclusion**

NTU holds an Athena SWAN Institutional Bronze Award, awarded in 2019. NTU's academic pipeline reflects the sector; women are under-represented in senior academic roles such as Associate Professor and Professor. The Action Plan included a target to increase female representation among the Professoriate to 35% by 2022, a substantial level above the national average (25%). Actions included a pilot workshop targeted at women to promote 'academic career advancement' from Senior Lecturer to Associate Professor level and above to start to unblock the pipeline, together with a support plan. A key achievement is that the representation of women in the Professoriate has increased from 28% in 2018 to 37% in 2022, exceeding the 35% target included in our 8-Year Review.

NTU was awarded a Race Equality Charter Bronze Award in 2022. This recognises NTU's solid foundation for addressing and eliminating racial inequalities and developing an inclusive culture. NTU's Race Equality Action Plan currently has 90% of its ratings as Green. To ensure that early career researchers from ethnic minority groups have access to mentoring support, in line with the requirements of the Race Equality Charter, we have incorporated mentoring support for all early career researchers into many of our research leadership programmes and created a new mentoring video and accompanying resources to support quality mentoring discussions.

NTU's College for Leadership Engagement and Research draws on a diverse talent pool; 30% of delegates on the 2021 Vice-Chancellor's Research Leaders programme identified as minority ethnic. A second cohort commenced in September 2022 with 35% of delegates identifying as minority ethnic. In the CEDARS survey 85% of researchers agree that NTU is committed to equality and diversity, ahead of the 2023 target, which closely mirrors NTU's all-staff surveys. CEDARS also shows that 82% of ethnic minority researchers felt valued at work, higher than for the overall research community. NTU introduced a policy to support researchers; SoAR (Support of Academic Returners), enabling them to receive financial support when returning from caring-related leave. In CEDARS 67% of researchers reported feeling valued and 70% indicated their manager promoted a good work-life balance.

**Concordat principle: employment.**

NTU has reduced the number of researchers on fixed term contracts over the past few years. This has been achieved through several approaches including new open-ended contracts subject to funding and the creation of a permanent talent pool of researchers with core research skills in the School of Social Science.

**Researcher induction.**

In the 2021-23 action plan we committed to offering a twice-yearly researcher induction to address findings of the CEDARS 2021 survey, that only 43% found the induction useful and 24% reported not being offered an institutional level induction. Launched in late 2021, the new thrice-yearly Researcher Induction is an interactive session providing insights into the research culture and environment and opportunities for discussion and engagement, to which all newly appointed researchers receive a personal invitation. The induction is further supported by a suite of resources delivered via Thrive. The participant overall satisfaction rate is 100%, and CEDARS 2023 shows an increase to 59% who report induction useful.

**Mental health and wellbeing.**

In CEDARS 2021 63% (rising to 65% in 2023) of researchers reported that the University promotes good mental health and wellbeing and 70% said their manager promotes a good work-life balance, exceeding the 60% success measure. More in-depth discussions with researchers indicated that, whilst the above is indeed an accurate picture, there is a tension with time and competing workloads, consistent with the sector.

**Concordat principle: professional and career development.**

NTU is a signatory to the Technician Commitment, a quality assurance initiative that aligns with the Concordat. The University's action plan expects to see increased professional recognition opportunities for technicians. The Inaugural Technician Conference was held in 2022 where NTU was presented with the Employer Champion Award from the Science Council. In view of progress through the ongoing Technician Commitment action plan, technicians will not be included in the forward HR Excellence in Research action plan, though we will continue to identify areas of synergy.

**Researcher mentoring and developing the Professoriate as expert mentors.**

Access to mentoring was integrated into research leadership programmes, including the Vice-Chancellors Future Research Leaders programme and a pilot programme to develop Professors as expert mentors in the School of Science and Technology with a 70% participation rate amongst the Professoriate. Mentors worked with mentees using the Individual Research Plan to support mentees in their career development and research aspirations. This resulted in participants reporting a 28% increased confidence in developing the mentoring relationship and a 13% increase in confidence using the Individual Research Plan to support the process. In CEDARS 68% of researchers indicated their immediate line manager supports them.

Researchers who engaged with the School of Science and Technology's Mentorship and Academic Research Training (SMART) Programme benefited from a programme of mentoring and research development support and as a result reported twice as many grant and funding applications as colleagues who did not participate.

**Professional and career development.**

NTU ran the inaugural National Academic Book Publishing Conference (January 2023) in collaboration with the British Academy and was successful in a combined university bid for a regional researcher-led Network which provides researchers with access to additional regional and national development and networking opportunities. New programmes including an expanding portfolio of research leadership development has increased the number of researchers reporting 10 days or more CPD to 17% in 2023 (an increase of more than 50% from CEDARS 2021). Researchers reporting low levels of CPD remains a challenge and we will seek to understand the barriers and address this through the launch of the Researcher Network in 2023.

## 6. 2023-2026 Future strategy

Whilst NTU recognises that a thriving research environment and culture depends on a network of interrelated and interconnected roles and responsibilities, the primary audience for the 2023-26 action plan is research staff; individuals whose primary responsibility is to conduct research and who are employed for this purpose, together with colleagues on the Teaching and Research pathway, managers, and research leaders.

NTU will make development opportunities and resources more accessible and visible via Thrive and continue to develop initiatives that support researchers to submit high quality external funding proposals through publicly funded, business and third-sector opportunities and partnerships.

Inclusion and engagement remain a focus for our plan and at NTU we are championing an approach that we are terming 'Research Inclusive'; inclusive in engaging with local communities and organisations to identify the research topics to be explored, inclusive in diversifying the backgrounds of colleagues who lead that exploration, and inclusive in the ways our findings are shared.

**By 2026 we expect to have achieved the following:**

### **Increased opportunities for researchers to engage in institutional policy making**

In 2023 we will conduct a review of research staff representation on School and University committees and by Spring 2024 update terms of reference and increase research staff representation. This was an action identified by research only colleagues at the Researcher Conference in January 2023, reinforced by CEDARS 2023 data.

### **Expand research leadership offer**

By 2025, we will ensure that all researchers at all career stages can access research leadership programmes appropriate to their career stage and/or role. CEDARS data and discussions with researchers identify this as a barrier to progression and programmes run over several weeks or months provide an opportunity to meet others beyond their department which researchers at all levels tell us is important to their own development, bid development and peer support.

### **Increase researcher mentoring**

We will provide additional developmental opportunities and support materials to enable mentors and mentees to gain the most from the mentoring relationship and further integrate mentoring into developmental programmes.

### **Increase early career researcher (ECR) engagement in continuing professional development (CPD)**

By 2025 we will show a step-change in the percentage of ECRs spending 10 days or more per annum on training and CPD, exceeding the sector average as measured by the biennial CEDARS survey. This will be achieved by introducing a suite of workshops and thematic events focusing on routes to CPD and career development, an Individual Research Development Plan to meet the specific development needs of colleagues primarily contracted to conduct research and, a new measure based on learning analytics data from our Thrive active learning platform.

### **Researcher Network**

The Researcher Network will launch in 2023 as an inclusive network for both early and mid-career researchers based on discussions with researchers. Through the network and through our College for Leadership Engagement and Research we will ensure that the development needs of research only colleagues, and those undertaking significant research are addressed.

### **Increase inclusion and engagement**

NTU will:

- Become a signatory to the Mental Health Charter in 2023
- Apply for the Athena SWAN institutional Silver Award in 2024 and engage researchers in the associated action plans.
- Investigate how neurodiversity impacts on researchers' experience of everyday research activities and take action to make those activities more inclusive and accessible by 2025.

### **Communication with researchers**

Researchers at all levels, but particularly research only colleagues tell us they would welcome more targeted communication for development opportunities as well as opportunities to meet and engage with other researchers beyond their own departments. This will be an of focus in our plans to enhance the research culture and environment and support cross disciplinary working and bid development.

A more detailed set of actions for all 3 Concordat stakeholder groups; the institution, managers of researchers and researchers themselves, together with success measures can be seen in our 2023-2026 plan available online.

