

Details	
Institution name:	University of the West of Scotland
Cohort number:	16
Date of submission:	25-Jul-25
Institutional context:	UWS strives to create a world- class research environment in which staff and students are well supported, collaborate with colleagues, and can achieve their full potential. UWS is fully committed to the UK Concordat to support the Career Development of Researchers which sets out clear standards that research staff can expect from the University. It aims to improve the employment and support for research careers in the UK and provides a framework for career development based around seven core principles. UWS research staff numbers generally are small. (n~30). Therefore, at UWS our actions are designed to include anyone who does research with a focus on early career researchers, which we consider as anyone at the career stage of postdoc, to the first 5 years of their first academic posts (ie, lecturer). Our approach to researcher engagement is open and we actively encourage participation across events for both research staff and postgraduate research students to help foster a researcher community at UWS and build bridges between staff and student communities. We consider our research staff cohort to be ~600 academic staff (with staff on fixed- term contacts n<30).

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

Audience (direct beneficiaries of the action plan)	Number of	Comments
Research staff	37	Figures in this table correct for July 2022.
Postgraduate researchers	643	Includes DBA and students on interruptions
Research and teaching staff	642	
Teaching-only staff	4	
Technicians	10	
Clinicians		
Professional support staff	760	
Other (please provide numbers and details):		

Complete for submission								To be completed only when reporting on action plan		
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted <u>impact</u> of the action (success measure)	Comments (optional)	Progress update	The actual <u>impact</u> of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Environment and Culture										
Awareness and engagement										
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.										
EC1	Ensure all relevant staff are aware of the Concordat.	Action 1: promote the HR Excellence in Research Award and the Concordat to support the career development of researchers, to all staff and through recruitment web pages, at events, particularly those organised by the Staff Forum for Research. Action 2: Information will be added to the current University advert templates to highlight UWS's commitment to the RDC. Action 3: A statement about the RDC will be added to the induction checklist highlighting that it is applicable to researchers and their academic line managers.	Yes	March 2023 March 2024 March 2025 June 2023 June 2023	People & Wellbeing, Research Services Doctoral College	Evidence of extended use of logo and UWS promotion logged on tracker - 10 promotions per year minimum. Awareness from colleague survey to exceed 50% by 2025. At least 60% awareness of HR Excellence by 2025		In 2024 a workshop was held with managers of researchers to explore current awareness of, and actions to improve, understanding of the 10 days and how it can be undertaken by researchers. This has informed forward plan. One to one meetings have also been held with Director of People & Wellbeing on Concordat alongside a session within the People & Wellbeing strategy meeting and features on the People & Wellbeing team meeting updates. Information about Concordat principles are included in the UWS Research Festivals and the new onboarding process of researchers which was launched in 2025. The checklist for onboarding is being reviewed as part of the new Research Induction. HREiR logo continues to be featured on UWS advertised vacancies and ensuring consistency is an ongoing priority. Our Colleague Engagement Survey themed questions are set to provide benchmarking data on the current question set and therefore feedback on awareness of Concordat will be gained through onboarding and reasearch action plan.	1. The HR Excellence logo is included in email signatures within Research Services and graphic assets are available for wider use 2. Statement used in recruitment: UWS is fully committed to the UK Concordat to support the Career Development of Researchers which sets out clear standards that research staff can expect from the University. It aims to improve the employment and support for research careers in the UK and provides a framework for career development based around the Concordat principles. 3. Concordat and HRExcellence more visible in onboarding for all employees and research pathways. Concordat principles will be embedded and made visible in the UWS Research Culture Action Plan (in development).	Ongoing priority
EC2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	Review of policies and procedures to ensure relevance to researchers to inform the development of a Managers' Toolkit with a researcher specific section, including guidance on the obligations of the Concordat.	Yes	Feb-24	People & Wellbeing in conjunction with Concordat Steering Group and Staff Forum Research	Toolkit to be published. The Toolkit launch will offer 3 information sessions and the target attendance is 30%.		Whilst the policy review schedule did not take place at the time we had anticipated, the Colleague Survey gave us an indication of institutional baselines. In 2025 our policy, guideline and procedure review will not only encompass our new Values and Behaviour review, but with the lens of our Concordat commitments UWS was delighted to launch the Employee Forum in September 2024, an initiative aimed at amplifying the voices of colleagues, in discussions with the University leadership's support and commitment. This effort aligns with our commitment to strengthening Employee Voice, as highlighted in our People Priorities, and addresses feedback from previous Colleague Surveys. We have 20 Employee Representatives from across Academics, Professional Services, and Trade Unions. These representatives have been engaging in meaningful discussions on key topics that impact our people and culture at UWS.	1. Colleague Survey showed +2% points increase in the question regarding UWS treating people fairly and equally since the 2023 Pulse Survey, however, this had dropped -1% since 2022 and is below the HEI sector norm. Fairness & Equality was one of our 3 UWS commitments following our Survey, along with Enablement and Employee Voice 2. Employee Forum launch, meetings topics and employee engagement have been on Strategy & Values, Working with Others Framework, Reward & Recognition and Family Friendly Procedures. 3. The Managers' Toolkit was launched in December 2024, emailed directly to our People Manager population.	Ongoing priority
EC6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.	Action 1: Athena Swan Institutional Bronze resubmission – all institutions offered extensions due to COVID19 situation / Schools to submit at this point. Post 2023 submission there will be a 5-year action plan Action 2: Engage in the deliverables detailed in Equality Outcomes and Mainstreaming Plan and publish next PSED and Equality Mainstreaming progress report due after the PSED externally published in April 2023	Yes	July 2023 April 2023	Athena Swan SAT / School SATs People & Wellbeing	The outcome of the resubmission is the success measure and will inform next steps Published report on time.		UWS submitted its Athena Swan Bronze Application and it was successfully retained. A 5 year action plan was created, published and is monitored through our Self Assessment Team. Led by our Vice-Chancellor and now our Interim Deputy Vice-Chancellor and PVC (Research & Innovation), we have proactively driven our commitments to Athena Swan and our Public Sector Equality Duties. Our most recent PSED publications, which showed the progress we have made since our 2023 publications, highlighted our progress and where we see our future actions. In particular, achieving Athena Swan Bronze, a refresh of our Equality, Diversity and Inclusion training, re-establishing our EDI & Wellbeing Corodnation Group and the development of our Employee Network Groups.	Athena Swan: 1.Project Terms of Reference 2.Self-Assessment Team (SAT) Terms of Reference 3.Athena Swan submission – report and action plan 4.Action plan roadmap and tracker – planner tool 5.A template progress report – designed to support easy reporting of progress against activities within each area of the business PSED and National Equality Outcomes: Introduction of 2 bespoke EDI Induction modules, focusing on Psychological Safety and Inclusive Cultures Creation of UWS Neurodiversity Training module, developed in conjunction with Academic poopulations Equality Outcomes highlights EQ1- Increase confidence in reporting tools, doubled (45) from 2023-2024 Social Media channels refreshed Base line figures established and dedicated campaign meetings EQ2- Increases in recording of protected characteristic info, see Table 1 & 2 of PSED Mainstreaming report EQ3- Much more robust reporting data has allowed us to clearly identify our future development areas, succes rates in academic promotions showed 38% for white colleagues and 46% for BME colleagues, with the full set of reflections pointing to a more equitable process overall EQ4- SMART action plan developed (available on Athena Swan page), 5 STEM events attended in 2024, with SmartSTEMe conference delivered. Find your Place marketing campaigns EQ5- a positive +2% increase on Colleague Survey regarding excessive stress or pressure and support mechanisms and males in particular increasing by 9 points	Completed
ECR1	Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students.	Action 1 A review of research groupings – Institutes, Centres and Groups during academic year 2022/2023 designed in part to support more opportunities for staff to align and contribute to a research group. Action 2 New researchers will receive warm invitations within first 6 weeks of joining UWS, to join the Staff Forum for Research and get involved and join in their networking and development opportunities	New	November 2022 Approval and new web resources April 2023 Feb 2023, 24,35 June	Research Services Staff Forum for Research	>25% of researchers aligned to recognised research groupings increasing by 10% by Jun 2025. Maintain Staff Forum members at ~400		Review of groupings is complete. Staff Forum for Research worked with the Research and Innovation Committee, supported by Research Services, to review the remit of the forum. New members are supported to engage across campuses and via the UWS Crucible.	32% of researchers are part of a research group as of Jun 2024 (2025 data not yet released). 59% of participants at the UWS Research Festival were part of a research grouping in 2024 and 70% in 2025. 2. There are c.800 members of staff in the Staff Forum for Research teams group.	Complete

