Action	Responsibility	By when	Success criteria	Update January 2018	RAG rating	2008 Concordat Principle	2019 Concordat Principle	2020 Update
Increase number of research staff to have active personal development plans on PPDR	Head of SLD, SLD Adviser & HODs	From January 2016 and ongoing	Measured by targeted increase of 10% or more in PPDR completed plans on system	A 17% increase was achieved.		2	Employment	This target increase was exceeded (see January 2018 update), however PPDRs were then temporarily put on hold due to the organisational changes outlined in our four page report. It is hoped that the new PDR process described in our 2020-4 Action Plan will lead to a higher level of engagement. In line with the Concordat, the RDWG's priority going forward with this is the provision for research only staff at the University. **- Action closed**
Learning and development needs identified from the gap analysis – to be incorporated into PPCD training plan for 2015/16 and 2016/17	Head of SLD, SLD Academic Development Team	From October 2015 and ongoing for yearly programme	Measured by increased participation with researcher development programmes and activities. Measured by improved satisfaction levels through evaluations. CROS 2015 had 77% reporting access to training opportunities. Target to increase this to National level of 88% by CROS 2017.	CROS results in 2017 show that access to training and development opportunities was 69% as opposed to 77% in 2015 - some of the reduction could be the change in definitions used for CROS & PIRLS 2017.		4	Professional and Career Development (PCD)	Institutional changes have made judging success with this action difficult as training and development has been somewhat fragmented over the last two years. The initial gap analysis was successful as CROS and PIRLS responses attest. Recent gathering of opinions through engagement with early/mid-career research reps and staff at ad-hoc workshops are guiding new plans and strategies mentioned in our 2020-4 action plan. These will be further guided by responses to the CEDARS. There will be a Researcher Development Programme in place for 2020/1 **- Action closed**
Provide links from researcher careers pages to external careers information sites such as the 'sector information' pages of the Vitae website as well as Vitae resources on career case studies and researcher career destination studies for the UK	SLD	01/07/2016	Measured by % staff take up of researcher development and awareness of sector information programmes to create a benchmark for future reference. Less research staff leaving stating improved career prospects elsewhere. Measured as a function of staff turnover.	From 2017 CROS & PIRLS survey results Westminster achieved all bar 1 initiative and more researchers are now aware of the Vitae website through Welcome to Westminster. There is no way to dig deeper into the 'other reasons' category as to why research staff leave. 2015-16 36 research staff left 2016-17 43 research staff left. Majority leaving due to end of their fixed term contract. Researchers attending researcher development events 2015 - 2016 = 343 and for 2016 - 2017 = 501		4	PCD	As per the update in January 2018, our 2017 CROS results were 9 and 5% above the national average respectively on knowledge of the Vitae RDF and Vitae themselves. Going forward, a new benchmark will be set through CEDARS and 2020/1 RDP attendance numbers, with both of these indicators serving as evidence for success in new action points. **- Action closed**
Consider applying for Vitae's RDF Planner and pilot the planner with three to five research staff in each faculty.	Director of OD & Wellbeing, Head of SLD, SLD Academic Development Team, PIs and Research Directors	01/08/2017	Measured by RDF being used in development planning conversations / PPDR. Measured by improved researcher experience at Westminster in SES 2017. Measured by analysis of quantitative PPDR data. Measured by qualitative responses via focus groups/events with researchers.	Westminster considered applying for Vitae's RDF Planner but decided against due to the new LMS competency framework which has yet to be embedded. Research staff respondents to PPDR questions (56 and a,b,c & d) in 2017 SES rated between 77% and 90%.		4	PCD	As per the 2018 update, the University decided against piloting the RDF planner and instead continues to implement the RDF into CPD workshops and events ourselves. The new year-long RDP will owe its balance and structure to the RDF in particular. **- Action closed**
Consider developing an accredited and coherent programme of researcher development for 2016/17 to include Epigeum blended learning modules and mapped to the RDF	Head of SLD, SLD Adviser Academic Development	From September 2016	Measured by improved take up for researcher development activities, reduced number of cancellations of events. Evaluation of satisfaction levels.	The Research Integrity & Misconduct Working Group reviewed Epigeum's materials and decided not to pursue this as it was felt that the programmes on offer did not meet Westminster's needs.		4	PCD	As per the 2018 update, the University decided against running Epigeum training in favour of internally organised and monitored development events. **- Action closed**