## HREiR Action plan template 2021-2023

## Details

Institution name:	Nottingham Trent University (NTU)	The institutional audience* for this action plan includes:		
Cohort number:	Cohort 8	Audience (beneficiaries of the action plan)	Number of	Comments
Date of submission:	May-21, updated December 2021	Research staff	198	Research Associates, Research Fellows on research only contracts
		Research and Teaching; Research and Practice	652	Research active: broadly teaching and research and teaching and practice colleagues
		Technicians	212	

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result	Action carried over from previous action plan?
<b>Environment and Culture</b>								
<b>Institutions must:</b>								
EC11	Ensure that all relevant staff are aware of the Concordat	<p>a) Increase awareness of the new Concordat via meetings with existing networks including early career networks in Schools.</p> <p>b) Include Concordat updates in the Research Newsletter.</p> <p>c) Include an overview of the Concordat in the Research Support Webinars / Researcher induction.</p> <p>d) Take opportunities to mention the Concordat via new programme launches and publicity, including the Vice-Chancellor's video launch of Future Research Leaders Programme.</p>	<p>1. Introduce MS Teams polling questions at selected workshops in Spring 2022 and Spring 2023 to ensure awareness is on track for targets below.</p> <p>2. At least 50% of respondents note they are aware of the Researcher Development Concordat in CEDARS 2021, increasing to at least 65% in CEDARS 2023</p> <p>3. At least 40% of respondents note they are aware of the HREiR Award in CEDARS 2021, increasing to at least 50% in CEDARS 2023.</p>	<p>Mar/Apr-22</p> <p>Mar/Apr-23</p> <p>Jul-21</p> <p>Jul-23</p>	Researcher Development Manager	<p>a) NTU increased awareness of the Concordat via early career researcher networks in Schools, notably Art and Design. The now hybrid Researcher Induction mentions the Concordat themes throughout and there are links to the website for researchers. There is a specific Thrive Learning Pathway for the Concordat.</p> <p><a href="#">Thrive</a> is NTU's active learning platform, with all our learning and development content and collaboration tools on one platform for researchers. Training and development content has moved off legacy platforms. Thrive is linked to marketing campaigns. We are making training and development easy for researchers.</p> <p>b) Concordat updates were included in the Research Newsletter, including links to</p>	<p><b>Ongoing priority</b></p> <p>1. The Concordat was included in Researcher Induction to raise awareness. We introduced a dedicated learning pathway on Thrive in 2022.</p> <p>Thrive is beginning to be established at NTU and is a significant feature of our Forward Action Plan</p> <p>2. Researcher Concordat awareness increased by almost 30%, from 30.3% (CEDARS 2021) to 39% (CEDARS 2023). This is in our Forward Action Plan, with greater integration into Researcher Induction, the Researcher Induction Checklist and Thrive.</p> <p>3. In 2021, 30.1% of researchers said they know the HREiR Award exists; 15%</p>	No

Old Concordat principle and clause

New

						<p>specific initiatives, such as the Researcher Induction and Researcher Conference.</p> <p>c) The Concordat is now an asset on the Thrive active learning platform, and it is integrated into the Researcher Induction.</p> <p>d) The Concordat is included in the Vice-Chancellor's video for the Future Research Leaders Programme.</p>	<p>reported having some understanding. This is behind our identified success measure. Our Forward Action Plan includes measure to raise awareness of HREiR. The Researcher Conference, for example, will be based on Concordat themes aligned to HREiR.</p>		
ECI2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	a) NTU is committed to tackling race inequality, by becoming members of the Race Equality Charter this provides a framework to challenge racial inequality at an institutional level. Its associated initial action plan commitment to 'Identify and train colleagues from BAME communities to become panel members to support, initially, senior recruitment interviews and complaints and grievance panels.' is being rolled out in 2021. This will support the diversification of recruitment panels, as recommended by our Race, Ethnicity and Cultural Heritage (REaCH) staff network members.	<p>1. NTUs Race Equality Action Plan to report findings and progress in 2021 with 90% of action RAG ratings as green.</p> <p>2. Revised Race Equality Action Plan published based on extensive consultation by December 2021.</p> <p>3. At least 70% of respondents believe that my institution is committed to equality and diversity' in CEDARS 2021, increasing to at least 80% in the CEDARS 2023.</p> <p>4. These measures should also be mirrored in NTU's wider staff survey/pulse surveys.</p>	Dec-2021 Jul-2023	Human Resources Project Manager	<p>a) NTU committed to improving racial equality by signing the AdvanceHE Race Equality Charter in June 2020.</p> <p>NTU was awarded the Bronze Award which recognises an institutions solid foundation for addressing and eliminating racial inequalities and developing an inclusive culture that values all staff and students.</p> <p>The current Action Plan 2021-22 is available online.</p>	<p><b>Ongoing priority</b></p> <p>1. NTU's Race Equality Charter Action Plan has 90% of RAG ratings as green.</p> <p>2. A revised Race Equality Action Plan was published based on extensive consultation, including researchers, (2021).</p> <p>3. In the 2021 CEDARS survey 84.6% of researchers indicated they believe NTU is committed to equality and diversity, and this is already ahead of the 2023 target.</p> <p>4. NTU wider staff surveys during the review period focused on coronavirus pandemic related issues and are not included.</p> <p>5. 86% of researchers who identified as</p>	Yes	P2.1 P6.8

						<p>BAME said they have a good level of job satisfaction, compared to 71% of White. Moreover, 82% said they feel valued at work, which is 14% higher than the 68% of White researchers.</p> <p>6. CLEaR now draws on a diverse talent pool.</p> <p>30% of delegates on the programme identify as black, Asian, or minority ethnic. The ratio of women to men in cohort 1 was 50/50. 40% of the delegates have been promoted during or following completion of the programme.</p> <p>The second cohort commenced in September 2022 with 35% of delegates who identify as black, Asian, or minority ethnic.</p> <p>The diversity of the group was achieved by working with Associate Deans Research in Schools to combine nomination and ranking with self-nomination, followed by a selection panel which made the final selection based on merit.</p>			
ECI3	Promote good mental health and wellbeing through, for example, the effective management of	a) Promote good mental health and wellbeing through a programme of activities, events and resources hosted	1. At least 60% of respondents answer positively	Nov-21 May-21 Jul-23	Researcher Development Manager	a) Good mental health is promoted through a variety of	<b>Ongoing priority</b>	No	P6.9



	workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	on a dedicated My Wellbeing SharePoint site which is easily accessible via to MyHub.  b) NTU will reinforce awareness through newsletters, MyHub and newly established online all colleague Q&A sessions led by the Vice-Chancellor.	to the following CEDARS questions in 2021, increasing to at least 75% in 2023:  I believe that my institution actively promotes the importance of health and wellbeing amongst staff.  2. At least 60% of respondents answer positively to the CEDARS questions in 2021, increasing to at least 75% in 2023: I work in an environment that supports my health and wellbeing  3. At least 60% of respondents answer positively to the CEDARS questions in 2021, increasing to at least 75% in 2023: My manager promotes a good work life balance		Human Resources Project Manager	channels, including a SharePoint site.  Increasingly mental health and wellbeing resources are available on Thrive, including specific assets related to the mental health of researchers that are part of a Concordat learning pathway. There are wellbeing Champions, who regularly promote learning and development resources for researchers.  b) NTU does reinforce awareness through newsletters, including the Research Newsletter. Wellbeing and mental health regularly feature in the all-colleague Q&A hosted by the Vice-Chancellor, which is now established as a monthly online event since the coronavirus pandemic.	1. In the 2021 CEDARS survey, 62.7% of NTU researchers indicated that the University promotes good mental health and wellbeing, exceeding the success measure identified.  2. Researchers indicating the working environment supports their mental health increased by almost 20%, from 49% (CEDARS 2021) to 58% (CEDARS 2023).  Understanding researcher perceptions about the working environment is a feature of our Forward Action Plan, linked to the Researcher Conference and Researcher Network.  3. In the 2021 CEDARS survey, 70.2% of researchers at NTU indicated their manager promotes a good work-life balance, exceeding the success measure identified.		
ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	a) Encourage line managers to become more aware of mental health and wellbeing via the regular Manager Update newsletters and briefings and encourage them to have regular conversations with individuals and teams about wellbeing.  b) HR to provide regular reports to departments on completion of Mandatory Training known as Essential Learning.	1. At least 60% of respondents answer positively to the following CEDARS questions in 2021, increasing to at least 75% in 2023:  I believe that my institution actively promotes the importance of health and wellbeing amongst staff.  2. At least 60% of respondents answer	Mar-21 Jul-21 Jul- 23	Researcher Development Manager  Human Resources Project Manager	a) Line managers are encouraged to become more aware of mental health, including regular conversations with teams and individuals about wellbeing.  b) Human Resources provides regular reports to	<b>Ongoing priority</b>  1. In 2021, 62.7% of NTU researchers indicate that the University promotes good mental health and wellbeing.  2. In 2021, however, only 45.7% of researchers at	Yes	P2.3



			<p>positively to the following CEDARS questions in 2021, increasing to at least 75% in 2023:</p> <p>I work in an environment that supports my health and wellbeing.</p> <p>3. At least 60% of respondents answer positively to the following CEDARS questions in 2021, increasing to at least 75% in 2023:</p> <p>My manager promotes a good work life balance.</p>			<p>departments on Mandatory Training and Essential Learning is now integrated into the NTU Thrive active learning platform.</p> <p>NTU indicate the working environment supports their mental health and wellbeing. Understanding researcher perceptions about the working environment is a feature of our Forward Action Plan, linked to the Researcher Conference and Researcher Network.</p> <p>3. In 2021, 70.2% of researchers at NTU indicate their manager promotes a good work-life balance.</p>			
ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	<p>a) Review the May 2021 'Research Ethics Support and Review Processes' report from University Research Integrity Committee (URIC) and operationalise recommendations endorsed by University Research Committee (URC).</p> <p>b) Undertake a review of training to ensure that training is accessible, meets the requirements set out in the URIC report and that the University has a record of who has undertaken training</p>	<p>1. Measured by a satisfactory UKRI report on the elements relating to integrity and ethics.</p> <p>2. Based on the pilot 2020 CEDARS benchmark of 77%, at least 85% of NTU respondents answer positively to the following 2023 CEDARS questions:</p> <p>'To what extent do you agree with the following statements in relation to research integrity? Your institution promotes the highest standards of research integrity and conduct?'</p> <p>3. At least 80% of respondents answer positively to the following 2023 CEDARS question:</p> <p>'To what extent do you agree with the following statements in relation to research integrity? I am familiar with my institution's mechanisms to report incidents of misconduct.'</p>	Dec-22 Jul-22	<p>Chair University Research Integrity Committee</p> <p>Chair University Research Committee</p> <p>Researcher Development Manager</p>	<p>a) In April 2020 the UK Research Integrity Office (UKRIO) and Association of Research Managers and Administrators (ARMA) published Research Ethics Support and Review in Research Organisations.</p> <p>Following the publication of the UKRIO-ARMA Report, the university Research Integrity Committee (URIC) sought and obtained permission from the University Research Committee (URC) to undertake a review of research ethics policy and processes at NTU in the light of the UKRIO-ARMA Report. This review focused on staff and doctoral research only.</p> <p>The Full Report</p>	<p><b>Carried forward</b></p> <p>1. Annual statements on research integrity are published online, including the Annual Statement on Research Integrity 2020/21.</p> <p>A new training resource was developed and launched on Thrive with a view to allowing researchers to gain a more fundamental understanding of research ethics. The resource takes a principles-based approach and uses both video and textual content, includes a short quiz to allow participants to test their knowledge of research ethics.</p> <p>2. In 2021 74.2% of researchers indicated NTU</p>	No	P6.1