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted <u>impact</u> of the action (success measure)	Comments (optional)	Progress update	The actual <u>impact</u> of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Wellbeing and mental health										
The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.										
ECI3	Promote good mental health and wellbeing through the effective management of workloads and people.	New Workload Allocation Model (WAM) is being implemented in 2022-23 with the aim of increasing fairness, equity, and effective management of workloads of all academic staff. The model allows a flexible approach to the allocation of workload, and volume of workload will be expected to be within 10% of 100% allocation but should not normally exceed 100%.	New	Sep-23	People & Wellbeing in conjunction with WAM project group	Review of the model will take place across the first year of implementation. Evidenced by workloads not regularly exceeding 100% for academic staff. Aim to have no staff exceeding 100% WAM by 2025. 80% engagement from researchers		To promote a healthy working environment for our people, a number of interventions were taken. Activity Planning Guidelines were produced to support 1. transparency and reflect fairness, 2. reflect academics' annual activity, 3. align with My Contribution to encompass personal aspirations and intentions for the year. A yearly conversation is part of the commitment around activity plans. In addition to this to support a more flexible, inclusive and dynamic work environment our Ways of Working were reviewed, creating the UWS Ways of Working Principles in September 2024, designed to create a flexible, inclusive, and dynamic work environment that aligns with our People Priorities. Together, the Ways of Working Principles and People Priorities create a supportive work environment, enhancing the experience for everyone at UWS.	1. Activity Planning Guide and supports produced, with routes for employees who have concern over their targets 2. Refresh of the Ways of Working. The review incorporated post-launch reflections from colleagues across the institution, feedback from EDI networks, trade union representatives, the colleague engagement survey (May 2023) and external benchmarking. 3. Over 1100 views to the dedicated UWS Ways of Working Employee Site, which includes guides on how you can support yourself and your team. 4. Employees reported a +3% point improvement against the Colleague Survey question of " I can comfortably cope with my workload since 2022 and a +8% point increase against" I feel a sense of belonging here", since a pulse survey in 2023, +5% points above the HEI Scotland Norm 5. Dedicated Wellbeing Specialist role created to support colleagues on wellbeing support through dedicated campaigns.	Completed
EC4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	Develop a programme of training for line managers of researchers highlighting requirements within Concordat (which would include support for line managers to understand induction requirements)	New	Sep-23	People & Wellbeing	Evidence of engagement from line managers through regular monitoring by HR of event attendance. 80% of managers to complete training by 2025.		Following on from our UWS Wellbeing Survey and our Colleague Engagement Survey, wellbeing campaigns have been established and a dedicated Wellbeing Specialist was appointed to ensure wellbeing and mental health stay front and centre for UWS. Our employees are supported daily with a dedicated wellbeing site, campaigns and employee assistance programme	UWS offers a suite of wellbeing-related training and development sessions. Inclusive Leadership was launched in May 25. Resources are also available to support, including: 1. Dedicated wellbeing campaigns, such as Mental Health Awareness Week, Nature for Wellbeing and Christmas Kindness Campaigns 2. Employee Assistance Programme, free confidential wellbeing and health advice with wellbeing tools and resources 3. Occupation Health, trained healthcare professionals supporting a healthy working environment 4. Dedicated Mental Health support site, linked from our healthcare provider 5. Financial Wellbeing support, workshops for early career financial management, mid and pre retirement September 25 will see the launch of Leading Wellbeing, a dedicated module within our Managers' Toolkit, this module will complement our current Inclusive Leadership module and will be developed in line with our dedicated focus to support Managers to understand the linkages between Concordat and our development opportunities	Completed
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	Utilise Health Assured utilisation data reporting to formulate action plans, address any gaps, and integrate awareness as part of existing programmes, induction, and training opportunities. Cross reference with engagement survey results on wellbeing and mental health questions	New	Sep-24	People & Wellbeing	Use new 2023 data to build an action plan, with a specific focus on gender split of utilization.		Health Assured Data was unavailable to formulate action plans. Events and campaigns were formulated from a UWS wellbeing survey and Colleague Survey Data. Frequent communications to promote health & wellbeing give opportunities for our managers to support their people. Dedicated sites and reminders to have wellbeing conversations as part of My Contribution, go hand in hand with reminders through Core Brief, our communication vehicle where Senior Leaders cascade key messages to their Schools/Departments. Visible support and participation in events have additionally set the scene for discussions on wellbeing becoming part of every day activity The creation of a Wellbeing Specialist role in 2024 has shown dedication and commitment to creation of a healthy, inclusive environments for our people to thrive.	1. Core Brief communications on wellbeing and mental health keep this at front of mind and accessible 2. Dedicated e-bulletin (communication to all employees weekly) linking to wellbeing support, news, training and EDI events to ensure accessibility 3. Mid-Year and Full Year reminders to have wellbeing conversations as part of My Contribution conversations in Manager Guidance document, providing both support and clarity of accountabilities 4. UWS Colleague Survey results cascade to all employees and their school/department results on Health & Wellbeing (Aug 24), +3 % point improvement since 2022 5. Managers' Guidance Document on UWS Ways of Working Principles to support wellbeing 6. Employees reported a +3% point improvement against the Colleague Survey question of" I can comfortably cope with my workload since 2022 and a +8% point increase against" I feel a sense of belonging here", since a pulse survey in 2023, +5% points above the HEI Scotland Norm	Completed
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	UWS has a flexible working procedure with a stated objective to provide managers with an understanding of their role in the flexible working application process and their responsibilities towards employees. Also, managers have access to a HR Business Partner for advice and guidance. Hybrid working design principles are in preparation and will be launched in academic year 2022-23.	Yes	Jun-23	Research Services and People & Wellbeing	83% hybrid working across UWS. This to be reflected positively in responses on CEDARs questionnaire in 2023 and 2025.		Our dedicated Flexible Working Procedure and our UWS Ways of Working principles and employee intranet site, support our managers to support their people in the best way they can. UWS did not do CEDARs in this reporting period, instead, drawing relevant insights from the UWS Colleague Engagement Survey.	Colleague Survey stated 77% of employees acknowledged flexible working was available at UWS. Flexible working and balance between work and personal commitments was stated as one of the best things about working at UWS in the 2024 Colleague Engagement Survey	Ongoing priority
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	See ECM3						UWS employees are encouraged to utilise the range of mental health and wellbeing support available to them. All employees are encouraged to view the campaigns and opportunities as they are advertised either through eBulletin, School newsletter, direct on dedicated People & Wellbeing pages and Wellbeing site or from cascade through Employee Networks or Senior Leaders. What's been very pleasing and a great step forward have been the number of colleagues who are now proactively leading wellbeing sessions at their own enquiry, utilising their expertise, such as Labrynth walks. A "You said we Did" document was produced as part of the June 24 Core Brief to highlight the range of opportunities which had been created for employees to tap into.	Wellbeing Weeks and continued calendar of activities, examples below: Mindfulness and sleep Who's driving your mind? Drop-in Wellbeing Sessions Your Work and Career: Pause and Reflect Careers Centre Information Suicide Prevention (regular workshop, led by employee) Occupational Health, Wellness Check-ins through our inhouse team International Tea Day (led by employees) Coffee Mornings Mental Health Day drop in and awareness sessions Bike Rides and Wellbeing Walks (led by employees) Broadway Boogie - KaPow Coaching "Stress Busting Techniques" and "ABC Wellbeing Plan" Financial Awareness/Planning workshops, - Early Career, Mid-Career and Pre-Retirement Financial Planning, with over 16 sessions completed to date and 170 employees supported, with more planned later this year Our catering teams provided colleagues with refreshments and a chance to take a break and discuss wellbeing with the Principal and/or members of VCE with over 50 colleagues attending The launch of our free gym access for employees, was the catalyst for a number of now well-established activities such as gym tours, inductions and regular walking tours around all of our campuses supported by our networks, sport colleagues and Vice- Chancellor's Executive Principal's monthly briefing, with the chance to ask any question at all Labrynth Walks (led by employees) Intro to Neurodiversity (designed in conjunction with our Academics and facilitated by them)	Completed
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted <u>impact</u> of the action (success measure)	Comments (optional)	Progress update	The actual <u>impact</u> of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Bullying and harassment										
The aims of these obligations are to eliminate bullying and harassment in the research system, tackled through progressive policies and secure mechanisms to address incidents.										
ECI3	Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.	Integrate the promotion of Report and Support through awareness as part of existing programmes, induction, and training opportunities (also, ECM3, ECR4.). Utilisation of data from Report and Support and Staff Engagement Survey 2022, questions regarding bullying/harassment/discrimination will form baseline for continued monitoring	New	Sep-24	People & Wellbeing	Induction and all relevant training references report and support process		We have worked hard to refresh and re-engage around the mechanisms for support and action against discrimination, bullying and harassment. Our procedures are highlighted to all employees as part of UWS Onboarding, further more to Managers in our Managers Toolkit workshop and as part of our listening strategy we have reporting within our UWS Colleague Engagement Survey on these themes. Opportunities for anonymous and identified reporting are also available through Report & Support	1. UWS People & Wellbeing procedures are now highlighted in our UWS Onboarding and Managers' Toolkit, ensuring our populations have the just in time support they require 2. Colleague Survey 2024 results, the University treats people fairly and equally up +2 percentage points from 2023 pulse survey, 78% of our populations stated they have not experienced discrimination in the last year, with 13% remaining neutral. 75% stated they hadn't experienced bullying or harassment, with 11% remaining neutral 3. Report and Support data for 2024 shows double the amount of submissions (45), indicating the communication plan is having a positive impact. Reporting data will now be presented twice a year to EDI Committee	Ongoing priority
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	See ECI3								Ongoing priority