Review support needs associated with academic roles and how support roles might be created to free up time for research activity	Provost, HRERA Steering Group, Deans	Review by March 2017, Proposal by July 2017	Initiate an internal process of Review of the current WAM tool and how time is currently spent on support activity and then make WAM allocation recommendations - REF 2020 readiness assessment. Measure the success rate of the internal REF quality assessment before external submission for REF 2020.	Support roles for research are currently under strategic review and new WAM recommendations are expected for 2017/18. The University is examining the creation of a new research support infrastructure, for example through the creation of 'research institutes'. A mid-REF exercise is currently being conducted to inform this process.		7	Environment and Culture (E&C)	Since 2019, the University has moved to a unified set of three research allowances. This was decided after a review of academic research roles, ensuring consistency and transparency in how research is resourced across the institution. New WAM tariffs have been established and implemented. 'Research institutes' led to the birth of our Research Communities (whose activities are detailed in our written report, new action plan for 2020-4 and our supplementary case study), which led to 30 awards being made in the four months after their conception. The Communities mailing list has also ammassed over 900 new subscribers from within research at Westminster in the last year. **- Action closed**
Clarify criteria for category of 'research staff' in Staff Engagement Survey and introduce research specific questions into the Staff Engagement Survey	HROD & LOD	01/01/2016	Measured by level of participation of research staff in Staff Engagement Survey. This was approx. 15% of staff on research-only contracts in 2015. Target 30% or more in 2017	Staff engagement survey continues to be an all-staff survey. 13 out of 47 responses = 27%. Overall research-only score up by 15%. Also CROS redefinition = Target met from 7% to 79%		7	Employment	As per January 2018 update, this target was met in 2017. **- Action closed**
Ensure that the RDF is integrated into PPDR and the competency framework for 2015/16 so that research staff (and their managers) undertake an assessment of their competencies in relation to the RDF as part of PPDR.	SLD Advisers & HROD Systems	01/12/2016	Measured by increased engagement with the RDF as part of the increase of completed PPDRs – Increase in numbers of RDF based PPDRs by 30%	Change in system led to a delay in implementation on new PPDR system. New system needed to be embedded before the RDF could be integrated. All workshops are logged in SLD training plan and RDF is integrated. RDF fact sheet & Q&A's developed and provided at all PPDR training workshops.		2	PCD	Vitae's RDF is still at the forefront of our thinking. Our reimagined PPDR processes, induction processes and programme of development activities ensure that the RDF is considered by both researcher and researcher line manager. **- Action closed**
Make more use of specialist research sites / documents to advertise research posts e.g. Euraxess and become a local contact point for Euraxess.	Director of HRM, Head of HR Services, MI and Systems	01/02/2017	Increase the number of applications for research posts received by the University. A greater pool of diverse applications for research vacancies.	As a university it has been decided not to become a local contact point for Euraxess. Researchers are signposted to specialised sites on the researcher development webpage.		1	PCD and E&C	As per the January 2018 update, the University decided against becoming a local point for Euraxess. **- Action closed**
Researchers should be encouraged to engage with Vitae's RDF as a vehicle for considering future skills needs and requirements relating to personal career planning. This is a matter for consideration and discussion at the PPDR conversation. The RDF guidance on the RDF should be outlined in PPDR guidance and manager's …	PIs, Line Managers, Research Leaders, Supervisors & SLD Advisers	01/01/2017	Measured by RDF usage in PPDR activity for research staff.	Information, in the form of fact sheets & Q&A's are provided at all PPDR workshops and facilitators signpost participants to Vitae site. All researcher development workshops are mapped to the RDF. PPDR system currently under review with aim to integrate RDF framework on relaunch.		5	PCD	As per the January 2018 update, this action was completed in the previous incarnation of PPDR. Going forward, the RDF is to be highlighted in induction and in PPDR appraisals along with the Researcher Development Concordat. **- Action closed**