					<p>was presented to URIC on 21 April, when the Recommendations were discussed and approved.</p> <p>b) The recommendations included: • strengthen research ethics training, for staff and doctoral candidates; and widen considerably those in receipt of this training.</p> <p>strengthen and clarify the data management aspects of research ethics; and to incorporate these aspects into the enhanced research ethics training provision.</p> <p>In 2022 we initiated The Only Way is Ethics to integrate this training into the Thrive active learning platform through recorded conversations with researchers about ethics and integrity.</p>	<p>does promote the highest standards of research integrity and conduct.</p> <p>3. In 2021, 60.8% of researchers reported that they are familiar with NTU's mechanisms to report incidents of misconduct.</p> <p>4. We did not include specific CEDARS measures related to BAME. It is worth noting, however, that 82% of researchers who identified as BAME indicated NTU promotes the highest standards of research integrity and conduct, compared to 74% for colleagues who identified as White.</p>		
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ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices	<p>a) Undertake the nationally benchmarked CEDARS Survey every 2 years and undertake a review of findings and trends and incorporate these into NTU's Concordat and University wider plans.</p> <p>b) The Valuing Ideas Programme Board will monitor progress of the Researcher Development workstream and associated KPI's.</p> <p>c) The Research and Strategic Partnerships Development Team will review the research environment and culture as part of its plan and written commitments to the University, reimagined strategy.</p>	<p>1. Publish Concordat review and CEDARS survey results ensuring that these are shared widely via research communications and the Valuing Ideas Strategy updates. Concordat review documents citing CEDARS results are publicly available on the website.</p> <p>2. An improved environment profile in REF 2021 when the results are announced in May 2022.</p> <p>3. An increase of 10% from CEDARS 2021 of respondents responding positively to the NTU specific question in CEDARS 2023: To what extent do you feel valued for your contribution to NTU's research culture?</p> <p>4. Successfully launch new 'Research Voices' agenda item at the start of Research Committee.</p>	Jul-21 Jul-23  Annual (Valuing Ideas Reports)	Researcher Development Manager  Executive Dean Research	<p>a) NTU completed the CEDARS survey in 2021 and 2023 and findings and trends are in this Backward Action Plan and have informed the development of our Forward Plan.</p> <p>b) The Valuing Ideas Programme Board has monitored progress for the Researcher Development workstream and associated KPIs.</p> <p>c) The Research and Strategic Partnerships Development Team Action Plan includes actions related to environment and culture, aligned to the University, reimagined strategy.</p>	<p><b>Carried forward</b></p> <p>1. Concordat review and analysis of CEDARS survey results are shared and discussed widely, including benchmarking with national data.</p> <p>The Concordat review documents, citing CEDARS results are on the NTU website: 2021-23 action plan; and, progress against our 2019-21 action plan.</p> <p>2. The Research Excellence Framework results in 2022 were a significant achievement. NTU submitted outputs from 421 researchers (up from 267) and 39 impact case studies (up from 33). 82% of NTU's research was assessed to be either world-leading or internationally excellent. The overall quality of research submitted to each Unit of Assessment saw an improvement. 86% of NTU's research impact was assessed to be either world-leading or internationally excellent.</p> <p>NTU appointed a new Pro-Vice-Chancellor for Research and Innovation (2023) to lead</p>	No	P6.10 P7.5
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							<p>excellence in research.</p> <p>3. In 2021, 66.8% of all researchers report they feel valued at work, and this is 2.6% better than the sector (64.2%).</p> <p>Note: Researchers reporting feeling valued at work decreased by more than 5%, from 66.8% (CEDARS 2021) to 63% (CEDARS 2023).</p> <p>4. A series of short talks by an individual researcher on their experience at NTU and the research environment to share their personal journey reflecting on the positives as well as additional support they would welcome in their role. This is intended to ground the members in real life experiences of researchers at NTU when considering strategy around research.</p>		
Funders must:									
ECF1	Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies	N/A	N/A	N/A	N/A	N/A	No further action	N/A	P6.6
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers	N/A	N/A	N/A	N/A	N/A	No further action	N/A	New
ECF3	Ensure that funding call requirements and selection processes offer equality of opportunity between different	N/A	N/A	N/A	N/A	N/A	No further action	N/A	P6.6

	groups of researchers, recognise personal contexts, and promote positive research cultures and working conditions								
<b>Managers of researchers must:</b>									
ECM1	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	<p>a) Provide easy access to Essential Learning programmes related to equality, diversity and inclusion and monitor completion rates through My HR reports. These have been made available online to remove barriers to uptake and managers cannot recommend performance awards where the required mandatory training within NTU's Essential Learning suite has not been completed by the end of the appraisal year.</p> <p>b) In support of NTU's commitment to tackling racial inequalities and becoming an anti-racist institution, a newly developed anti-racism and white privilege training module has been made available for all colleagues to complete online and can be accessed via the Essential Learning Room in NOW. Completion will be monitored regularly through local teams and My Development to be replaced by LXP reporting in 2022.</p>	1. At least 70% of respondents believe that 'my institution is committed to equality and diversity' in CEDARS 2021, increasing to at least 80% in the CEDARS 2023.	Jul-21 Jul-23	<p>Researcher Development Manager</p> <p>Human Resources Project Manager</p>	<p>a) Essential Learning has moved to the Thrive active learning platform, which launched in 2022. Managers cannot recommend performance awards where the required mandatory training within NTU's Essential Learning suite has not been completed by the end of the appraisal year.</p> <p>b) Anti-Racism and White Privilege is an essential learning on the Thrive active learning platform.</p>	<b>No further action</b>  1. In the 2021 CEDARS survey, 62.7% of NTU researchers indicated that the University promotes good mental health and wellbeing, exceeding the success measure identified.	No	New
ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	a) Once revised research integrity training is launched, managers will be encouraged to lead by example in their practice and undertake training as appropriate, encouraging their researchers to do so.	<p>1. Launch programme in 2022 with 85% overall satisfaction measured by post event surveys and increasing engagement over 2022/23.</p> <p>2. At least 70% of respondents answer positively to the following 2023 CEDARS question: 'To what extent do you agree with the following statements in relation to research integrity? I am familiar with my institution's mechanisms to report incidents of misconduct.'</p> <p>3. At least 80% of respondents answer positively to the following 2023 CEDARS questions: 'To what extent do you agree with the following statements in relation to research integrity? Your institution promotes the highest standards of research integrity and conduct?'</p>	Dec-22 Jul-23	<p>CHAIR University Research Integrity Committee</p> <p>CHAIR University Research Committee</p> <p>Researcher Development Manager</p>	<p>a) In 2022 the Thrive active learning platform launched at NTU.</p> <p>One of the first pathways was Research Ethics, enabling researchers to learn about the core principles of research ethics and how they relate to contemporary research.</p>	<p><b>Carried forward</b></p> <p>1. Research Ethics was launched on Thrive in 2022.</p> <p>2. In 2021, 60.8% of researchers reported that they are familiar with NTU's mechanisms to report incidents of misconduct.</p> <p>3. In 2021 74.2% of researchers indicated NTU does promote the highest standards of research integrity and conduct.</p>	No	New