HREiR Action plan template 2022-2025

ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to discrimination, harassment and bullying.	See EC13						We have worked hard to refresh and re engage around the mechanisms for support and action against discrimination, bullying and harassment. Our procedures are highlighted to all employees as part of UWS Onboarding, further more to Managers in our Managers Toolkit workshop and as part of our listening strategy we have reporting within our UWS Colleague Engagement Survey on these themes. Following the Colleague Engagement Survey, cascade sessions took place from VCE to local level workshops, highlighting the commitment to the 3 key focus areas: Fairness & Equality, Enablement and Employee Voice and re-iterating the mechanisms employees have to address behaviour. People & Wellbeing communicate the contact points for all employees.	1. Report and Support: dedicated UWS site with tailored routes for Employees and Students, with a support video on the process and a number of supporting tools across topics such as Bullying, Harassment, Discrimination, Mental Health & Wellbeing and much more. 2. UWS Colleague Engagement Survey provides opportunity for reporting: up +2 percentage points from 2023 pulse survey, 78% of our populations stated they have not experienced discrimination in the last year, with 13% remaining neutral. 75% stated they hadn't experienced bullying or harassment, with 11% remaining neutral 3. Equality confidential inbox (outwith employee networks), employees have access to a confidential inbox should they feel they need support or to highlight where focus is required. . 4. Dedicated HRBP, HR Adviser, Employee Network confidential inbox	Ongoing priority
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Equality, diversity and inclusion										
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and adopt practices enhancing equality, diversity and inclusion.										
EC14 / ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	Action 1: Develop a pilot programme to support departments to engage in meaningful, discursive engagement with Research Culture Training on Equality, Diversity & Inclusion, Bullying & Harassment and Research Integrity across the institution at induction and on an ongoing basis Action 2: Develop an institutional approach to mandatory training. Where completion rates of mandatory online EDI training are unusually low, EDI will work with individual Schools to determine why this is and identify bespoke communications strategies to better communicate the mandatory nature of the training. (Also, EI3) Action 3: P&OD will provide workshops relevant to equality, diversity and inclusion, wellbeing, and mental health, and to monitor new training needs in these areas and schedule or adapt provision accordingly as part of normal business.	New	January 2024 January 2024 February 2024	People & Wellbeing	80% of managers completed training by 2025 70% staff completion All Actions: Annual staff engagement survey data will increase positively yearly on questions relating to "Yes, UWS has an inclusive culture" 65% by 2025		Over 2024 a number of interventions have provided opportunities for both employees and managers to increase their knowledge and understanding of EDI, take ownership of how they can support the embedding of this in UWS and gain confidence UWS is providing the mechanisms and procedure to ensure when something isn't aligned it can be reported. During Research Culture Conversations in 2024, Managers of Researchers highlighted a range of priorities, which will inform developments within Managers' Toolkit and support the visibility of relevant research training and support. At Research Induction the new Code of Research Practice and Research Ethics is promoted and links shared as part of a wider Research Policy segment, with further training opportunities available through the Researcher Development Programme. Research Integrity training is signposted too as part of applying for research ethics. Future programming with Managers of Researchers will be planned to support this obligation.	1. Resources are included within the UWS Code of Research Practice and Research Ethics to support researchers and their managers alongside self-paced training for Research Integrity. Policies and procedures relevant to this obligation are shared at Induction. 2. Mandatory EDI modules on Psychological Safety in our learning and workspaces and Fostering UWS Inclusive Culture were created in 2024 and have now become part of the annual My Contribution declaration (reporting on this year's declaration is due Sep'25). Modules are automatically assigned to new employee and a monthly Managers Summary Statement reminds them who has outstanding compliance modules 3. Colleague Survey cascade sessions August-December 24 discussing local results, our overall Fairness & Equality stat did not improve since 2022, however individual questions did, therefore it remains and would so anyway as an ongoing priority for us. Our current overall engagement score for this is 63% 4. In addition to a dedicated EDI session within our UWS Onboarding, People & Wellbeing offer an Introduction to EDI workshop for all employees 5. New employees as part of onboarding are made aware of the procedures and mechanisms we have, our approach to monitoring EDI, our external reporting commitments and more importantly how they can engage and support EDI, our EDI Coordinator & Specialist have been heavily involved in this	Ongoing priority
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.									
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Research Integrity										
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and maintain high standards of research integrity, and are able to report infringements or misconduct.										
EC15 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.	The new Academic Integrity & Ethics Committee. Committee will review, recommend, and develop processes and procedures to develop policy, procedures, and support in relation to academic integrity. As new procedures or updates are approved a communication plan to update staff will be in place	New	Aug-23	Research Services	Publication of new Code of Research Conduct and Research Ethics		The Academic, Ethics and Integrity Committee published a new Code of Research Practice and Research Ethics and, Procedure for Investigating Allegations of Misconduct in Research. UWS conducts an annual review of the Academic Freedom Statement. The Academic Ethics and Integrity Committee also oversees annual reporting in relation to the Concordat to support Research Integrity. This work was reviewed and published in academic year 24/25. To support the launch, the Pro-Vice Chancellor for Research and Innovation led an online information session on how to engage with the new code. A support pack was provided to Ethics Chairs in Schools and Deans, to raise awareness of Code and Procedure at school level. More sessions are planned.	New Code and procedure published https://www.uws.ac.uk/about-uws/policies-procedures-guidance/ Annual Report on Research Integrity published https://www.uws.ac.uk/research/academic-integrity-ethics/ Powerpoint pack available	Completed
ECM3	Ensure managers report and address incidents of poor research integrity.	See EC13 As part of the review above the process for implementing and monitoring Research integrity will be reviewed and communicated.	New	Oct-23	Research Services	Two training and information sessions related to the Publication of new Code of Research Conduct and Research Ethics		Training and information sessions will continue from 2025. One all-staff training session has been delivered to date. Schools are supporting roll-out and a further Q&A session is planned for next year, as above. Work towards EC13 is being carried over. Through resources provided for new code, managers now have all research integrity procedures in one place and a dedicated inbox for Research Integrity queries and reporting. https://www.uws.ac.uk/about-uws/policies-procedures-guidance/	1 of 2 planned sessions took place, following the launch of the new resources. 70 participants took part in the session. Training materials are now available to support communication of Research Integrity resources.	Ongoing priority
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	See EC15							The new Code of Research Practice and Research Ethics includes a checklist for researchers to support them to act in accordance with funder policies related to research integrity. https://www.uws.ac.uk/about-uws/policies-procedures-guidance/	Completed
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	See EC15								Completed
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Policy development										
The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.										
EI7	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making.	Action 1: Input into the review and monitoring process that defines membership of key research committees and steering groups to ensure representative membership. This will include university and school level groups. Action 2: The Staff Forum from research are presenting recommendations for changes in terms of reference to allow more frequent change of leadership and an increase in the leadership team to help support additional formal engagement and report on it via the University Research and Enterprise Advisory Committee.		October 2023 May 2023	Research Services Staff Forum for research	Report to REAC confirming all relevant committees to have researcher representation by 2024 REAC committee to approve new TORs		There is an allocated place for a Research Staff representative at Research & Innovation Committee (RIC). As RIC feeds into Senate, and includes a report from Doctoral College Board, the RIC committee is the most appropriate committee for Research Staff representation. Each year, as part of the annual UWS Committee Effectiveness Review, all members of UWS committees have the opportunity to input. A Research Staff member is also on the Concordat steering group and Research Staff are consulted in activities such as the 2024 Research Culture Conversations. We will continue to consult with Research Staff through actions in the next plan. Staff Forum for Research worked with the Research and Innovation Committee, supported by Research Services, to review the remit of the forum. A focus on ensuring representation across all campuses is a priority in the new ToR. Due to changes in representatives on Staff Forum, the new ToR were approved in 2025.	1. The allocated place for Research Staff is filled and an annual committee review takes place 2. REAC (Now the Research and Innovation Committee) approved the new ToR for Staff Forum for Research in May 2025.	Completed