Increase levels of participation by Westminster researchers in national CROS and PIRLs surveys in 2017	Provost, HRERA Steering Group, SLD Academic Development Team & Researcher Network	01/05/2017	Response rates for CROS 2015 was 7.4% and PIRLS 2015 was 11.6%. The participation target for CROS/PIRLS 2017 is to increase response rates to 30% or more across the institution.	The level of participation by Westminster researchers in national CROS survey has increased from 7.4% in 2015 to 78.7% in 2017. For PIRLS the increase was from 11.6% in 2015 to 13.7% in 2017. Achieved for CROS		7	E&C	This success measure was partially achieved in 2017, as per the January 2018 update. CROS and PIRLS has since been replaced by CEDARS, our approach to which is outlined in our 2020-4 Action Plan. **- Action closed**
Set up a series of cross-University focus groups to analyse what might be the issues around responses received from CROS, PIRLs and researcher focus groups held in July 2015.	Head of LOD, LOD Advisers, Head of SLD & SLD Academic Development Team	From February 2016	Detailed qualitative analysis of perceived gaps in the Principles of the Concordat to feed into the review of the Action plan. Target to increase satisfaction on this issue by 10% or more in CROS and PRILS 2017	Focus groups were held in Jan 2017 to review the gaps previously identified & to raise awareness of CROS & PIRLs. Comparisons between 2015 and 2017 with regards to the Principles of the Concordat showed across the 2 main areas ('Rf & 'Career Dev') an average of 15 percentage point increase. In 2015 participants were not asked about their awareness of 'The Concordat on Open Research Data' so a comparison is not available.		6	E&C	As per the January 2018 update, this action was completed. Different research careers are now directly represented at university research committee; junior staff and senior staff have a total of 4 representatives, who feed directly into strategic thinking at the university. **- Action closed**
Provide experienced and well briefed mentors for researchers to support their career development and ensure the time needed for mentors and mentees to meet is supported / provided.	Head of SLD, FRDs & HODs	01/10/2017	Mentor programme in place and accessed by 25% of mentors. Researchers receive mentoring support. 25% have a mentor. Improved level of grant funding application, 10% or greater success rate. All researchers being offered a mentor by 2017.	The final scheme is still being agreed. There are experienced mentors for researchers to support their research careers. In some faculties this is working extremely well - evidence in comments from focus groups. 'Fantastic support from the FRD and mentoring (in the last 18 months.)'		3	PCD	Previous fragmented mentoring policies by faculties were replaced with a unified approach institution-wide in the form of mentoring circles. This action emerged directly from the HR EiR and the university's 2018-23 research strategy. In 2019/0, 4 meetings of the mentoring circles for each college (12 in total) were scheduled with themes relevant to each group guiding discussions at each session. These groups are each led by two experienced researchers and the RKEO will use feedback on the approach collected this summer to guide future practice. **- Action closed**
Review and revise the Central Induction Policy for all staff and ensure consistent local faculty based induction is provided for researchers.	Head of SLD, SLD Advisers (Chris/Sophie)	01/08/2016	Induction Policy in place and informing practice across the university, to include induction for researchers. Newly recruited researchers able to describe their local induction, measured through staff survey and CROS 2017 results to reduce the number of respondents not offered induction by 10% or more	The University of Westminster Induction Policy was reviewed and revised to provide a framework of support for a new member of staff, an employee changing post or a previous employee re-joining the organisation. The revised policy has been implemented and all elements of the organisational arrangements are active. In addition, a Manager's toolkit is now provided to support managers in their role in induction. CROS 2017 statistics show improved induction participation and the UoW beats national statistics for both institutional and faculty induction.		3	E&C	As per the January 2018 update, the University's induction process was re-imagined in 2017. Our new action plan contains a point on adding more research specific material (contact details, useful publications, processes etc) to induction packs, which is to be in place in 2020/1. **- Action closed**