ECM3	Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity	a) Ensure that EDI and wellbeing are included in induction and are part of staff appraisal discussions. A newly developed NTU set of Principles and Ways is being rolled out in 2021 following extensive colleague engagement.	<p>1. At least 60% of respondents answer positively to the following CEDARS questions in 2021, increasing to at least 75% in 2023:</p> <p>a) I believe that my institution actively promotes the importance of health and wellbeing amongst staff.</p> <p>b) I work in an environment that supports my health and wellbeing. (CEDARS)</p> <p>c) My manager promotes a good work life balance. (CEDARS)</p> <p>d) I am familiar with my institution's mechanisms to report discrimination, bullying and harassment. (CEDARS)</p> <p>e) I think staff at my institution are treated fairly, irrespective of any protected characteristics. (CEDARS)</p>	Dec-22 Jul-23	<p>Human Resources Project Manager</p> <p>Researcher Development Manager</p> <p>Associate Deans Research</p>	a) EDI and wellbeing are included in induction and are part of staff appraisal discussions. A new NTU set of Principles and Ways is included in induction, and this includes Development.	<p>1.</p> <p>a) In the 2021 CEDARS survey, 62.7% of NTU researchers indicated that the University promotes good mental health and wellbeing, exceeding the success measure identified.</p> <p>b) In the 2021 CEDARS survey, however, 45.7% of NTU researchers indicated that the working environment supports their mental health and wellbeing, which is 14.3% below the success measure identified. Understanding researcher perceptions about the working environment is a feature of our Forward Action Plan, linked to the Researcher Conference and Researcher Network.</p> <p>c) In the 2021 CEDARS survey, 70.2% of researchers at NTU indicated their manager promotes a good work-life balance, exceeding the success measure identified.</p> <p>d) In the 2021 CEDARS survey 60.4% of researchers say they are familiar with NTU's mechanisms to report discrimination and harassment,</p>	No	P6.9
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							exceeding the success measure identified.  e) In the 2021 CEDARS survey, 70.2% of researchers indicate NTU treats them fairly, irrespective of protected characteristics, exceeding the success measure identified.  f) In the 2021 CEDARS survey 71% of researchers indicated they would feel comfortable reporting and incident of discrimination, and 73.6% said they trust NTU to investigate any reported incident fairly.		
ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers.	a) Agree at local team level an approach to 'Ways of Working' linked to the University redesigned programme following changes to a more flexible approach adopted during the pandemic.  b) Share widely Athena SWAN department award successes and flexible working results.	1. HR Pulse survey showing 55% answer positively to question regarding requests for flexible working.  2. At least 60% of respondents answer positively to the following CEDARS questions in 2021, increasing to at least 75% in 2023:  to what extent do you agree that your institution treats you fairly in relation to: Requests for flexible working?	May-22 Dec-22 Jul-23	Associate Deans Research	a) Local researcher managers have the flexibility to continue using flexible approaches adopted during the pandemic.  b) Actions included: a pilot information workshop targeted at women to promote 'academic career advancement' from Senior Lecturer to Associate Professor level and above to start to unblock the pipeline and a related support plan.  Athena SWAN successes are celebrated.  For example, a key achievement is that the representation of women in the	<b>Carried forward</b>  1. NTU wider staff surveys during the review period focused on the coronavirus pandemic related issues and are not included.  2. In the 2021 CEDARS survey, 66.4% of researchers indicated NTU treats them fairly in relation to requests for flexible working.	No	New



						Professoriate has increased from 28% in 2018 (when we were awarded our institutional Bronze Award) to 37% in 2022, exceeding the 35% target included in our 8-Year Review.			
ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	a) The College for Leadership Engagement and Research has started to pilot extended Academic Research Leadership events which include a broader range of research leaders including Research Centre Directors in discussions on maintaining and creating a positive research environment and culture.	1. The wider extended Academic Research Leadership Team events are reviewed regularly, and colleagues continue to find value in the sessions measured by agreement to continue and maintaining current participation and engagement levels across all Schools.	Apr-22 Apr-23	Associate Deans Research  Executive Dean Research  Researcher Development Manager	a) The College for Leadership Engagement and Research has started to pilot extended Academic Research Leadership events which include a broader range of research leaders including Research Centre Directors in discussions on maintaining and creating a positive research environment and culture.	<b>Carried forward</b>  1. The Academic Research Leadership Team events continue, with engagement across all Schools.	No	New
<b>Researchers must:</b>									
ECR1	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	NTU's staff survey shows the impact of work in this area. No further action required.	N/A	N/A	NA	N/A	<b>No further action'</b>	No	New
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion	a) Undertake training arising from requirements set out in the URIC report and monitor via LXP or new platform as appropriate.	1. Measured by a satisfactory UKRI report on the elements relating to integrity and ethics and equality, diversity and inclusion.	Jul-23	Human Resources Project Manager	a) Above	1. Above	No	P5.3
ECR3	Take positive action towards maintaining their wellbeing and mental health	This has been a strong focus in 2020 and 2021 and during the pandemic with a particular emphasis on management responsibility to have conversations and instigate supportive action as appropriate. No further action required.	N/A	N/A	N/A	N/A	<b>No further action'</b>	No	New
ECR4	Use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct	a) Undertake training arising from requirements set out in the University Research Integrity Committee report.	1. At least 70% of respondents respond positively to the 2023 CEDARS survey questions: to what extent do you agree with the following statement in relation to research integrity? I am familiar with my institution's mechanisms to report incidents of misconduct.	Sep-22	Human Resources Project Manager	a) Above	<b>Carried forward</b>  1. In 2021, 60.8% of researchers reported that they are familiar with NTU's mechanisms to report incidents of misconduct.	No	P6.9

ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	a) Create new opportunities at key University committees supplemented by introduction of 'Research Voices' at the start of the meeting where appropriate.	1. Minutes of University Research Degrees Committee and Academic Research Leadership Team show good engagement with policy and discussions.  2. 'Research Voices' agenda item well received by researchers as an opportunity to influence the research environment and culture based on their experience measured via qualitative feedback.	Dec-22 Jul-23	Researcher Development Manager	a) Committee minutes show good engagement with policy and discussions.  <b>Carried forward</b> 1) Committee minutes show good engagement with policy and discussions.  2. The 'Research Voices' agenda item was well received by researchers as an opportunity to influence the research environment and culture based on their experience measured via qualitative feedback.	Yes		P3.13
Employment									
Institutions must:									
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	a) NTU has made a commitment to the Race Equality Charter and has an associated action plan commitment to identify and train colleagues from BAME communities to become panel members to support, initially, senior recruitment interviews and complaints and grievance panels.  b) Provide feedback to unsuccessful candidates following interviews.	1. Training of Black and Minority Ethnic colleagues taken place to join senior recruitment panels.  2. At least 70% of respondents who have been recruited in the last two years respond positively to the 2023 CEDARS survey questions:  I believe my recruitment was:  a) fair  b) inclusive  c) transparent	Jan-22 Jul-23	Human Resources Project Manager	a) A piece of work is underway between the Equality Diversity and Inclusion Team and HR Resourcing to embed inclusive practice and increase diversity throughout the recruitment and onboarding processes. Outputs so far include an inclusive hiring toolkit.  Diverse recruitment panels work has been analysed and assessed having been in place for two years. Actions to develop and improve have been identified.  b) Unsuccessful candidates are offered opportunities for feedback following interview.  <b>Ongoing priority</b> 1. The training of Black and Minority Ethnic colleagues has taken place. Black academic colleagues remain underrepresented in senior academic roles and there is no systematic approach to profile raising that captures specifically the experience of Black academics in ways that acknowledge the collective contribution from Black academics to NTU's reputation and esteem.  NTU introduced a task and finish group to develop interventions aimed at sharing	Yes		P1.2 P6.2 P6.7

						<p>good practice, increasing profile, and monitoring impact, for example through the REF planning process and academic progression and promotion</p> <p>2. In 2021 NTU exceeded the three measures:</p> <p>a) In the 2021 CEDARS survey 80% of researchers indicated their recruitment was fair.</p> <p>b) In the 2021 CEDARS survey 70.9% of researchers indicated their recruitment was inclusive.</p> <p>c) In the 2021 CEDARS survey 72.7% of researchers indicated their recruitment was transparent.</p> <p>d) In the 2021 CEDARS survey 78.1% of researchers indicated their recruitment was merit-based.</p>			
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	<p>a) Conduct an annual review of the online NOW Induction Learning Room resource for researchers to update content and respond to feedback.</p> <p>b) Incorporate the newly piloted Research Support Webinars into the mainstream institutional researcher induction to provide a more engaging and interactive institutional level induction for researchers and undertake ongoing evaluation. This is seen as particularly important now that due to the pandemic many colleagues will be joining NTU remotely.</p>	1. At least 80% of respondents answer positively to overall satisfaction after attending a live researcher induction event measured by Online Surveys by March and October 2022.	Mar-22 and Oct-22	Researcher Development Manager	<p>a) NOW resources have been reviewed and integrated into Thrive.</p> <p>b) There is a hybrid Researcher Induction (2023) that has delivered online, supported through materials online, including recorded conversations with key colleagues who support researchers.</p>	<p><b>Ongoing priority</b></p> <p>1. The first hybrid Researcher Induction in January 2023 had 100% satisfaction and recommendation ratings from the researchers who attended a substantial part of the induction. The Researcher Induction focused on networking with colleagues,</p>	Yes	P3.6