ECM5	Encourage managers to engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	Each school has a representative on the Research and Enterprise Committee who feeds back through the school board and takes responsibility for reporting into the Committee on developments to support a vibrant research environment at culture at school level while also reporting back to the school any institutional opportunities reported at Committee.		March 2024 March 2025	Schools Research Services	Publication of internal report on activities in March each year as part of mock Research Assessment Framework exercises.		In 2022, UWS appointed Associate Deans for Research and Innovation (ADRI)s. These roles, based in schools, work across the university and have responsibilities for implementing research strategies, fostering strong collaborations to develop positive research cultures. ADRI)s work with Research Services, Unit of Assessment (JoA) leads and research grouping leads, and researchers to develop the research environment. The roles enable a feedback loop between researchers and the committee. Reports are prepared for RIC 4 times a year to capture, discuss and evaluate local school initiatives to develop positive research cultures, research applications and awards, and future plans to develop research excellence and support UWS people. The mock ref assessment was postponed to 2025 due to external factors, as indicators are developed.	ADRI roles are in place and ways of working developed across the reporting period. ADRI)s enable and lead within a range of initiatives within schools, reporting and feeding into relevant committees. ADRI)s led the review of research groupings with group leads (many of whom are managers of researchers) and run regular school research forums, which bring in relevant departments where appropriate. The forums support a school voice to feed in and feed back to initiatives and projects relevant to UWS research. Accompanying research newsletters celebrate achievements of researchers and highlight opportunities for development.	Ongoing priority
EM5	Engage with opportunities to contribute to relevant policy development within their institution.							UWS were delighted to launch our Employee Forum in September 2024, an initiative aimed at amplifying the voices of colleagues in discussions with the University leadership's support and commitment. This effort aligns with our commitment to strengthening Employee Voice, as highlighted in our People Priorities, and addresses feedback from previous Colleague Surveys. We have 20 Employee Representatives from across Academics, Professional Services, and Trade Unions. These representatives have been engaging in meaningful discussions on key topics that impact our people and culture at UWS. The Colleague Survey also provides the opportunity to have your voice heard around the policies and procedures that support UWS employees.	Employee Forum Topics; 1. Strategy 2030/Values 2. Working with Others Framework 3. Reward & Recognition 4. Family Friendly Procedures	
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	The annual calendar for researcher development in conjunction with the Staff Forum for Research will include at least 3 opportunities for engagement through specific events planned to inform policy and offer two-way dialogue with policy decision makers.	Yes	Annual calendar released Sept. 2023, Sept. 2024, Sept. 2025	Research Services	Publication of the annual programme with 10 events and flagship programme – Grant Accelerator or Crucible running annually. 70% participants score 3.5/5 or higher on evaluation		Staff changes and the cyber incident disrupted the launch of the 2023 Researcher Development Programme and associated activity with Staff Forum for Research (see PCD11). The Researcher Development Programme was re-launched in 2024 and the Staff Forum reviewed its Terms of Reference in 2025. From 2024, researchers, their managers and the wider research community have access to training and development opportunities via the Training Portal. Through the accompanying evaluation framework for the Programme, researchers can provide anonymised ideas for future programme content, which is included in reporting to relevant committees (RIC, DCB) and shared back through school research meetings as regular updates, ensuring 2 way dialogue is routine through Researcher Development. Staff Forum host termly gatherings for ECRs. The Staff Forum and Research Services are exploring ways of working to improve the feedback loop from Researcher Developmnet evaluation and Staff Forum programming.	Across all Researcher Development Programme activity since 2024 relaunch (excluding the UWS Research Festival and UWS Crucible, which uses different evaluation), the programme had a 46% evaluation rate and score of 3.8/5 (based on 134 evaluation responses of approx. 292 participations in programme in academic year 2024/25). 13 events took place since October 2024 alongside flagship events such as UWS Crucible, UWS Research Festival, events led by Staff Forum for Research and new activity that developed with external partners. 60 Early Career Researchers took part in the UWS Crucible across two cohorts in 2023 and 2025. Cohort pathways are being developed based on their feedback. 4 Research Staff utilised reserved places (2 in 2023, 2 in 2025). The Staff Forum for Research plays an active role in this programme. 165 staff and PGRs attended the UWS Research Festival in 2024 (developing a positive research culture) and 150 in 2025 (research for a better world). Research Staff currently have low engagement in the festival, which will be explored in future activity. Alongside ongoing opportunities to inform the Researcher Development Programme through evaluation, researchers had the opportunity to engage in: - Research Staff Culture Conversations in 2024 (2 of 18 sessions held in 2024 were for Research Staff) - Gap Analysis for Concordat action plan in 2025 (17% of Research Staff participated) - Represent a Research Staff perspective through membership of RIC and Concordat steering group (filled) - Indirectly through a workshop with Managers to support conversations around 10 days in performance review (i.e. My Contribution).	Ongoing priority Ongoing priority
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	The terms of reference for the Staff forum for Research are regularly updated and a motion will be proposed to include this obligation in their terms of reference from AY2022/23 to recognise their role in supporting this obligation.	New	October 2023 October 2024	Staff Forum for Res	Change in terms of reference agreed by REAC		The staff research forum emerged as a development from the ECR forum established in 2018. Following the 2023 Crucible research programme the ECR forum committee was expanded with a wider representation, especially including UWS London members, as part of the larger network. Staff Forum for Research worked with the Research and Innovation Committee (RIC), supported by Research Services, to review the remit of the forum. A focus on ensuring representation across all campuses is a priority in the new ToR alongside their role as a stakeholder within UWS. Due to changes in representatives on Staff Forum, the new ToR were approved in 2025.	Research and Innovation Committee approved the new ToR for Staff Forum for Research in May 2025. The following is now included in the updated ToR for Staff Forum of Research: Policy Influence: Acting as a voice for researchers in university policy-making processes starting with UWS crucible ensuring that the needs and concerns of early career researchers are considered in decisions related to research practices, employment conditions, and career progression as well as feedback	
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual <u>impact</u> of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Employment										
Recruitment and induction										
The aims of these obligations are to ensure recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.										
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	Action 1: As part of full Employee Lifecycle Review, improve and standardise recruitment and selection processes and procedures. This will include: •Overall review of processes and guidance to enhance experience, ensure consistency and attract diverse and talented staff •Review of interview panel compositions to ensure diversity and reduce risks of unintended bias •Monitored completion of unconscious bias awareness	Yes		People & Wellbeing	80% of interview panel members to have completed unconscious bias training. For panel chairs, this figure will be expected to be 95% by end 2023.		The full data for this action can not be provided, due to a combination of cyber and resource changes. Whilst we feel confident the mechanisms are in place to build knowledge, understanding and clarity, the reporting mechanisms are still being established Where we have identified a gap in our process, we have been agile and filled this with a solution. Going forward, the re-instatement of itrent and the reinstament of our Training Portal and reliability of data, will provide much more robust data.	1. Mandatory for all Chairs of recruitment panels to have completed the UWS Recruitment Panel Chair Training, workshops are scheduled throughout the year and 1-2-1 support is provided should a colleague have been unable to ensure a workshop aligns with their interview commitment. Since March 2024 56% of Chairs have been able to complete the Panel Chair training through the traditional workshop, 14% are still pending to attend and the remaining 30% had to be supported on a 1-2-1 basis prior to interview or be made aware of a replacement Chair (whilst still be on the panel themselves) 2. UWS EDI mandatory modules support the overall knowledge and understanding of EDI 3. A formal shortlisting framework ensures consistently in selecting candidates for interview, including those eligible under the Disability Confident scheme 4. Interview packs contain Equality Act dedicated attachment and interview guidance notes, including impartiality guidance and a reminder that candidate interview information can be requested with accountabilities for Chairs of Panel and clear guidance on Panel compositions and accountabilities 5. Interview notes are returned to People & Wellbeing and of course are available should candidates request this 6. Associate Dean EDI, supported by People & Wellbeing has run Let's Talk About Race fireside chat at Principals Briefing, the workshop version across all campuses and dedicated Intersectionality session to partner with Colleague Survey results in areas where more challenging EDI conversations have arisen	Ongoing priority

EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	A corporate induction will be piloted in 2023 with signpost to researchers' induction. Attendance data and feedback from participants at these inductions will be captured and used to assess their effectiveness and develop the process over the next 2 years	New	Jun-23	People & Wellbeing & Research Services	70% numbers of staff reporting satisfaction with induction and onboarding. 80% of respondents from staff survey or CEDARS to mention positive induction		<p>A new onboarding approach was implemented at the beginning of academic year 2024/25. Research Services are a regular contributor to the UWS onboarding sessions and a separate online Research Services Induction is offered on a self-selecting basis. Due to delays in the launch of the UWS onboarding, all academic staff who joined UWS within the previous 18 months where invited to participate. People & Wellbeing and Research Services are continuing to develop the Research Onboarding pathway as part of the wider development of UWS onboarding.</p> <p>In addition to UWS onboarding, dedicated sites within our employee connect pages provide information on schools and departments, including key projects, such as Academic Promotions, Organisational Development, Doctoral College, Careers. In addition, news articles across UWS are flagged to employees on new procedures, policy change, opportunities to attend events and leadership changes.</p>	<p>UWS onboarding, 3 hours covering 5 key areas;</p> <ol style="list-style-type: none">Welcome and connecting with peersKey procedures and policies to support individualsUnderstanding our approach to EDI, network groups and opportunities to support youGuest speakers across People Operations, Communications, Purpose & Values, Experiential ToursWellbeing <p>Overall UWS Onboarding has 68% satisfaction and latterly that figure has increased, reporting figures around net promoter are in development as our evaluation metrics currently cover a number of stakeholders in our Training Portal.</p> <p>A smaller percentage than targeted completed evaluation and of that group, the Research Induction recieved a 3.9/5 satisfasction score.</p>	Ongoing priority
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Recognition, reward and promotion										
The aims of these obligations are to ensure the fair and inclusive recognition of researchers as part of their career progression.										
EI3	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances.	New Academic Promotions criteria and pathways to be launched in 2022/23 to recognise the full range of all academic and research staff contributions and the diversity of personal circumstances.	Yes	Jun-23	People & Wellbeing	Increase in diversity in both applicants and successful candidates for Academic Promotions year on year Reduction in gender pay gap year on year. Mean Gender Pay Gap 2022: 12.5% - improve to 10%)		<p>The Academic Career Development Framework was launched in 2024 and is designed to support and enhance every type of academic career pathway within our institution. A key objective in developing this framework was to ensure inclusivity, promote equality of opportunity, and demonstrate the value UWS places on diversity. To complement this, we have developed an aligned Academic Promotion Process that ensures transparency, objectivity, and equity, supporting the framework's aims.</p> <p>UWS has made notable progress in reducing gender pay disparities. Compared to 2023, the mean gender pay gap has decreased by one percentage point, and the median gender pay gap has decreased by 2.7 percentage points. These figures are the lowest since we began formal reporting.</p> <p>UWS has continued to make significant strides in reducing the gender pay gap. Notably, there are no pay gaps of 5% or more in favour of male employees, and five grades have achieved full pay parity. Furthermore, all grades with more than 100 employees have pay gaps of less than 5%</p> <p>However, challenges remain in certain areas and we are committed to monitoring and addressing those areas, ref published Pay Gap Reporting.</p>	<ol style="list-style-type: none">Academic Career Development Framework and Academic Promotions launched in 2024, with drop-in sessions and a suite of support materials. Academic Citizenship and Leadership are core requirements for all academic colleagues. This includes a strong emphasis on supporting the equality agenda at UWS and fostering an inclusive and collaborative environmentWithin the first round of the revised academic promotons process there was an even 50% split between male and female applicants, aligning with our academic population split of 49.6% female and 50.4% male. Of 44 successful applicants, there was a 50% even split of 22 successful outcomes between male and female colleagues.75% of applications via the new promotions process were from white colleagues, indicating a slightly lower application rate for BME colleagues and a slightly higher rate for white applicants. Success rates were 38% for white colleagues and 46% for BME colleagues, showing a higher success rate for BME applicants.These figures are promising and point towards the new academic career development framework and academic promotions process being a more equitable process for promotions.However, there was a disproportionate number of female applications outside the School structure. This will require further analysis and insight to understand the demographic nuances. Furthermore, there were no successful BME applicants for Senior Lecturer positions, despite accounting for 15% of applications, suggests a need for further analysis to determine if this is due to a developmental gap, unconscious bias, or both and a possible requirement for BME specific mentor pool.In 2024 UWS had a mean pay gap of 9% and a median pay gap of 2.9%	Ongoing priority
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	See EC14/ECM1								Ongoing priority
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Responsibilities and reporting										
The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.										
EM2	Managers familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding.	As part of a UWS wide Digital Transformation Project a review of core and mandatory training will be carried out to inform the selection of the most appropriate digital platform to host all the relevant information in one single place.	New	Oct-23	People & Wellbeing with support from Digital Transformation Project Board	Launch of central platform with built in analytics. 80% of staff to complete relevant training on time.		<p>People & Wellbeing in partnership with UWS colleagues completed the Business Requirements document for a central platform, to provide a one stop shop for employee records, training, performance and compliance requirements.</p> <p>2024-2025 has seen the step forward in centralising our people development data and we continue to develop this in line with Institutional priorities and challenges.</p>	<ol style="list-style-type: none">UWS Onboarding Procedures and Policies clarityCompliance/Onboarding Requirements and Managers ChecklistMy Contribution clarifies compliance requirements and Training NeedsDevelopment Journal provides opportunities to enagageDedicated site for Procedures and Policies on intranet siteManager's Toolkit	Ongoing priority
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	See EM2							<p>Policy documentation and guidance available via UWS Website and intranet. https://www.uws.ac.uk/about-uws/policies-procedures-guidance/</p> <p>In addition, UWS recruited a Researcher Contracts Manager in 2023, who supports PIs and their teams with compliance and institutional policies. There is now a requirement that all funding applications from UWS have an accompanying data management plan and training is in place to support this.</p> <p>Training and resources around Trusted Research are available and the checklist for Researchers within the Code of Practice and Research Ethics is highlighted at pre and post award stages, designed to ensure all researchers are well signposted for help and advice.</p>	Complete
ER2	Researchers understand their reporting obligations and responsibilities.									
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
People management										
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.										
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	Build on programme of varied development support and training opportunities. Work towards a regular schedule of events that can be offered annually to help staff with planning their time and activities. New sessions planned for this group of staff: PI masterclass, Crucible	Yes	September 2023,24,25	Research Services with support from other teams across UWS	Ensure uptake is in line with similar programmes at UWS (between 20 to 40 staff per offering) evaluate sessions and aim for 4 out 5 of STAR rating.		<p>This action was not progressed as planned and is carried over as part of ongoing improvements to the UWS Managers Toolkit.</p> <p>New research data management processes and training are now in place via library and Research Services. People & Wellbeing along with other UWS partners continue to offer a range of development opportunities throught the year. In addition to the colleague feedback gathered at My Contrition through Training Needs Analysis, which developed our current Managers Toolkit, providing sessions on Employee Lifecycle, Geeting to Know Your Team, Successful Conversations, Inclusive Leadership, with new additions in 2025-2026 on Inclusive Leadership and Risk Management.:</p>	UWS Crucible took place in 2023 and 2025. 73% completed an evaluation in 2025, and had a 4.5/5 rating for the programme when asked 'this is the right programme for me to particiaplte in, right now'.	Carried forward