There are pockets of local mentoring happening across the faculties. Identify good practice and incorporate it into the university mentoring policy & guidelines using the University mentoring framework where possible so as to ensure consistency; grow mentoring and scope to include e.g. ECRs and to support researchers who are new in post	Head of SLD, SLD Adviser Academic Development & FRDs	01/09/2017	Measured by take up of the Researchers mentoring framework Evaluate the researchers mentoring partnerships and career outcomes. Conduct focus groups for qualitative data	There are pockets of local mentoring happening across the faculties and good practice has been incorporated into the draft university mentoring policy & guidelines using the University mentoring framework where possible. This has now been incorporated into a Talent Management Policy which has been put on hold for time being.		4	PCD	The University no longer has its 'Talent Management Policy', whilst mentoring is now being addressed through our college mentoring circles and in future planning. The mentoring circles are a new initiative detailed further in our written report and action plan. **- Action closed**
Raise the awareness of the applications and action plans for Equality Challenge Unit: Athena Swan Bronze Award , Race Equality Charter Mark and Stonewall and the Aurora Programme - how we are addressing the need for more senior female role models in all disciplines within the university.	Head of SLD, LOD Advisers, Researcher Network	From October 2015 and on-going	Measured by increased awareness shown in CROS 2017 by a target of 50% or more, and SES 2017. Measured by engagement of researchers in the action plan and activities for the relevant awards as shown in CROS 2017	The University uses several surveys to measure these awareness increases including CROS, PIRLS, SES and ECM (Equality Charter Mark). An combined analysis of these surveys suggests that staff are generally aware of these action plans and that this awareness has improved since 2015. In 2017 CROS 97% agree that Westminster is committed to E&D compared to 82% in 2015. PIRLS remained the same at 89% for both 2015 & 2017. 2016 SES - all RECM respondents showed average gain of 2%. Questions in 2017 RECM survey changed significantly making comparisons difficult.		6	E&C	The University now has an Equality, Diversity and Inclusion Working Group working towards addressing the issues surrounding the topic. The RDWG communicated their ToR to them and the EDI group have informed our discussions for aligning with the Concordat's EDI concerns. These two groups, along with academics from our Diversity and Inclusion Research Community are currently investigating how far external awards and charters are the way the University should proceed. **- Action closed**

Action	Responsibility	Date	Success Measure	Progress	Status	No.	Category	Update
As part of an ongoing research ethics training programme, design, develop and launch development and training tailored for research supervisors to raise awareness of the Principles of Research Ethics and external and internal governance arrangements and the relationship between different approval bodies and provide guidance for how to access and fulfil Westminster processes and systems.	Provost, SLD Academic Development Adviser & Research Quality & Standards Office	01/11/2016	Measured by increased awareness of the University's ethical review framework and necessary supervisor involvement and responsibility in the process of ethical scrutiny of student research projects. Increased confidence reported in PIRLS 2017 from 40% reporting they would benefit from support or training in PIRLS 2015 to the national level of 28%.	Increased confidence reported in PIRLS 2017 with a 7% gain from 2015 to 2017. Supervisory training on ethics has been undertaken.	green	2	PCD	Our new ethics workshops have been updated to reflect the need for institution specific processes as well as more opportunities for interactive analysis of case studies, as per feedback from researchers. When finalised, the University's updated Research Ethics Code of Conduct will be advertised on all appropriate online platforms as well as pointed towards during ethics training sessions. - **Action closed**
Provide development and support in ethics, research impact, interdisciplinary research, knowledge exchange, public engagement and supervision of Doctoral/Masters students.	Head of SLD, SLD Academic Development Team	November 2015 and on-going	Measured by increased attendance at researcher development activities and events. Positive evaluation feedback.	Extensive programme of researcher development activities have been offered in 2015/16 and 2016/17 consisting of ethics, research impact, interdisciplinary research, knowledge exchange, public engagement, career development & supervisory training supported by the DRDP. Attendance for ethics workshops for 2015-16 = 122 and for 2016-17 =177.	green	3	PCD	As per January 2018, success was reached with this action and ethics sessions will continue to constitute a key part of our researcher development programme going forward. - **Action closed**
Explore the possibility of continuity (bridging) funding for researchers between grants.	Director of Finance and Operations & Provost	01/07/2017	Review the number of successful bridging fund allocations. Assess retention of key research talent	The possibility of continuity (bridging) funding for researchers between grants was explored, however currently no such funding is available.	green	1	E&C/PCD	As per January 2018 update, this was not explored further. - **Action closed**