							with information, such as key contacts, in a digital format on Thrive, the active learning platform.		
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	<p>a) By early 2022 review the initiative in the Business School (NBS) and another in Social Science looking at progression and the retention of talent of Research Associates and Research Fellows.</p> <p>b) Continue to develop the Teaching and Practice Pathway through further consultation with the Teaching and Practice working group.</p>	<p>1. Establish new workstream and plan led by Associate Dean Research with positive feedback gained at networking events and pulse surveys.</p> <p>2. At least 50% of respondents answer positively to the following CEDARS question in 2021, rising to 65% in 2023: Please indicate your level of agreement or disagreement with the following statements.</p> <p>I believe that the promotion pathways and processes at my institution are clear to me</p> <p>and</p> <p>I believe that my institution has fair and inclusive opportunities based on merit for career progression and promotion.</p>	May-22 Jul-23	<p>Executive Dean Research</p> <p>Researcher Development Manager</p> <p>Human Resources Project Manager</p> <p>Associate Deans Research</p>	<p>a) School based initiatives have been reviewed, but there is no consensus yet on new approaches for Research Associates and Research Fellows.</p> <p>b) The Teaching and Practice development work has continued.</p>	<p><b>Ongoing priority</b></p> <p>1. A new workstream plan was led by an Associate Dean Research.</p> <p>2. In the 2021 CEDARS survey, 49.5% of researchers at NTU indicated the promotion pathways and processes are clear, which does not meet the success measure identified. Making promotion pathways clear to researchers is included in our Forward Action Plan.</p> <p>41.7% of researchers at NTU indicated that opportunities for promotion and progression are based on merit, which does not meet the success measure identified. Researcher understanding of promotion and progression pathways is included in our Forward Action Plan.</p>	No	P2.6 P6.3 P6.4 P6.7
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	<p>a) Conduct an annual review of the online NOW Induction Learning Room resource for researchers to update content and respond to feedback.</p> <p>b) Incorporate the newly piloted Research Support Webinars into the mainstream institutional researcher induction to provide a more engaging</p>	1. The Valuing Ideas Programme Board performance indicators for CLEaR and Researcher Development are met annually.	Annually and Jul-23	Researcher Development Manager	a) There is a hybrid Researcher Induction (2023) that has delivered online, supported through materials online, including recorded conversations with	<p><b>Carried forward</b></p> <p>1. Performance indicators for CLEaR were met and exceeded, and this was reported to the Valuing Ideas</p>	No	P2.3

		and interactive institutional level induction for researchers and undertake ongoing evaluation. This is seen as particularly important now that due to the pandemic many colleagues will be joining NTU remotely.				key colleagues who support researchers.  b) The Research Support Webinar is an eLearning module, which researchers can complete. The hybrid Researcher Induction (2023) was redesigned to be more interactive, with information content on Thrive. The inductions are delivered online, with content on Thrive.	Programme Board.		
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	a) The Empowering People theme of the 'University, reimagined' strategy is rolling out NTU's 'Principles and Ways' following consultation through Colleague Conferences and focus groups. These will become embedded in appraisals and culture	1. At least 55% of respondents answer positively to the following CEDARS question in 2021, rising to 65% in 2023: How useful did you find staff review/appraisal process?	Jul-21 Jul-23	Human Resources Project Manager	a) 'Principles and Ways' is communicated to all staff as part of the University induction. They will become embedded in appraisals and culture.	<b>Carried forward</b>  1. In 2021 CEDARS 95.6% of researchers said they had participated in appraisal, and internal data indicates this is now over 99%. 56.7% of researchers found the appraisal useful, exceeding the measure.	Yes. Focus moves from completion rates to perceived value.	P2.6 P6.3 P6.4
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	a) By early 2022 review the initiative in the Business School (NBS) and in Social Science looking at progression and the retention of talent of Research Associates and Research Fellows.	1. By the end of 2022 the Concordat Management Group will report on progress and future steps this will link into a broader NTU wide approach to talent management in development.	Dec-22	Researcher Development Manager  Human Resources Project Manager  Concordat Champions  Executive Dean Research	a) School based initiatives have been reviewed, but there is no consensus yet on new approaches for Research Associates and Research Fellows.  b) NTU reduced the number of researchers on fixed term contracts. This was achieved through several approaches, including new open-ended contracts subject to funding and the creation of a permanent talent pool of researchers with core research	<b>Carried forward</b>  1. The Concordat Management Group reported on progress and future steps, and this is reflected in our Forward Action Plan.	No	P1.3 P2.1 P2.2

						skills in the School of Social Science.				
E17	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision- making.	a) NTU is expanding representation by including Teaching & Practice colleagues on Research and School Committees, and we will recruit further Concordat Champions to extend engagement and decision making.	<p>1. Level of engagement measured by minutes of committees showing contribution of Research Only and Early Career Researchers.</p> <p>2. 1. A least 50% of respondents respond positively in CEDARS 2021 rising to 60% in 2023 to the question:</p> <p>To what extent do you agree that NTU provides opportunities to participate in decision making processes (eg. committees).</p>	Apr-22 Jul-21 Jul-23	<p>Executive Dean Research</p> <p>Researcher Development Manager</p> <p>Human Resources Project Manager</p> <p>Associate Deans Research</p>	<p>a) We recruited new Concordat Champions.</p> <p>The 'Research Voices' agenda item well received by researchers as an opportunity to influence the research environment and culture based on their experience measured via qualitative feedback.</p>	<p><b>Ongoing priority</b></p> <p>1. In March 2023 we launched the inaugural Researcher Conference for researchers who are employed to conduct researchers. The conference included a workshop focussed on the Concordat themes.</p> <p>37% of research staff engaged with the Conference: 22% attended the face-to-face event; a further 15% engaged in follow up discussion, outputs and online resources through Thrive.</p> <p>One researcher said: "It was great to have such a friendly and engaging event focused on research staff that recognised our specific needs, and to meet other researchers from other departments and other campuses. And it was great to be listened to and feel recognised and supported".</p> <p>Another researcher described in the workshop. how they "know almost no one" and how "an encouraging environment</p>	No		P3.13

							increases confidence.”  Researchers described “meaningful” exercises, particularly “opportunities for discussion with other researchers at similar career stage.” One said: “It was great to have an event focused on research staff that recognised our specific needs, and to meet other researchers from other departments and other campuses.” “It was great to feel recognised and supported.”  2. In the 2021 CEDARS survey, only 14.4% of researchers say they have participated in institution policy and decision-making, but 56.7% indicated they would like to do this.		
Funders must:									
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies	N/A	N/A	N/A	N/A	N/A	No further action	N/A	P2.4
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security	N/A	N/A	N/A	N/A	N/A	No further action	N/A	New
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression	N/A	N/A	N/A	N/A	N/A	No further action	N/A	P2.4
EF4	Consider the balance of their relevant funding streams in	N/A	N/A	N/A	N/A	N/A	No further action	N/A	New



	providing access to research funding and its impact at all career levels								
<b>Managers of researchers must:</b>									
EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	<p>a) NTU's College for Leadership Engagement and Research (CLEaR) will be established internally and externally as a go to resource which aligns researcher development opportunities with researcher leadership roles and evaluates these against given PIs.</p> <p>b) Establish a Task and Finish group to review role descriptors for Research Centre Directors/Leads incorporating development of Researchers and gain consensus for broad principles to be interpreted at School level.</p> <p>c) Launch inaugural Vice-Chancellor's Future Research Leaders 12 month Programme to start September 2021 and run annually thereafter.</p> <p>d) All research managers should be encouraged to engage with leadership training in order to improve their skills as research leaders and be a role model for their teams. This will be supported by expanding NTU's College for Leadership Engagement and Research (CLEaR) offer and increasing visibility.</p>	<p>1. Establish and maintain a target figure of 1,000 visitors annually to the College for Leadership Engagement and Research (CLEaR) SharePoint pages measured by SharePoint site reports.</p> <p>2. Achieve at least 80% overall satisfaction with development workshops as measured via the Online Surveys platform and with at least 75% of managers stating that they would recommend programmes to colleagues.</p> <p>3) At least 60% of respondents respond positively to the 2023 CEDARS question: Please indicate your confidence in your ability to be inclusive, equitable and transparent in recruitment practices.</p> <p>4) At least 60% of respondents respond positively to the 2023 CEDARS question: Please indicate your confidence in your ability to respond to any issues relating to health and wellbeing.</p>	Annual Jul-23	Researcher Development Manager	<p>a) We established the College for Leadership Engagement and Research (CLEaR), which aligns researcher development opportunities with researcher leadership roles.</p> <p>b) We established a Task and Finish group to review role descriptors for Research Centre Directors/Leads. There was consensus on implementation at the School level.</p> <p>c) The Vice-Chancellor's Future Research Leaders Programme ran in 2021, 2022, and again in 2023.</p> <p>d) Building on this success, all research managers are encouraged to engage with leadership training to improve their skills as research leaders and role models for their teams.</p>	<p><b>Ongoing priority</b></p> <p>1. We established and maintained the target figure. Learning and development content is now moving to the Thrive active learning platform. We are exploring new measures for Thrive, which are included in our Forward Action Plan.</p> <p>2. We achieved a 96% satisfaction rating for development workshops, and the 75% target was exceeded.</p> <p>3. In the 2021 CEDARS survey, 86.7% of researchers at NTU indicated they are confident in their ability to use inclusive, equitable and transparent recruitment process, which exceeds the success measure identified.</p> <p>4. In 2021, 81.4% of researchers at NTU indicated they are confident in their ability to respond to any issues related to health and wellbeing.</p>	No	P2.3
EM2	Familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding.	a) Engage with post award support and workshops including the 'Leading as Principal Investigator' programme run through the College for Leadership Engagement and Research as appropriate.	1. At least 20 researchers successfully complete Leading as PI annually with a total of 60 completions expected by 2023.	Annual Jul-23	Researcher Development Manager	a) Leading as Principal Investigator were developed and delivered in 2022.	<p><b>No further action</b></p> <p>1. 25 researchers completed Leading as Principal Investigator in</p>	No	P2.2

