

ACTIONS FOR 2020-2022

COMPLETE
Some progress made
Limited/No progress made

Acronyms shown below

Principle / Section	Action	Responsibility	Deadline	Success Criteria/Outcome Measures	Links to other Strategies/Action plans	Status	Comments
<b>Principle 1: Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.</b>							
1	Develop and introduce formal probation	Head of HR / HR Business Partner	Sept 2020	All new starters are given a probation period.	People Strategy		
2	Allocate research mentors to new academic staff to ensure engagement and education for funding	Research Administrator	Oct 2021	Compare 19/20 with 20/21 to increase the number of active mentoring relationships by a further 10%.			
3	Introduce development roles to support succession planning eg: Graduate tutor	Director of Research	Sept 2021	Currently no graduate tutors. Target 5 in the new role.	People Strategy		
<b>Principle 2: Researchers are recognised and valued by their employing organisation as an essential part of their organisation's human resources and a key component of their overall strategy to develop and deliver world-class research.</b>							
4	Issue annual research and scholarly activity survey	Research Officer	Dec 2020	Maintain 99% completion rate	Annual Operating Plan for Research Office		
5	Development of themes within the Research Centres (where appropriate) to provide a hub and a feeling of belonging and being supported.	Research Centre Directors	June 2021	Use annual scholarly survey and set a target of 50% say they do feel supported and valued.	Institute Action Plans		
<b>Principle 3: Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.</b>							
7	Introduction of a Research and Knowledge Exchange toolkit to support bidding and tendering for research funding	Research / KE Development Managers	Jun-20	Measure how this has improved staff engagement through feedback at focus groups	Research, Innovation and Enterprise Strategy		
8	Plan and deliver one day spring conference at Ambleside campus	Research Centre Directors	Jun-20	Event takes place and analysis of feedback			
9	Establish networks and contacts to develop International Research eg CNPPA International Conference 2021 / UK World Heritage 2020	Director of Research / Research Centre Directors	Dec-21	Over 20% of staff delivering at International Conferences			
10	Conduct exit interviews for research staff	Head of HR / HR Business Partner	July 2020	Richer data on the experience of research staff and report annually to Research Committee	People Strategy		
<b>Principle 4: The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.</b>							
11	Develop and deliver peer observation and impactful feedback training to support the career development of academic staff	Head of Learning and Teaching Development, AQD	Sept 2021	Training delivered through AQD to minimum 25% of academic staff.	LTA Strategy		
12	Enhance staff capabilities through the implementation of the digital capabilities framework and OFS regulatory development programme	Head of HR / Head of Learning and Teaching Development, AQD	Sept 2020	Measure the completion rates of modules	People Strategy		
13	Opportunities for research dialogue and development across Research centres are regular and engaging	Research Centre Directors	Sept 2021	Schedule of events established with more than 10 attendees at each	Research Action Plan		
14	Plan and deliver an LED workshop on research impact	Research Centre Directors	Sept 2020	At least three impact case studies ready for the REF at 2* or above	Research Action Plan		
15	Develop round table LED seminars to support networking, collaboration and awareness of each other's work	Research Centre Directors	Sept 2020	All new LED papers reviewed by at least two internal colleagues prior to submission to a journal	Research Action Plan		
16	Increase the range of staff tendering for work with appropriate quality assurance and continuous improvement systems	Research / KE Development Managers / Research Centre Directors	Sept 2021	Increase the number of research funding applications by 10%	Research Action Plan		
17	Staff enabled to use RASA time fully through MyHR. Maintain and develop staff development plans aligned with research strategy and career development.	Head of HR / Research Centre Directors / Head of Institutes	Sept 2021	Monitor completion rates annually. RASA baseline Dbase Dynamic RASA plans Research outputs	Research Action Plan		
<b>Principle 5: Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.</b>							
18	Provide workshops detailing expectations for promotions to Professor and Associate Professor role (2 year cycle)	Director of Research	Dec 2020	An increase of 15% in applications to these conferred titles, and numbers attending the workshops			

19	Research pathways utilised through the PPDR process to help plan research activities and develop as a researcher.	Institute Directors / Research Centre Directors / Research Development Manager	Dec 2021	Research pathways utilised across all academic Institutes through access to research planning resources.	Research Action Plan / REF code of practice		
20	Introduction of institutional CPD days	Head of HR / Head of Learning and Teaching Development, AQD	Sept 2020	Focused cross institutional development - target of 80% who feel the CPD increased their knowledge/understanding	LTA Strategy		
21	Arts Research Clinics to be held in the Institute of the Arts	Institute Professoriate	Sept 2020	Feedback from staff survey			
22	Improve the knowledge for accessing Internal Research Funding	Director of Research / Research Development Manager	Sept 2020	Increase in new applicants to the Internal Research Fund	Research, Innovation and Enterprise Strategy		

**Principle 6: Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.**

23	Launch of new LGBTQ support group	Head of HR	July 2020	Target for a minimum of 15 members and 2 specific activities per year.	Athena Swan		
24	Introduce Transgender online training to promote awareness and wellbeing	Head of HR	July 2021`	Monitor stats for evidence of completion. Target of 20% as it is not mandatory.	LGBTQ support group minutes		

**Principle 7: The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK.**

25	Progress against the HR Excellence in Research Action Plan will be considered quarterly by Research Committee	Head of HR / HR Business Partner	Ongoing	Formal record of cross University collective review against the Action Plan.			
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<b>Acronyms</b>	
HR	Human Resources
RGO	Research & Graduate Office
AQD	Academic Quality & Development
IoBIL	Institute of Business Industry & Leadership
CNPPA	Centre for National Parks and Protected Areas
LED	Learning Education Development
LTA	Learning & Teaching Assessment