HRERA Steering Group will report to the University HR Committee who in turn report to the Court of Governors. Formally review the progress of the Action Plan each academic term and at the end of Year 1 and Year 2	Provost, HRERA Steering Group	01/10/2017	Consistent and effective reporting of progress.	The Provost has reported on progress to the University HR Committee and Court. The progress of the Action Plan has been formally reviewed each academic term and at the end of Year 1 and Year 2 through the HRERA Steering Group of whom the Provost is Chair.	green	All	All	As per the 2018 update, this process is adhered to within the context of the previous structure and previous response to the HRERA. The new Researcher Development Working Group was created in January 2020, which reports to Research Committee. Terms of reference and membership have been established and the group is to provide an annual report on progress towards the retention of the HRERA - **Action closed**
Launch staff networks to support and develop underrepresented groups for career progression and engagement in the university community: • Women's Network • BME network	LOD Advisers & Head of SLD	01/11/2016	Networks launched and running for November 2016 Measured by SES 2017 and also quantitative and qualitative evaluations of events	Awareness of Women's & BME Networks (launched 2017) not measured in SES. However 77% of research staff respondents agreed they have sufficient opportunities to network with colleagues, a slight decrease from 79% in 2016 SES. Still a positive response and higher than the 'All University' response to this question.	green	6	Environment and Culture	The January 2018 update outlines our success in this area and our focus on creating an excellent environment for researchers is stressed further in the creation of our EDI working group and the continued strengthening of networks like Women of Westminster or the BME network for instance. These networks also work within and receive support from the University's Diversity and Inclusion Research Community. - **Action closed**
Identify clear career progression pathways for researchers	Provost, Director of OD & Wellbeing, Head of Resourcing and Reward	01/04/2017	Increase the number of research staff who transfer from a fixed term contract to a permanent contract by a further two positions.	Clear career progression pathways for researchers have been identified & the info is on researcher development webpage. There were 2 such transfers 2015-16 and a further 2 in 2016-17	green	4	PCD	This previous target was met by the time our plans were updated in January 2018. HR continue to support colleagues and supervisors/managers wherever they need it with career progression. - **Action closed**
Identify the skills needed by researchers at different levels of their careers, (map against Vitae RDF), what career options are available to them and how they access appropriate development. Create a pack of career- focused information for researchers and run career briefing sessions.	Deans, SLD & HODs	01/12/2016	Measured by % staff take up of researcher development programmes to create a benchmark for future reference. Less research staff leaving stating improved career prospects elsewhere, measured as a function of staff turnover.	At start of each academic year a TNA is carried out with FRD's to ascertain faculty needs, All training is mapped against RDF. Career pack integrated into researcher development webpage. Career briefings sessions run each year. From 01/08/16 to 31/07/17 492 researchers attended a variety of development opportunities.	green	4	PCD	This target was reached by January 2018. Our new RDP will hopefully see further success in this area as focussed parameters and expectations formed around the structure of the RDF will guide all activities. - **Action closed**
Raise awareness of different researcher career paths through networking events. Invite external facilitators and stakeholders to attend e.g. alumni. Extend existing careers offer to researchers	Researcher Network, SLD Academic Development Team & Research Centres	Starting March 2016 and ongoing	Conduct minimum of 3 events for the annual networking programmes. Measure the quantitative and qualitative data for networking evaluations.	2015/16 there were 3 events hosted by the Researcher Network and for 2016/17 there were 3 events including the first Westminster Research conference, attended by over 60 researchers from across the university. For 2017/18 there are 5 events planned including the 2nd Westminster Research conference which has won internal funding for prizes for selected presentations.	green	3 and 4	E&C and PCD	The target number of events was hosted in 2017/8. Going forward, the 'cohort mentality' previously mentioned will seek to encourage networking growth, alongside our mentoring groups (each group has a specific session focussed on networking). The new RDP will include sessions on networking and encourage inter-disciplinary, cross-institutions collaboration/relationship building. - **Action closed**
