

	Action <i>Approved by Vitae</i>	Concordat Principle(s)	Responsibility	Action Date	Progress
Area: Recruitment, Induction & Retention					
1	Review and improve support provided to research staff nearing the end of their fixed term contracts ensuring a consistent approach.	1, 2, 3, 4, 7	HR	Completed 31/12/14 Review 01/09/17 01/09/19	December 2014, a statement was added to Fixed Term contracts signposting the employee to opportunities and an explanation of the process. Fixed term staff are given the same development opportunities as permanent staff. Continue to monitor (a) how many staff on fixed term contracts get an extension (b) how many are moved to a permanent contract.
2	Review and develop research-specific induction framework for use at faculty level and below; ensure inclusion of key information, opportunities, expectations and obligations with regard to research.	1, 2	HR	Review 31/08/17 31/08/18	In June 2016 an Induction Guide was compiled after consulting new staff at NU. In 2017, HR to include references in the Induction Guide to (a) the HR Excellence in research Award and (b) the Concordat Working Group to Support the Career Development of Researchers to improve awareness. Continue to monitor, review and update the Induction Guide and related processes. Measure awareness of the Award and Concordat in the CROS & PIRLS surveys 2017.
3	Review appraisal arrangements for research staff	1,2,4,5	HR	Completed 01/09/14 and revised process 2016 Reviews: 01/08/17 01/08/18	A new Performance Development and Appraisal (PDA) process was initiated in September 2014 and revised in 2016. A project to look at the development of an online PDA is in progress with an expected delivery date of early 2017. 2015-16 period, 93% completion rate. 2016-17 completion rate to increase on previous period
4	Continue to develop and review career development framework, based on Vitae Researcher Development Framework for all academic staff including research managers and mentors	1, 2, 4	HR, RBS FPMs & RDM	Review: 01/08/17 01/08/18	In Sept 2016 An Academic Development and Researcher Training programme (ADRT) was introduced, with the inclusion of pathways for defined Early Career Researcher and Principal Investigator together with links to the Vitae Researcher Development framework. The programme includes two Professional Development workshops 'Leadership style and personal impact' and 'Influencing and Networking' which are scheduled to commence January 2017. A new programme for Next Generation Large Award Holders began in 2016 for a nominated group of 11 Early Career Researchers (See Action 5) Continuous review of provision including training materials being developed using Articulate software.
Area: Research, Training and Development					
5	Carry out ongoing review of research training provision across the University	4, 5	RBS FPMs, RDM, HR, Library and IT Team	Completed 31/7/13 Review 01/08/17 01/08/18	A new programme for Next Generation Large Award Holders was initiated 2016 for a nominated group of 11 Early Career Researchers (see Action 4). As a result of feedback, ensure future training provision is targeted at ECR needs.
6	Increase ratio of academic staff gaining accreditation of the Higher Education Academy Fellowship scheme.	2, 3, 4	Academic Quality Contact: Susan Mathieson RBS FPMs, HR	Review 01/08/17 01/08/18	Support staff to gain professional recognition, share good practice and benchmark their teaching and learning activities against national guidelines and standards through achieving HEA fellowship accreditation.
7	Develop and monitor the new University sabbatical schemes which commenced 2016	3, 4, 5	HR	Summer 2017 then ongoing annual review	To monitor take-up for sabbatical schemes: research, enterprise, engagement or teaching and learning and to gain feedback on effectiveness of sabbatical scheme from departments and faculties
8	Continued programme of mandatory research ethics training	2, 3, 5, 6	RDM, HR	Completed 31/7/13 Review 01/08/17 Review 01/08/18	Continued Faculty Ethics Training sessions run following annual approval of generic content by the University Research Ethics Committee. Sessions form part of the Academic Development and Researcher Development Training Programme and the Professional Development and Research Training Programme.