UWS UNIVERSITY OF THE
WEST of SCOTLAND



E15	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.	Action1: Review and improve My Contribution (performance management process) and associated procedures for reward and recognition. Implement a fit for purpose system by 2023/24. Action 2: HR will provide a managers' checklist for line managers of research staff to engage with their team openly and fully ensuring that all topics such as training and development, working practices, REF preparedness, etc. are covered	New	May 2023 October 2023	People & Wellbeing	Action 1: Monitoring of utilisation and engagement will begin 2023/24 and 10% improvement expected on an annual basis. Responses to colleague survey Question My manager encourages my development improvement to 75% positive (68% 2022) Action 2: Completion and provision of checklist by end of		Organisational Effectiveness undertook a review of the My Contribution process commencing in January 2023 under the People Priority of Enabling our People: •Colleague focus groups were held in Jan/Feb, and recommendations were made on the feedback received from colleagues and the wider review •Based on feedback for the My Contribution cycle 2023/24, separate forms for Academic, PSS, Campus Services and Estates were requested which will support and align with learning and development, reward and recognition, academic career pathways, promotions processes and wellbeing June 2024 saw the launch of the refreshed My Contribution process, with support tools and documentation, drop in sessions for employees and managers, the requested separate forms and additionally an opportunity to request development through training needs analysis records. On Action point 1 the improvement measure stated was a 7% point improvement, which is a very challenging target improvement in 2 years (discussed with our survey provider in 2024).	1. Refreshed My Contribution process with manager drop-ins, support materials including Leadership Style, Active Listening and effective feedback 2. 2024 My Contribution submissions were 64% return, 2025 returns will be reported September 2025 3. My Contribution performance outcome reporting/distribution curves highlighting where performance is excellent, or needing further support 4. Colleague Survey 2024, our independent administrator stated, employees are most positive about their purpose and line management and that it was worth noting employees at UWS tend to respond more favourably to Line Management compared to elsewhere. Although our survey stat had dropped -1% since 2022, at 74% favourably, it's +5% points above the HEI norm	Ongoing priority
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.									
EM4	Managers actively engage in regular constructive performance management with their researchers.	See E15 Action 1 (Review and improve My Contribution performance management process and associated procedures for reward and recognition. Implement a fit for purpose system by 2023/24).						Managers of Researchers took part in a workshop focusing on how to improve awareness of, and engagement with, Concordat principles, including through the My Contribution process. This action is being carried over as an ongoing priority.		Ongoing priority
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	How to manage your review session pilot to be rolled out across UWS supporting staff with the review process and understanding its importance.	New	May-24	People & Wellbeing with support from Research Services	40 attendees and 30 evaluation forms submitted.		In 2024, Drop In Sessions were delayed due to resourcing requirements, but ran across June and July. Attendance was low with less than 5 drop in sessions recorded as taking place, as individuals requested to move to a 1-2-1 support call due to the personal nature of the topic. The range of materials available in the 2024 dedicated site saw 6118 views to this, accounting for the reduced drop in sessions. 2025 My Contribution offered drop in sessions, which is again low in uptake, at the point of this submission only 10 employees have taken up this offer, views to the My Contribution dedicated support sites with tools and FAQ's has so far seen 1903 views.	1. Refreshed My Contribution process with manager drop-ins, support materials including Leadership Style, Active Listening and effective feedback 2. 2024 My Contribution submissions were 64% return, 2025 returns will be reported September 2025 3. My Contribution performance outcome reporting/distribution curves highlighting where performance is excellent, or needing further support 4. Colleague Survey 2024, our independent administrator stated, employees are most positive about their purpose and line management and that it was worth noting employees at UWS tend to respond more favourably to Line Management compared to elsewhere. Although our survey stat had dropped -1% since 2022, at 74% favourably, it's +5% points above the HEI norm	Complete
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Job security										
The aim of this obligation is to improve the job security of researchers.										
E16	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.	Evaluate current processes and move from fixed term to open ended contracts, requirement of funding etc.	Yes	Jan-24	People & Wellbeing	Review of FTC process to provide baseline for reduction in fixed term contracts. Length of service and attrition rates of researchers to be monitored as part of this process year on year.		This is a longstanding and progressing piece of work which has not been progressed as planned during this period due to resource and system impacts, but remains a commitment that will be continued in the next period. A combination of change in resources and clarity on ownership has meant this has not been addressed. The forward action will be challenging in the current climate of our Organisational Change Programme, but we are committed to building this monitoring into our Resources and People Committee Reporting	Not actioned	Carried forward
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Professional and Career Development										
Championing professional development										
The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.										
PCD11	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.	At UWS we consider all researchers equal and therefore all webinars, courses or resources are open to all researchers. Ensure that all funds are set aside for researcher development and places are reserved for research staff on fixed term contracts on all flagship academic staff development programmes including Grant Accelerator UWS Crucible Women in Leadership PGR Supervisor Development UWS Research Festival – opportunity to present work and host sessions working more closely with school to develop bespoke sessions Research development Programme Published September 2023 September 2024 September 2025	Yes	Researcher Development Programme published September 2023 September 2024 September 2025	Research Services	Monitor uptake in line with other activities (attendance between 20 and 50 staff) and aim for 4 out of 5 rating for event evaluation		As part of ongoing evaluation, some programmes, including UWS Grant Accelerator, are being reviewed and developed for future relaunch. Where programmes were delivered as planned, Research Staff places were allocated. This has worked particularly well with UWS Crucible and ensuring that Research Staff are aware of these allocated places across the wider programme is planned for as part of ongoing improvements to the programme. A focus of both 2024 and 2025 Festivals has been to improve ways of working with Research Groups and raise the visibility of their work within UWS. Working with groups on the wider Researcher Development programme is in planning. Research Staff engagement in the festival is currently low, which will be explored in future activity.	Across all Researcher Development Programme activity since 2024 relaunch (excluding the UWS Research Festival and UWS Crucible, which uses different evaluation), the programme had a 46% evaluation rate and score of 3.8/5 (based on 134 evaluation responses or 292 participations in programme in academic year 2024/25). 13 events took place since October 2024 alongside flagship events such as UWS Crucible, events led by Staff Forum for Research and new activity that developed with external partners. 60 Early Career Researchers took part in the UWS Crucible in 2023 and 2025. Cohort pathways are being developed based on their feedback. 4 Research Staff utilised allocated places (2 in 2023, 2 in 2025) 165 staff and PGRs attended the UWS Research Festival in 2024 (developing a positive research culture) and 150 in 2025 (research for a better world). Across the 2024 and 2025 festivals, 79% people had the opportunity to engage with someone they don't often have the opportunity to and 61% intended on following up with someone they engaged with at the festival. This, alongside an 11% increase year-on-year of attendees alignment to a UWS research group, indicates that the festival is an important milestone in our research culture journey.	Ongoing priority
PCD16	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	Develop a UWS wide monitoring system/database to track attendance and uptake of all training sessions in development programme	New	Jan-25	P&OD with ITDS and Research Services	Launch and test system by 2024		The UWS Training Portal went live in 2024 and is providing a UWS wide monitoring system/database to track attendance and uptake. All internal training organised by Research Services is live on the UWS Training Portal and Research Services are working with departments and schools to enhance visibility of research-related professional development via the Training Portal. Opportunities are scheduled termly and grouped on the 'Researcher Development' section of the Training Portal thematically (i.e. supervisor dev, impact and engagement, research leadership). This allows Research Services and People & Wellbeing to monitor engagement and ensure staff have a professional development log of research-related development, to support their 10 days of professional development time. Research Services will continue to work with ITDS and PAW to enhance use of Training Portal.	Staff now have a 'one-stop shop' to engage with training opportunities and this is providing more reliable evidence of work towards 10 days of professional development planning and is informing processes for enhancing the My Contribution process, supported through our brochure of events, which pulls through to the Training Portal. Departments, including Research Services are able to monitor and evaluate engagement and experience in Researcher Development and report on training more easily, supporting collaborative working. Research Services are now supporting PAW with the development of a research pathway for professional development to support researchers to access relevant resources and information during onboarding, which can be reported on from Training Portal and shared evaluation data. Researchers now have a log of research related CPD via the Training Portal and are informing future Researcher Development programming through feedback at sessions. Using the UWS Training Portal to manage and monitor engagement in UWS lead training and development is supporting ongoing work to improve the visibility of research related planning in the My Contribution process. To support academic staff to plan for at least 10 days of professional development time, Senior Leaders were invited to a drop in session on employee development which included a section on approach development from the 70/20/10 approach, which would further support where 10 days of professional development can be aligned, support researchers and their managers to have a more meaningful development conversation	No further action