							2021. The programme was revised in 2022; 30 booked to attend in 2023.		
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	<p>a) NTU has made a commitment to the Race Equality Charter and has an associated action plan commitment to identify and train colleagues from BAME communities to become panel members to support, initially, senior recruitment interviews and complaints and grievance panels.</p> <p>b) Managers will provide feedback to unsuccessful candidates following interviews.</p>	<p>1. Pulse surveys show progress with increasing numbers (10%) reporting recruitment to be fair and transparent.</p> <p>2. At least 70% of respondents who have been recruited in the last two years respond positively to the 2023 CEDARS survey questions: I believe my recruitment was:</p> <p>a) fair</p> <p>b) inclusive</p> <p>c) transparent</p>	May-22 Jul-23	Human Resources Project Manager	<p>a) NTU obtained the Race Equality Charter Bronze Award.</p> <p><a href="#">REAP 3</a> (2022-23) is online, with actions arising from the Race Equality Charter Bronze application. This builds on the work from REAP 1 and REAP 2.</p> <p>The diverse recruitment panels work has been analysed and assessed having been in place for two years. Actions to develop and improve have been identified.</p> <p>b) The NTU <a href="#">Researchers Revealed</a> campaign showcased a diverse range of researchers, supporting equitable and inclusive recruitment to the University.</p>	<p><b>Ongoing priority</b></p> <p>1. Pulse survey data has not been included in this analysis; the emphasis changed during the pandemic.</p> <p>2.</p> <p>a) In the 2021 CEDARS survey 80% of researchers indicated their recruitment was fair.</p> <p>b) In the 2021 CEDARS survey 70.9% of researchers indicated their recruitment was inclusive.</p> <p>c) In the 2021 CEDARS survey 72.7% of researchers indicated their recruitment was transparent.</p> <p>d) In the 2021 CEDARS survey 78.1% of researchers indicated their recruitment was merit-based.</p> <p>e) The evidence indicates, however, that researchers were less positive about promotion and reward in CEDARS 2021: only 41.7% of researchers said promotions at NTU were made on merit.</p>	Yes	P6.3

EM4	Actively engage in regular constructive performance management with their researchers	a) Review how Individual Research Plans are being used in Schools annually leading to meaningful conversations about plans for research.	1. Following introduction of Individual Research Plans to Research Only colleagues in Spring 2022, Schools report an increased engagement in training and career development conversations linked to appraisals.  50% of those surveyed to have had a positive experience in the first year of introduction.	Mar-23	Researcher Development Manager  Associate Deans Research	a) Individual Research Plans are used in Schools. They have been improved to include United Nations Sustainable Development Goals, providing a new focus for meaningful conversations about plans for research.	<b>No further action</b>  1. There was evidence of increased engagement, such as in the development of mentoring in the School of Science and Technology. The Individual Research Plan was developed to include publication strategies and Sustainable Development Goals.	Yes	P2.3
EM5	Engage with opportunities to contribute to relevant policy development within their institution	a) We are expanding representation by including Teaching & Practice colleagues on Research and School Committees and we will recruit further Concordat Champions to extend engagement.	1. Increased engagement by Teaching & Practice colleagues evidenced by minutes of committees.  2. At least 50% of respondents respond positively in CEDARS 2021 rising to 60% in 2023 to the question:  To what extent do you agree that NTU provides opportunities to participate in decision-making processes (e.g. committees)?	May-21 Jul-21 and Jul-23	Executive Dean Research  Associate Deans Research	a) More Teaching & Practice colleagues are on Research and School Committees, and we have recruited more Concordat Champions to extend engagement.	<b>Ongoing priority</b>  1. Committee minutes show evidence of  2. In the 2021 CEDARS survey, 56.7% of researchers at NTU indicated they had opportunities to participate in decision-making processes (e.g. committees). The representation of researchers on University committees is part of our Forward Action Plan.	No	New
<b>Researchers must:</b>									
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	a) As appropriate attend induction, post-award support workshops and work closely with their managers and Principal Investigators to understand requirements. No further action required.	N/A	N/A	N/A	N/A	<b>No further action</b>	No	New
ER2	Understand their reporting obligations and responsibilities	No further action required.	N/A	N/A	N/A	N/A	<b>No further action</b>	No	New
ER3	Positively engage with performance management discussions and reviews with their managers	Note: we continue to monitor appraisal completions across NTU annually which already show extremely high levels of engagement. No further action required.	N/A	N/A	N/A	N/A	<b>No further action</b>	No	P5.6
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	Note: researchers are represented on School Committees. No further action required,	N/A	N/A	N/A	N/A	<b>No further action</b>	No	P5.2

Professional and Career Development									
Institutions must:									
PCDI1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	a) Increase the programme of support for researchers through the My Development SharePoint site and College for Leadership Engagement and Research (CLEaR).	1. Reports from newly commissioned LXP show an increase in days for cpd up 20% from 2021 levels.  2. At least 40% of respondents answer that they have undertaken 10 days or more professional development to the 2023 CEDARS survey question: During the past 12 months approximately how many days have you spent on training and other continuing professional development activities?	Jul-23	Researcher Development Manager	a) The programme support for researchers has increased through the Thrive, the NTU active learning platform, and the College for Leadership Engagement and Research (CLEaR).	<b>Ongoing priority</b>  1. Thrive launched at NTU in 2022. New initiatives include the hybrid Researcher Induction. We need to develop the report functionality in our Forward Action Plan.  2. In the 2021 CEDARS survey 11.1% of researchers reported they had completed 10 days or more on training or continuing professional development. This is a key area for our Forward Action Plan.  3. 66.5% of researchers, however, said they have opportunities to attend conferences and external meetings, and this is 10.3% ahead of the sector average (56.2%).	No	P3.1 P3.3 P5.5
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	a) The new online programme 'Leading at NTU' was launched in 2021 bring together the key components of Leading my Department and Leading my Team.	1. At least 60% of respondents respond positively to the 2021 CEDARS survey question, rising to 75% in 2023:  My immediate manager provides clear, constructive and timely feedback on my performance.	Jul-21 Jul-23	Researcher Development Manager  Human Resources Project Manager	a) Leading at NTU launched in 2021, bringing together Leading my Department and Leading my Team.	<b>No further action</b>  1. In the 2021 CEDARS survey, 74.2% of researchers indicated that their immediate line manager provides clear, constructive and timely feedback on their performance.  2. In CEDARS 2021, 83.8% of	No	P3.10

							researcher at NTU indicate their manager clearly articulates expectations with respect to their role and performance, and this is 6.7% better than the sector average (77.1%).		
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers	a) Review successful approaches within the sector and explore opportunities. Trial some new approaches within the College for Leadership Engagement and Research by early 2022.	1. At least 35% of respondents respond positively to the question in 2023: you have discussed your career options within and beyond academia with a careers specialist.	Jul-23	Researcher Development Manager  Executive Dean Research	a) Approaches across the sector have been examined. One new approach is the Narrative CVs for Researchers learning pathway on Thrive. These narrative approaches are increasingly common for promotion and funding applications.	<b>No further action</b>  1. In the 2021 CEDARS survey, 13.6% of researchers had discussed their career options with a careers' specialist.	No	P3.1
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	a) Pilot an Early Career Programme 'Leading my First Research Project' by August 2021 within the College for Leadership Engagement and Research (CLEaR) supported by NTU researchers who have successfully making the transition towards independent researcher status, contributing to the delivery of the programme.	1. At least 60% of respondents respond positively to the 2023 CEDARS question:  to what extent do you agree that you have time to develop your research identity and broader leadership skills?	Jul-23	Researcher Development Manager	a) The pilot was completed by 18 researchers.  b) We created new opportunities for researchers to develop identity and leadership. The Academic Book Publishing Conference in 2023 showcased NTU author role models who have taken leadership roles in research, such as editing books, leading multiple author contributions.	<b>Ongoing priority</b>  1. Time is a key issue for researchers at NTU and an ongoing priority in our Forward Plan through the NTU Researcher Network.  In the 2021 CEDARS survey 44.8% of researchers indicated they have time to develop their research identity.  Moreover, time for leadership skills development decreased by over 15%, from 39.6% (CEDARS 2021) to 33% (CEDARS 2023).	No	P3.11 P3.14
PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support	a) Provide greater visibility to secondment opportunities, placements through our knowledge exchange and research and strategic partnerships	1. At least 50% of respondents respond positively to the 2023 CEDARS questions: I have opportunities to	Annual Jul-23	Researcher Development Manager	a) Greater visibility to secondment opportunities and placements focussed on	<b>No further action</b>  1. In the 2021 CEDARS survey,	No	P3.2 P3.4