Raise Awareness of the revised Dignity at Work Policy and Flexible Working Policy manager's responsibilities within the policy via a programme of Leadership and Management Development.	LOD Advisers & HR Services Team	01/07/2017	Greater awareness measured via CROS and PIRLS 2017 by 10% or more and increased satisfaction in the SES 2017	Research staff respondents to 2017 SES survey expressing awareness of flexible working opportunities = 7 and 100% of research staff respondents agreed that their working time can be flexible. In terms of awareness in CROS & PIRLS the target was met for PIRLS but not in CROS.	green	6	E&C	This target was met bar the results of the CROS survey. Leadership and Management Development is a focus going forward in line with the Concordat's division of responsibilities into those of institutions, researchers and managers of researchers. This is being addressed in the short term through Advance HE in-house training and, long term, through consideration in our growing RDP. - **Action closed**
Raise awareness and understanding of Westminster's University Research Governance Framework and Code of Practice for Research	Provost, FRDs, RQS Office, Graduate School, SLD Academic Development, Research Committee & Research Integrity and Misconduct Group	From September 2015 and ongoing	Measured by increased % awareness of RGF in CROS and PIRLS 2017 to exceed 2015 results by 40% or more.	CROS results in 2017 show 24% are now aware of the RGF compared to 11% in 2015. PIRLS results in 2017 show 47% are now aware of the RGF compared to 44% in 2015	green	5	E&C	Three sessions were scheduled for this academic year centred around research ethics, incorporating the code of practice. The 2017 CROS and PIRLS target was met. - **Action closed**
UK initiatives relevant to research staff to be highlighted and copies of Vitae's PPCD programmes and the Concordat to be made available at the University's Welcome to Westminster induction. Copies of Vitae's RDF to be made available. Encourage researchers to use the Vitae website – University membership entitles them to use it as a free resource.	Graduate School, Head of SLD & SLD Academic Development	01/07/2016	Measured by % awareness of all relevant UK and European initiatives in CROS 2017 to exceed 2015 results by 30% or more. Qualitative comments from staff engagement survey and researcher network evaluation	In the majority of initiatives CROS results in 2017 are more than or equal to a 30% increase. There are no specifc comments related to UK initiatives by research staff. However responses to Q10 in survey 'I receive the development I need to undertake my current role' has increased from 42% agree in 2016 to 62% agree in 2017.	green	3	PCD	The Concordat and RDF are available at Welcome to Westminster and are pointed to online through our RKEO blog, twitter and internal sites. The CROS and PIRLS target increases were both met here. - **Action closed**
In order to strengthen the attractiveness and sustainability of research careers at Westminster we will review the system for WAM management to enable research staff to have the appropriate hours in order to conduct world class research.	Provost, Deans & HODs	April 2016 and on going	For staff on a teaching and research contract consider an appropriate allocation of hours for research activity after a review of the WAM scheme has been taken into account. Note: This does not apply to staff on research only contracts.	The WAM management system is maturing and being reviewed on a continuous basis. There is evidence of moving to a situation where time is allocated to research rather than being bought out. WAM is part of the integrated planning discussion for 2017/18 with the aim of appropriately allocating hours for research according to research activity.	green	7	E&C	University-wide research tariffs were implemented last year and our code of practice clearly outlines how research activity is measured and implemented - **Action closed**
2018 ACTION - Develop and implement a virtual 'Research Hub' comprised of Research Institutes, the Graduate School and the Research Office	Provost, Research Institute Director	Starting January 2018	Established a functional Research Hub that integrates university wide research activities.	This was a new action in 2018.	green	2 and 5	E&C	The University's VRE (Virtual Research Environment) has been established and connects the graduate school, research communities and research office with its various administrative processes, which are outlined in our four year report. - **Action closed**
2018 ACTION - Maintain an operational review group that monitors and comments HRERA action points in relation to on-goin changes	Provost, HRERA Steering Group	Starting January 2018	HRERA Steering Group continues to play a pro-active role in determining implementation of actions	This was a new action in 2018.	green	All	All	This comes under the remit of the Researcher Development Working Group. - **Action closed**