PCDM3	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.							The processes to embed the UWS Training Portal and MyContribution process as a mechanism for monitoring the allocation of a minimum of 10 days pro rata per year is under development. Embedding these processes to enable monitoring of the 10 day allocation will be carried over to the forward action plan. Early engagement with the Training Portal (see PCDI6) indicates this will be a helpful process for supporting this development area. In 2024 Managers of Researchers engaged in a workshop to explore how to better promote and plan for 10 days of professional development time for Research Staff. Further activities are planned to move this forward.		Carried forward
PCDR1	Researchers take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year.	Better incorporated feedback loop from the annual review process to ensure development activities are offered in line with staff needs and taken up by staff, increasing awareness of development opportunities via line manager, directors of research and school deans	New	Dec-25	People & Wellbeing And Research Services and IDTS	Implementation of a system that enables monitoring and reporting of requested development		My Contribution Training & Development Needs form submitted post review, which informs People & Wellbeing Programming for upcoming year. In 2025, UWS introduced a Training and Development Brochure, which is currently being further developed, to complement the 'one-stop shop' of training and development available via Training Portal and support employees to identify development opportunities regularly throughout the year and ahead of the My Contribution process.	Training & Development Needs form launched as part of the 2024 My Contribution process and now runs annually. Training & Development Brochure launched and released at key points throughout the year. Training & Development opportunities within People & Wellbeing programmed in response to My Contribution and leading on a continued programme of improvement to integrate other areas of UWS development, including Researcher Development via Research Services.	Ongoing priority
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Career development reviews										
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.										
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	See EM4						Opportunities for our people to have meaningful conversations around successes, performance, development and support are formalised at both half year and full year, in addition to this our support guides recommend regular 1-2-1 catch-ups and how to support yourself and others on having a successful conversation. Guides on: Responsibilities for Employee and People Leaders SMART objectives guides Self Reflection and motivation guides Identifying and adapting my leadership style Tools for identifying development needs, e.g. 70/20/10 model 6 ways to have a great My Contribution conversations guide Active Listening Guides Effective Feedback Guides Indicators of a successful conversation The tools are highlighted as part of My Contribution, however are tools for employees and people leaders to use consistently throughout the year to enhance their development conversations.	My Contribution 2024-2025 1. Provided employees with a dedicated site to access communications and support materials 2. Dedicated support guides for employees, managers, senior leaders and executives 3. Bespoke Forms for populations, Academic, PSS, Estate & Campus Services and Senior Leaders 4. Drop In Support Sessions for Employees and People Leaders 5. Learning Opportunities Catalogue developed in partnership with colleagues across UWS to support conversations 6. Mandatory Module confirmation 7. On line reporting mechanism for My Contribution performance and training needs submissions to People & Wellbeing	Ongoing priority
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	See EI5						Mechanisms are in place to monitor the engagement and feedback from our populations on career development opportunities and conversations. My Contribution submissions, performance data and training needs analysis are forming our baseline themes and engagement stats. We encourage all employees to submit their My Contribution data, however, we do respect if the advice from their Trade Union representative isn't to adhere to do this.	Annual submission of performance and training needs data Colleague Engagement Survey feedback- Training and Development is a focus area from our survey with our engagement score on this staying consistent from 2022 but falling below the Higher Education Sector Norm. The development of our Learning Opportunities Brochure ahead of the My Contribution conversations aims to support development conversations.	Ongoing priority
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	See EC14 / ECM1 Action 1						Mechanisms are in place to monitor the engagement and feedback from our populations on career development opportunities and conversations. My Contribution submissions, performance data and training needs analysis are forming our baseline themes and engagement stats. Whilst we would encourage all employees to submit their My Contribution data, we do respect if the advice from their Trade Union representative isn't to adhere to do this.	Reporting on My Contribution 1- People & Wellbeing receive submissions 2- HR Business Partners monitor submission progress 3- Reporting through School and Department Leadership Teams 4-Overall Performance Data and training needs themes to VCE & Leadership Teams 5- Themes for development are fed into People Priorities and People Experience Development Offerings	Ongoing priority
PCDR4	Researchers positively engage in career development reviews with their managers.	See EC14 / ECM1 Action 1						Mechanisms are in place to monitor the engagement and feedback from our populations on career development opportunities and conversations. My Contribution submissions, performance data and training needs analysis are forming our baseline themes and engagement stats. Whilst we would encourage all employees to submit their My Contribution data, we do respect if the advice from their Trade Union representative isn't to adhere to do this.	Reporting on My Contribution Drop in Sessions and Dedicated site and materials. 1- People & Wellbeing receive submissions 2- HR Business Partners monitor submission progress 3- Reporting through School and Department Leadership Teams 4-Overall Performance Data and training needs themes to VCE & Leadership Teams 5- Themes for development are fed into People Priorities and People Experience Development Offerings	Ongoing priority
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