opportunities for researchers to experience this	<p>teams and as appropriate through the research services newsletter.</p> <p>b) Raise the profile of knowledge exchange through having this specifically outlined in School Research and Innovation Plans.</p> <p>c) Raise the profile of knowledge exchange through the Knowledge Exchange Framework (KEF) cluster</p>	<p>engage in the following wider aspect of the research system: knowledge exchange.</p> <p>2. At least 15% of respondents respond positively to the 2023 CEDARS questions:</p> <p>I have opportunities to engage in the following wider aspect of the research system:</p> <p>experience of other sectors.</p>		<p>Concordat Champions</p> <p>Executive Dean Research</p>	<p>Knowledge Transfer Partnerships. A new programme will focus on the promotion of Knowledge Transfer Partnerships.</p> <p>b) NTU changed School Research and Innovation Plans to include Knowledge Exchange.</p> <p>c) The Institute for Knowledge Exchange Practice launched the inaugural Conference in July 2022.</p> <p>d) Research Development is with colleagues in Knowledge Exchange to develop a public engagement in research strategy. The University appointed a Head of Knowledge Exchange Development and Evaluation.</p> <p>e) The Institute for Knowledge Exchange and Practice (IKEP) launched the inaugural Knowledge Exchange Practice Conference in 2022.</p> <p>f) The IKEP training and development programme and asynchronous resources on Thrive included: Introduction to Consultancy; Introduction to IP; a Commercial Accelerator Workshop: Introduction to Evidencing</p>	<p>20.2% of researchers reported they have done knowledge exchange training and professional development, with 50.5% saying they want to do this.</p> <p>2. In the 2021 CEDARS survey, 22.7% of researchers say they have done this, with 30.7% indicating they want this training and development.</p>			
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						Success in Knowledge Exchange; How to be an entrepreneurial academic; Better writing skills for business; How to get started in Public and Community Engagement Influencing Policy Masterclass. Public Engagement has proven to be one of NTU's strongest performing areas in the Knowledge Exchange Framework with the University performing in the top 20% of Public and Community Engagement.			
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews	a) Maintain existing high levels of appraisal completions including personal development plans monitored through MyHR reports.	1. Review CPD through Individual Research Plans to ensure these are being used across Schools and LXP reports for other forms of CPD and uptake of training.  2. Individual Research Plans to be introduced successfully to Research Only colleagues with evaluation reporting to Academic Research Leadership Team by Dec-22.	Dec-22	Researcher Development Manager  Concordat Champions  Human Resources Project Manager  Executive Dean Research  Associate Deans Research	a) High levels of appraisal completions have been maintained, with reports showing 99% completed.	<b>Ongoing priority</b>  1. Individual Research Plans are being used across NTU Schools. Thrive launched in 2022 and the reporting functionality is yet to be developed. Thrive is a key part of our Forward Action Plan.  2. Individual Research Plans were introduced for Research Only colleagues, and this was discussed at the Academic Research Leadership Team.	No	New
<b>Funders must:</b>									
PCDF1	Incorporate specific professional development requirements in relevant funding calls, terms and conditions, grant reporting, and policies. This should include researchers' engagement in a minimum of 10 days' professional	N/A	N/A	N/A	N/A	N/A	N/A	N/A	P3.7 P3.9



	development pro rata per year, and evidence of effective career development planning								
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes	N/A	N/A	N/A	N/A	N/A	N/A	N/A	New
PCDF3	Acknowledge that a large proportion of the researchers they fund will move on to careers beyond academia, and consider how they can encourage and support this within their remit	N/A	N/A	N/A	N/A	N/A	N/A	N/A	New
<b>Managers of researchers must:</b>									
PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	a) Monitor appraisal completions across NTU annually  b) Review the effectiveness of appraisals and career development reviews.	1. NTU Pulse surveys show increasing response to engagement with career development discussions, broken down by School.  2. At least 60% of respondents respond positively to the 2021 CEDARS survey question, rising to 75% in 2023:  My immediate manager provides clear, constructive and timely feedback on my performance.	Annual and Jul-21 Jul-23	Human Resources Project Manager  Researcher Development Manager	a) Appraisal completions have been maintained at a high level of 99%.  b) Internal NTU data indicates the appraisals and career development reviews are effective.	<b>Carried forward</b> 1. Recent NTU surveys have focused on issues related to the coronavirus pandemic and are not included in this review.  2. In the 2021 CEDARS survey, 74.2% of researchers indicated that their immediate line manager provides clear, constructive and timely feedback on their performance.	Yes. Focus moves from completion rates to perceived value and development conversations.	P2.3
PCDM2	Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments on plan, Vitae 2020	a) Scale up Researcher Mentoring for colleagues on research only contracts, and recruit a wider pool of more mentors.  b) Pilot a career development workshop in 2021 and evaluate including how this can link to mentoring.	1. Associate Deans Research to lead on new mentoring workstream Developing Professoriate as Expert Mentors with Pilot programme showing 85% overall satisfaction and post training programme showing an increase in positive scores against criteria.  2. At least 50% of respondents respond positively to the 2021 CEDARS survey question, rising to 60% in 2023:  My immediate manager supports me in my broader career aspirations.	May-22 and Jul-23	Researcher Development Manager	a) Development and deployment of new mentoring resources and training and support provided for school-level researcher mentoring schemes.  b) Mentoring focused training and support threaded through researcher career development events, and programme of workshops for researchers engaged in mentoring delivered Spring 2023.	<b>Carried forward</b> 1. There was a pilot in Science and Technology, which has not been scaled-up. engagement in and satisfaction with school-level mentoring programmes. Researchers who engaged with the mentoring-based developmental programme, SMART, have submitted twice as many grant and funding applications as colleagues who did not.	No	P3.4 P3.8 P5.5

							2. In the 2021 CEDARS survey, 67.7% of researchers at NTU indicate their immediate line manager supports them in their broader career aspirations.		
PCDM3	Allocate a minimum of 10 days pro rata, per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development	<p>a) Procure an NTU wide AI enabled Learning Experience Platform (LXP) system to facilitate recording of researchers and their managers professional development activity contributing towards researchers' minimum of 10 days' development pro rata per annum.</p> <p>b) Increase research staff and research managers' awareness of the different forms of development that might contribute towards the minimum of ten days' professional development pro rata per year.</p>	<p>1. At least 60% of respondents respond positively to the 2021 CEDARS survey question, rising to 75% in 2023:</p> <p>During the past 12 months approximately how many days have you spent on training and other continuing professional development activities?</p>	Dec-22 Jul-23	<p>Associate Deans Research</p> <p>Concordat Champions</p> <p>Researcher Development Manager</p>	<p>a) NTU launched the Thrive active learning platform in May 2022 to facilitate recording of researchers and their managers professional development activity contributing towards researchers' minimum of 10 days' development pro rata per annum.</p> <p>b) A new Thrive Learning Pathway was launched in 2022: Ten is Zen and Dao is Wow. This pathway is about understanding personal paths to personal and professional development.</p>	<b>Ongoing priority</b>	No	New
PCDM4	Identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours	a) Incorporate development opportunities for research only staff at all career stages in the researcher development programme with greater emphasis on early career development through the College for Leadership Engagement and Research.	<p>1. At least 40% of respondents answer that they have undertaken 10 days or more professional development to the 2023 CEDARS survey question:</p> <p>During the past 12 months approximately how many days have you spent on training and other continuing professional development activities?</p> <p>Note: NTU is slightly ahead of the sector benchmark of 14% from the pilot 2020 CEDARS survey with 17% and 19% respectively</p>	Jul-23	<p>Associate Deans Research</p> <p>Researcher Development Manager</p>	<p>a) NTU launched a new programme, Next Generation Research Leaders.</p> <p>NTU engagement with the British Academy Early Career Researcher Network, including the Midlands Hub. As part of this collaborative work, we launched the inaugural Academic Book Publishing Conference 2023: a British Academy Early Career Researcher Network event, which we plan to establish at an</p>	<b>Ongoing priority</b>	No	P3.6 P3.9 P5.5

			<p>reported in CROS and PIRLS 2019.</p> <p>2. Research only colleagues workstream established and led by an Associate Dean Research to report to Academic Research Leadership Team on progress. Provide a briefing on workstream to research only colleagues at extended Academic Research Leadership Team.</p>		<p>annual, national conference.</p> <p>We welcomed more than 60 delegates, including representatives from Oxford University Press, the British Academy and Routledge. Early career researchers booked from 23 different universities; researchers visited Nottingham from as far away as Aberdeen, Dundee and Glasgow in Scotland, the London School of Economics in the South, and Exeter in the South-West: it was a national event.</p> <p>One presenter said: "there was a real buzz around the whole thing." A different presenter said: "wish I'd had this a few years ago!" A delegate said: I had a brilliant time and found it so stimulating and inspiring!" A different delegate said: will be making renewed efforts with my book proposal."</p> <p>Our vision is to establish this national conference as an annual professional development event for early career researchers in the United Kingdom.</p> <p>c) We created a local resources on Thrive. One NTU researcher said: "Oh my goodness, that's absolutely</p>	<p>Researcher Development programmes and Network implantation at NTU.</p> <p>2. NTU launched the inaugural Researcher Conference in March 2023, which focused on Research Only colleagues and the Concordat themes.</p>		
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						brilliant, thanks so much for that!			
						<p>d) Since the Academic Book Publishing Conference in January 2023, researchers at NTU formed the NTU Book Publishing Group, with a focus on academic books that will be supported in the REF 2028.</p> <p>d) NTU organised a Book Proposal Sprinting initiative, which will include a dedicated workshop in June 2023.</p>			
PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development	<p>a) Launch the 12 month Vice-Chancellor's Future Research Leaders Programme and run annually.</p> <p>b) Continue to evolve and deliver the successful Leading as PI Programme.</p> <p>c) Encourage wider academic uptake of the Leading at NTU programme run by Organisational Development.</p>	<p>1. Measured by a successful inaugural programme launch of Future Research Leaders in 2021 with a final showcase in 2022.</p> <p>Applicants will have to present how their learning will be shared within their School, department or Research Centre.</p> <p>2. At least 20 researchers successfully complete Leading as PI annually with a total of 60 completions expected by 2023.</p>	Annual and Aug-23	<p>Researcher Development Manager</p> <p>Executive Dean Research</p>	<p>a) The Vice-Chancellor's Future Research Leaders is now established as an annual programme.</p> <p>b) The Leading as PI programme continues to evolve.</p> <p>c) Participation with the Leading at NTU programme has been encouraged, and part of this programme is now accessible through the Thrive active learning platform, allowing researchers to find their own routes to professional development.</p>	<p>Ongoing Priority</p> <p>1. The inaugural programme saw 12 people complete Future Research Leadership. The internal evidence indicates more than 40% were promoted after completing the programme. The programme is now established and runs each year, with the third cohort in 2023. The feedback has been exceptional</p> <p>2. 25 researchers completed Leading as PI in the first year. The programme is evolving, but it has not yet reached 60 completions. Leading as PI is included in our Forward Action Plan.</p>	No	New