Design a series of career development workshops for researchers to include preparation and writing CVs & personal statements, interviewing skills.	FRDs & SLD Advisers	01/02/2017	Measured by take up of workshops to create a benchmark for future reference	The design of a series of career development workshops including preparation & writing CVs & personal statements & interviewing skills is in hand. Researchers are directed to resources on researcher development webpage. Working with CREA, researchers offered opportunties to work with editors from The Conversation to enhance profiles. Researcher Network events targeted to support career pathways advice e.g. The Networked Researcher & An Audience with Westminster Professors.	amber	4	PCD	Due to the redesign of the research office, our series of career development workshops (which will form part of the Researcher Development Programme/RDP) will not be implemented until September 2020 (running until June 2021). We will monitor the success of the programme through attendance numbers, feedback forms and responses to the 2021-2 CEDARS (second year of RDP) versus the 2020-1 response set. See 2020-4 Action Plan
Develop a central programme of career development activities for researcher staff and appropriate local faculty activities as need and provide career advice for researchers	Head of SLD, SLD Academic Development Team (Parul/Rossana)	01/04/2017	Increase attendance at researcher development activities and events. Measured by staff accessing development activities through the on-line learning management system. Review the evaluation feedback.	A central programme and appropriate local faculty activities has been developed. Total of 384 staff (2016-17) attended a variety of workshops which addressed aspects of career development. Evaluative comments are available.	amber	3 and 4	PCD	As above, due to the research office and institutional restructure, our RDP is due to be in place in the next academic year. See 2020-4 Action Plan
Review use of PPDRs (Appraisals) for researchers, ensuring that managers of researchers are able to hold effective PPDRs and one-to-ones that are motivating for researchers, identifies the career and personal development needed by them and leaves them feeling valued members of the University	Director of OD & Wellbeing, Head of SLD (Parul/Rossana) & HODs	01/09/2017	Improved engagement in completing PPDRs and quality of discussions about career and personal development during PPDR; Conduct focus groups for qualitative data for researchers experience on doing PPDRs. Measured by PIRLS 2017 increase in confidence for PPDR and managing performance by 20% or more	PPDR is currently under review. Data from CROS suggests improved engagement with PPDR process (by 7 percentage points), data from PIRLS continues to suggest significant dissatisfaction with current PPDR process. 2017 PIRLS results suggest a 21 percentage point decrease in confidence, although Westminster score relative to national average +2 percentage points.	amber	1 and 2	E&C and PCD	Results from 2020/1 CEDARS will inform ongoing university level discussions on how to proceed with appraisals after further re-evaluation of our processes, as will feedback from workshops/events organised by RKEO going forward (generic feedback form written to aid our stratgising). Beyond looking into improving the appraisals process, workshops focussing on self-reflection/appraisal and peer accountability (possible writing groups, mentoring circles, groups set up to discuss recent publications like the Wellcome report), will work towards the same end. See 2020-4 Action Plan
Deliver an annual leadership training programme for academic leaders and managers across the University, designed and run in-house to enhance leadership and line management skills for Academic leaders	Head of LOD & LOD Advisers	01/08/2017	Increase levels of engagement with researcher development and increased confidence. Confidence ratings will be measured through PIRLS. Increased levels of engagement for researchers by 10% through the LOD Engagement scores in the L&D Annual Report	Confidence levels in PIRLS 2017 broadly similar to national confidence levels and in past 12 months 77% of respondents have spent 5 days or less on training. However the confidence levels were lower than 2015. June 2016 Leadership in Action was delivered by Westminster in partnership with 5 universities and 1 museum with 36 participants. Of these 12 were UoW researchers. In 2017 the LiA programme was run again with 18 UoW researchers. Training for HoD's was delivered by the LOD team in 2017. (Evaluative comments for all see 3 page report)	amber	4 and 5	E&C and PCD	We are running Research Leadership training, administered by Advance HE, in house, for seven of our emerging research leaders. The new concordat sheds new light on the level of responsibility going forward is key. Determining how to do this is the responsibility of the RDWG and line manager training will form an important part of the RDP. See 2020-4 Action Plan