The aims of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience.										
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	Continue to remind research staff that UWS offer a professional careers advice service accessible to researchers	Yes	Jun-23	Career Service	Reminder April, 2023, 24, 25			Researchers whose contracts are due to end within 12 months are contacted via email and made aware that Professional Career Guidance is available via the Careers service. Associated resources are also available on the staff intranet.	Ongoing priority
PCDR3	Researchers maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications.	See EI5 Action 1								Ongoing priority
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Research identity and leadership										
The aims of these obligations are to provide researchers with opportunity to progress in their careers by developing their research identity and leadership capabilities.										
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	See EI4 and PCDI1								ongoing priority
PCDM4	Managers identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours.	see EI5								ongoing priority
PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	see PCDI6							Managers Toolkit now includes the themes below: 1. Employee Lifecycle 2. Inclusive Leadership 3. Understanding and Defining your team 4. Successful Conversations 5. Leading Wellbeing (Sep 25) In addition the Learning Opportunities brochures enhances development opportunities	ongoing priority

PCDR5	Researchers to seek out, and engage with, opportunities to develop their research identity and broader leadership skills									
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted <u>impact</u> of the action (success measure)	Comments (optional)	Progress update	The actual <u>impact</u> of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Diverse careers										
The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.										
PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.	Taking account of staff feedback, review the current induction process and create an integrated framework accessible online which brings together information about the University in general, about specific roles and areas, and adds researcher development content to the existing online academic induction (add implement, update, review) POD action around corporate induction	New	Jun-23	People & Wellbeing & Research Services	Online resources available – monitor uptake and compare to similar resources 80% of staff to report induction completion in colleague survey.		A new onboarding approach was implemented at the beginning of academic year 2024/25. Research Services are a regular contribute to the UWS onboarding sessions and a separate online Research Services Induction is offered on a self-selecting basis. Due to delays in the launch of the UWS onboarding, all academic staff who joined UWS within the previous 18 months where invited to participate. People & Wellbeing and Research Services are continuing to develop the Research Onboarding pathway as part of the wider development of UWS onboarding. In addition to UWS onboarding, dedicated sites with our employee connect pages provide information on schools and departments, including key projects, such as Academic Promotions, Organisational Development, Doctoral College, Careers. In addition, news articles across UWS are flagged to employees on new procedures, policy change, opportunities to attend events and leadership changes.	1. All new employees are automatically scheduled and invited to an Onboarding Session with their manager being aware of this 2. An overview of Schools and Departments is included with the onboarding 3. Experience tours open the opportunity to meet new colleagues, diversity of roles and opportunities for coaching, mentoring 4.UWS Mentoring, including reverse mentoring is currently in place with 43 mentoring relationships formally documented and a number of informal mentoring relationships in place 5. Communication tools and events offer opportunities to increase knowledge such as: Principal's Meeting, covering University news and events, both on-line and in person across campuses eBulletin: our digital newsletter where colleagues are encouraged to share news and opportunities; Principal's Core Brief, key UWS projects and how they integrate in your school/department, Research Festival and Learning and Teaching Annual Conferences 6. Lectures events open to all employees to attend	Ongoing priority
PCDM2	Managers support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.	Action 1 Roll out Mentoring pilot session for School of Health & Life Sciences Action 2 Vice Principal Research, Innovation and Engagement will Pilot Coffee cup mentoring during AY2022-2023.	New New	January 2023 December 2024	School of HLS PVC RIE	50 staff to take part in pilot in 2023. To be increased to 100 staff by 2025. 20 staff to attend coffee meetings – plan 4 per year.		Due to staff changes, these actions were not progressed as planned. However, a range of mentorship opportunities are available at UWS and through gap analysis and ongoing conversations with Research Staff, it is clear that there is increased awareness and communications required to support Research Staff engagement. Communicating and, where appropriate, further developing UWS mentoring opportunities is a priority within the next action plan.		Incomplete
PCDR2	Researchers explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.	See PCDM2								Incomplete
PCDR6	Researchers consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation.	See PCDM2								Incomplete

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

Further hyperlinks and supplementary information (more rows can be added)	
1	https://www.uws.ac.uk/about-uws/policies-procedures-guidance/
2	https://www.uws.ac.uk/research/academic-integrity-ethics/
3	https://www.uws.ac.uk/about-uws/uws-commitments/equality-diversity-inclusion/equality-diversity-and-inclusion-reports/
4	
5	
6	
7	
8	
9	
10	
11	
12	
13	
14	
15	
16	
17	
18	
19	
20	

Abbreviations and glossary (more rows can be added)	
RDC	Researcher Development Concordat
SATs	School Assessment teams
PSED	Public Sector Duty Report
UWS	University of the West of Scotland
WAM	Workload Allocation Model
EDI	Equality, Diversity and Inclusion
P&OD	People and Organisational Development (now, People and Wellbeing)
REAC	Research and Enterprise Advisory Committee
REF	Research Excellence Framework
FTC	Full time contracts
ITDS	IT and Digital Services
HRBP	HR Business Partners
ADRs	Associate Deans for Research and Innovation
DCB	Doctoral College Board
ECRs	Early Career Researchers
BME	Black and Minority Ethnic Groups
CPD	Continued Professional Development
PSS	Professional Services Staff
VCE	Vice Chancellors Executive