Researchers must:									
PCDR1	Take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year	<p>a) Use and engage with appraisal to reflect on their progress towards their career goals and identify development opportunities to support their career development.</p> <p>b) Raise awareness of the many forms that development can take through via the My Development SharePoint site.</p>	<p>1. Establish Early Career Researcher Workstream led by Associate Dean Research and informed be Early Career Researcher community and agree NTU's definition of an Early Career Researcher.</p> <p>2. Against a sector benchmark from the 2020 CEDARS pilot survey of 62%, that at least 75% of NTU respondents respond positively to the 2023 CEDARS survey question:</p> <p>To what extent are you aware of the support NTU provides for your career and professional development?</p> <p>3. Maintain at least 1,000 views per annum on College for Leadership Engagement and Research SharePoint site and 2,000 views per annum on the Research Innovation and Practice SharePoint pages.</p> <p>4. At least 30% of research colleagues respond positively that they have time to develop their broader leadership skills in CEDARS 2021, rising to 50% in 2023 CEDARS.</p>	Annual and Jul-21 Jul-23	<p>Human Resources Project Manager</p> <p>Associate Deans Research</p>	<p>a) Appraisal is well established at NTU, with 99% completions.</p> <p>b) There is now a specific learning pathway on Thrive, Ten is Zen and Dao is Wow, which highlights the many different forms of professional development.</p> <p>In 2023 we launched the inaugural Researcher Conference, which included presentation and discussion about the different forms of professional development.</p>	<p><b>Ongoing priority</b></p> <p>1. There is now an NTU Early Career Researcher Development Network on the Thrive active learning platform.</p> <p>This learning pathway shares network events at NTU as well as relevant external events and development opportunities, such as through the British Academy Early Career Researcher Network.</p> <p>In 2023 we established the NTU Researcher Network for researchers and the colleagues who support researchers. The development of the NTU Researcher Network forms part of our Forward Action Plan.</p> <p>2. In the 2021 CEDARS survey, 62.5% of researchers indicate they are aware of the support NTU provides for their career and professional development, and this is 5.7% ahead of the sector (58.8%).</p> <p>3. Thrive became the active learning platform in 2022, and the reporting functionality is developing.</p>	No	P5.5

							4. Time is a key challenge for researchers at NTU. In the 2021 CEDARS survey, 39.6% of researchers say they have time to develop their leadership skills. Time is a theme in both CLEaR and the NTU Researcher Network in our Forward Action Plan.		
PCDR2	Explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments	<p>a) Promote and scale up NTU's researcher mentoring and use of mentoring resources to support a range of employment and career options across different sectors.</p> <p>b) Enabling colleagues to recognise their development through improved mentoring conversations. Review use of research resume or similar tools.</p>	1. Measured by a 25% increase in successful NTU Researcher Mentoring pairings by 2023.	Jul-22	Researcher Development Manager	<p>a) Development and deployment of new mentoring resources, training and support provided for school-level researcher mentoring schemes.</p> <p>b) Mentoring focused training and support threaded through researcher career development events, and programme of workshops and mentoring conversations for researchers engaged in mentoring delivered Spring 2023.</p>	<p><b>Ongoing priority</b></p> <p>1. Increased engagement in and satisfaction with school-level mentoring programmes and central resources, support and developmental opportunities.</p> <p>Researchers who engaged with the mentoring-based developmental programme, SMART, have submitted twice as many grant and funding applications as colleagues who did not.</p>		P3.8
PCDR3	Maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications	<p>a) Encourage researchers to keep their development plans up to date through their annual appraisal.</p> <p>b) Develop academic CV surgeries to improve the quality of job applications.</p>	<p>1. CV sessions will be built into the College for Leadership Engagement and Research offer by 2022 combined with mentoring on the more in depth programmes, measured by a 10% increase from the 2021 survey of respondents who respond positively in CEDARS in 2023 to the question:</p> <p>You maintain a formal record of your continuing professional development activities?</p>	Dec-22 Jul-23	Researcher Development Manager	<p>a) Researchers are encouraged to keep their development plans up to date, and this is facilitated through the Thrive active learning platform records, supporting annual appraisal.</p> <p>b) The Narrative CVs for Researchers learning pathway is on Thrive.</p>	<p><b>Ongoing priority</b></p> <p>1. In the 2021 CEDARS survey, 73.7% of researchers indicate they maintain a formal record of their continuing professional development activities. Recording professional development will be supported through Thrive, and this is included in our</p>	No	P5.5

			2. Overall satisfaction measures recorded via post-event surveys to exceed 85% in 2022/23.				Forward Action Plan.  2. Satisfaction measures are exceeding the 85% measure. The hybrid Researcher Induction introduced in January 2023 had a 100% satisfaction rating.  3. Researchers indicating they have a career development plan has increased by more than 110%, from 32.7% (CEDARS 2021) to 69% (CEDARS 2023).		
PCDR4	Positively engage in career development reviews with their managers	Note: appraisal completion rates and levels of engagement are extremely high - no further action required.	N/A	N/A	N/A	N/A	<b>No further action</b>	No	P3.10
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	a) Develop a new programme through NTU's College for Leadership Engagement and Research (CLEaR) that offers leadership training to a wider group than the Vice-Chancellor's Future Research Leaders programme and opens up leadership development opportunities.	1. Valuing Ideas Board reporting shows good engagement with CLEaR.  2. At least 50% of research colleagues note that they have time to develop their broader leadership skills in CEDARS 2023.  3. At least 30% of research colleagues note that they opportunities to participate in decision-making processes (e.g. committees) in CEDARS.	Jul-23	Researcher Development Manager  Executive Dean Research	a) Next Generation Research Leaders, was developed and delivered, extending the scope and reach of leadership training and development for researchers at NTU.	<b>Ongoing priority</b>  1. The Valuing Ideas Board has shown good engagement with CLEaR, and this strategic initiative is established at NTU.  2. In the 2021 CEDARS survey, 39.6% of researchers indicated they have time to develop leaderships skills. Time is a theme in both CLEaR and the NTU Researcher Network in our Forward Action Plan.  3. In the 2021 CEDARS survey, only 14.4% of researchers say they have participated in	Yes	P5.5



							institution policy and decision-making, but 56.7% indicated they would like to do this. The representation of researchers on University committees is part of our Forward Action Plan.		
PCDR6	Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation	<p>a) Develop a Public Engagement with Research Strategy and through the 'Research redesigned' campaign showcase public engagement and knowledge exchange as part of the Research Innovation and Practice portfolio.</p> <p>b) Build on the successful Impact on Policymakers programme run in March 2021 and develop a suite of resources and further development opportunities to support researchers in influencing policymakers.</p>	<p>1. Associate Deans Research to establish Public Engagement with Research workstream and provide regular progress updates to Academic Research Leadership Team informed by researchers.</p> <p>2. At least 50% of respondents respond positively to the 2023 CEDARS questions:</p> <p>I have opportunities to engage in the following wider aspect of the research system: knowledge exchange and impact</p> <p>3. At least 20% of respondents respond positively to the 2021 CEDARS question rising to 25% in 2023:</p> <p>I have opportunities to engage in the following wider aspect of the research system: public policy development.</p>	May-21 Jul-21 and Jul-23	Researcher Development Manager  Concordat Champions	<p>a) The Institute for Knowledge Exchange Practice is now established at NTU. The inaugural conference in 2022 focused on four strategic themes, including: Partnerships &amp; Collaborations with non-academic partners; Working with the public and third sectors; and, Public &amp; Community engagement.</p> <p>b) Over 200 researchers attended the Impact for Policymakers programme. The suite of learning and development resources will be integrated in the Thrive active learning platform.</p>	<p><b>Carried forward</b></p> <p>1. Associate Deans have established the Public Engagement with Research workstream. The Institute for Knowledge Exchange Practice is one example of new approaches to inform researchers at NTU.</p> <p>2. In the 2021 CEDARS survey, 33% of researcher said they have done training or professional development in knowledge exchange, with 40.4% saying they would like to do this.</p> <p>3. In CEDARS 2021, 22.5% of researchers say they have completed training or professional development in public policy development, with 47.2% saying they want to do this.</p>	No	P5.2

\* The Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Concordat encourages institutions to include other groups

who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.

ADRs - Associate Deans Research

BAME - Black and minority ethnic

CEDARS - Culture, Employment and Development in Academic Research Survey

CLEaR College for Leadership Engagement and Research

CC - Concordat Champions

EDR - Executive Dean Research

HRPM - HR Project Manager

MyHR - NTU's HR System

NOW - NTU Online Workspace or Learning Room

REACH Network - Race, Ethnicity and Cultural Heritage Staff Network

RDM - Researcher Development Manager

LXP - Learning Experience Platform

URIC - University Research Integrity Committee

URC - University Research Committee