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Area: Developing Good Research Practice					
9	Research Data Management; increase awareness, procure an RDM repository and provide training	2, 3	Research Data Management working group, Research and Innovation Committee, HR	Review 01/09/17 01/09/18	University Research Data Management Policy adopted within EPSRC deadline 2015 and training presentation made available to staff and students online. Continue to promote RDM and good practice within the University. Northumbria University plans to procure a repository for RDM in 2018 followed by a period of increasing awareness and providing training.
10	Review and develop Northumbria University's Research Ethics and Governance Handbook	3, 5	RDM	Review from Sept 2017 Sept 2018	Research Ethics and Governance Handbook revised annually in consultation with all relevant parties and approval of the University Research Ethics Committee. The Handbook is available on the University Ethics and Governance web page.
11	Implement CRIS (Current Research Information System): PURE with academic staff and postgraduate students.	4, 5	RBS	Pilot Spring 2017 Roll-out by June 2017 Jan 2018 Six monthly review following BoS survey	System being piloted across five departments in Spring 2017. Full roll-out planned by June 2017. System aims to enable academics to build their own research profile and to capture bidding data, impact and be a potential replacement for the PRIP (Personal Research & Innovation Plan)
12	Implement ethics online system with academic staff and all students by the end of 2017-18.	4, 5	RBS	March 2017 July 2017 Review Sept 2017 roll-out to UGTs/PGTs Jan 2018 Review	New action
13	Given 1) growing awareness of the challenges of multi- and interdisciplinary research (e.g. the potential requirement for multi-skilling); 2) recent investment in eight new multi disciplinary research themes; and 3) the example set by the Research Councils, consideration should be given to the introduction of more flexible models of (Northumbria-funded) PhD study (e.g. 2+2: longer Master's programme, shorter PhD programme; 2+3: extended Master's for specialist training, standard PhD programme).	3,4	To be agreed	To be agreed	New action
Area: Growing Research, Innovation and Impact					
14	(i) Develop and annual review of a mentoring framework to enable all research-active staff access to a research mentor. (ii) Develop and implement a Research Mentor training programme for academic staff.	1, 2, 3, 4	HR and RBS FPMs	Review 01/07/17 01/07/18	December 2016 a guide to Research Mentoring was issued together with revised intranet pages including Research Mentor contacts. The session will run in 2017 in addition to developing opportunities for group mentoring and cross-disciplinary mentoring arrangements. Northumbria's Faculty of Health and Life Sciences are leading in the development of mentoring circles; Leads Pam Dawson and External. Grade 8 staff will make up the initial cohort in 2017; to consider rolling out across Northumbria if successful. Additional feedback on research mentoring will be acquired through the CROS and PIRLS surveys in Spring 2017.
15	Review and develop research support information available online at Northumbria University to include guidance on good research practice	1, 3, 5	RBS Policy & Development and HR		Web pages of Research and Business Services and Human Resources have been developed to provide clearer information and guidance.
16	Support continued development of the University-wide ECR Forum, now open to final year doctoral students	2, 7	RBS FPMs, HR	Quarterly meetings Review 01/08/17 01/08/18	The ECR Forum continues to meet regularly with senior academics and the PVC (Research and Innovation) and is led by ECRs. Since 2016, the ECR Forum is open to final year doctoral students.
17	Monitor research hours within new academic workload model 40-40-20 and identify areas where this requires improvement	3, 4	HR		New action

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Area: Monitoring and Improving Our Performance					
18	Participate in 2017 CROS and PIRLS surveys and ensure feedback is shared with the Concordat Working Group, HR and faculties	1, 2, 7	RBS FPMs	Spring 2017 Run CROS & PIRLS surveys Analyse & share survey results in summer 2017 to inform planning processes for 2017-18	Surveys ran April-May 2015 with an excellent response rates as follows: CROS: total of 34 responses (out of potential 84) = 40%. This was significantly above the sector response rate of 28% PIRLS: total of 150 responses (out of potential 331) = 45%. This was significantly above the sector response rate of 25%. Both represent significant increases on the previous 2013 surveys. Take part in 2017 CROS & PIRLS surveys with the option of including institution-specific questions. Success measures: an increase in participation rates for CROS/PIRLS 2017.
19	Complete process of Athena Swan accreditation.	All principles	RBS Research HR; relevant faculty departments	01/10/2015 Bronze award achieved	Bronze accreditation was achieved in October 2015. NU is now committed to achieving Silver accreditation at department level and retaining the institutional Bronze Award in 2018.
20	Review relevance and take-up of leadership attributes programme for researchers	4, 5, 7	HR RBS Research	Review 01/07/17 01/07/18	The University will continue to offer a range of internally designed Leadership and Management programmes to be delivered to across three levels: Senior Academic Leaders /Professors, Academic Leaders and Future Academic Leaders As part of the Culture Programme which began in 2016, management and leadership development continues to be reviewed. We are preparing to share initial findings with a number of focus groups to ensure we have understood fully the needs of individuals and the organisation; this is expected to lead to a plan of activity starting in the second quarter of 2017.
21	Review bi-annual Northumbria Staff Survey results following surveys in 2014 and 2016.	2,3,4,5	HR	Pulse survey due June 2017 Review results in Sept 2017	The survey ran from September to October 2016. 2016 response rate achieved was 66% compared to 72% in 2014. If staff who were absent during the survey period were excluded, completion rate would be 70%. Overall the outcomes are generally worse than in 2014. The areas which have seen improvements are, Pay and conditions , Equality and Diversity, Work life balance and Line Management. Faculties are preparing Action Plans to address specific issues. A Pulse survey will be going ahead in June 2017 to conduct a temperature check.
22	Collaborative approach to REF 2021 preparations through the REF Planning Group and ECR Forum.	2	HR	2016-17 onwards	E.g. ECR Forum on HEFCE consultation on next REF