Continue to evaluate implementation of the Concordat in terms of policies and training offered	HRERA Steering Group & Research Committee	Reviewed each term and annually	Measured by actions in place or scheduled as per the Action Plan and a successful two year internal Review.	The University continues to evaluate implementation of the Concordat in terms of policies and training offered and is in hand.	amber	7	All	The Researcher Development Working Group was established to evaluate and improve implementation of the Concordat. See 2020-4 Action Plan

Action	Responsibility	Timeline	Measure of success	Progress		Rating	Lead	Next steps
Design a dedicated research staff website for researcher development and researcher career opportunities on the University intranet to include all relevant information needed such as links to external organisations e.g. Euraxess, Vitae, and to Vitae's RDF and the Concordat and link to the VRE as appropriate.	SLD Advisers, Intranet Team	01/09/2016	Measured by the CROS & PIRLS results 2017 by an increase of 10% or more awareness of Staff Development Policy. Qualitative comments from staff engagement survey and researcher network evaluation Statistical to show usage of websites. Increase in % researchers attending Vitae events	Data from CROS & PIRLS shows related action has been partially achieved i.e met in PIRLS but not in CROS. 13% increase in awareness in CROS and 7% increase in PIRLS. Dedicated researcher webpage designed & launched which includes all relevant info e.g. Vitae, RDF etc.		3	PCD	Both internal and external web pages to be re-evaluated further and (if necessary) improved further to reflect the new concordat, our commitment to it and how researcher development is being implemented going forward. **See 2020-4 Action Plan**
Design/write a mentoring policy and guidelines to incorporate mentoring for research staff	Head of SLD, SLD Adviser, Westminster Change Academy 2015	Started September 2016 & ongoing	University Mentoring Policy and guidelines in place Measured by Increased activity in mentoring partnerships and awareness of all schemes	Mentoring Working Group was formed with the Provost as Chair. Faculty wide focus groups held to discuss mentoring. A University research mentoring framework was drafted and combined into a Talent Management Policy which is waiting for approval. All Faculties have their own bespoke research mentoring policies in place and awareness has been raised across the institution.		4	E&C and PCD	The University no longer has its 'Talent Management Policy' in the new structure. We have this year started running college mentoring circles, running January-June and will act on feedback upon completion of the programme in June 2020. CEDARS should outline the effectiveness of this and how available staff feel it is, so we can react accordingly going into 2020/1 **See 2020-4 Action Plan**
An open programme of ten 90 minute research ethics training for research staff commissioned from Association for Research Ethics or equivalent provider	UREC, SLD Academic Development – already being delivered	01/09/2016	Measured by take up of workshops and less compliance issues and reduction of complaints. Increased awareness of the Ethical Review Framework showing increased awareness in CROS 2017 to 80% or more of respondents	Results from CROS & PIRLS show this action has been partially achieved. Take up of Ethics workshops has increased from 122 (2015-16) to 177 (2016-17). No complaints received & high number of applications captured by FRECs at all levels. RGF awareness (overarching & covering ERF) achieved with 118% increase in CROS.		4	PCD	There have been three sessions in the last four months; ten feels superfluous and would lead to dwindling attendances. These sessions will become part of the RDP and be delivered once per term by each college ethics lead in turn along with RO representation. **See 2020-4 Action Plan**
2018 ACTION - Provide a programme of training and development opportunities around the concept of 'the digital researcher'	Provost, HRERA Steering Group	Starting September 2018	Established training session and monitor attendance.	This was a new action in 2018.		4	PCD	The concept of 'the digital researcher' will be factored into our new RDP, in particular a focus on digital research methods as per advice from research active staff. **See 2020-4 Action Plan**
2018 ACTION - Implement a new career progression framework	Provost, HRERA Steering Group	Starting September 2018	Document and implement clear processes for research advancement and progression	This was a new action in 2018.		4	PCD	Career progression and appraisal review at UEB is to be fed into by the RDWG and this review will then be factored into career progression impetus in new RDP (in line with RDF B3.1,2,3) **See 2020-4 Action Plan**