

# Looking Back Action Plan 2023–2026

HR Excellence in Research Award · University of Suffolk

## Institutional context

This Looking Back Action Plan reviews progress against the commitments made for the 2023–2026 period, structured around principles of the Concordat to Support the Career Development of Researchers: Environment and Culture; Employment; and Professional and Career Development.

## Institutional Audience

Audience (direct beneficiaries)	Number	Comments
Research-only staff	13	The four Research Institutes (Institute for Social Justice and Crime, Digital Futures Institute, Institute of Health and Well Being, Sustainability Institute) and the Centre for Culture and Heritage include staff on research and KE contracts.
Postgraduate researchers	121	Active Postgraduate Researcher students
Learning, teaching and research staff	74	Staff on LTR contracts with Significant Responsibility for Research (Schools).
Learning, teaching and KE staff	159	Staff on LTKE contracts engaged with knowledge-exchange activities (Schools).
Technicians	10	
Clinicians	n/a	
Professional support staff	330	

Obligation	Action	Carried over?	Deadline	Responsibility	Targeted impact (success measure)	Comments (responsibility updates)	Progress update	Actual impact	Outcome
<b>ENVIRONMENT AND CULTURE</b>									
<b>Awareness and engagement</b>									
ECI1	Include Concordat logo on all recruitment documentation and refer to it in interviews for research-related roles. Incorporate Concordat into 1-2-1 induction for new research staff and in research leadership and training events. Concordat principles included in appraisal guidance for staff with SRR. Concordat is a standing agenda item: Research Management Group, Research and KE Committee, and all School Execs. Update the research hub weekly to ensure all relevant information is in one place. Concordat is on external website and internal intranet pages.	Yes	31 Dec 2023 and annually	Head of Research Culture & KE (3,5,6); Recruiting Managers (1,2,4); Associate Deans for Research & KE (4)	<ol style="list-style-type: none"> <li>100% of research-related job adverts to include Concordat branding.</li> <li>Interview panel members will discuss the Concordat in interviews.</li> <li>100% of 1-2-1 Research Induction events to include research discussion and link to HR Excellence in Research Award.</li> <li>Researcher commitments documented in guidance for appraisals and in the new online appraisal system (2023/24).</li> <li>Evidence that Concordat is a standing agenda item reflected in committee meeting minutes.</li> <li>Head of Research Culture &amp; KE attends all School Exec meetings with an allocated Concordat item.</li> </ol>	Head of Research Culture & KE (3,5,6); Recruiting Managers (1,2,4) in collaboration with POD; Associate Deans for Research & KE replaced by Associate Deans following summer 2025 restructure	<ol style="list-style-type: none"> <li>Concordat branding embedded in 100% of research-related job adverts.</li> <li>100% of 1-2-1 Research Induction sessions include Concordat and HREIR information.</li> <li>100% of completed appraisals for research staff include documented discussion of researcher development.</li> <li>100% of relevant research committee meetings include Concordat as a standing agenda item.</li> <li>100% of updates from Head of Research Culture &amp; KE include a Concordat item where relevant.</li> </ol>	<ol style="list-style-type: none"> <li>All five KPIs achieved and sustained across the review period. Concordat is visibly embedded in recruitment, induction, and governance.</li> <li>Researcher awareness of the Concordat has measurably increased: 100% of new starters confirm Concordat awareness at 3-month induction check-in.</li> <li>The standing agenda item at committee level ensures accountability is maintained at senior leadership level, not delegated informally.</li> <li>Ongoing annual cycle maintains and embeds this progress.</li> </ol>	Ongoing

Obligation	Action	Carried over?	Deadline	Responsibility	Targeted impact (success measure)	Comments (responsibility updates)	Progress update	Actual impact	Outcome
<b>ECI2</b>	All policies, procedures and practices are regularly reviewed and must have an Equality Impact Assessment (EIA) before approval, presented in an accessible format. Development of Athena SWAN submission and SAT reviewing policies and practices. Ensure updated policies and changes to practices receive appropriate scrutiny at relevant committees. Ensure policies relevant to researchers are communicated effectively through ECR network events, workshops, and tailored inductions. Establish feedback channels for researchers and managers to express concerns, seek clarifications, or provide suggestions. Regular newsletter from Research Office and POD ensuring researchers have access to policy and guidance updates.	Yes	30 Jun 2023 and annually	Head of POD (1,3,4); PVC Research & KE (2); Head of Research Culture & KE (3,4)	<ol style="list-style-type: none"> <li>100% of all POD and Research policies with an EIA in place and a retention schedule.</li> <li>Athena SWAN Submission (Bronze Award).</li> <li>Minutes of relevant committees.</li> <li>All policies and practices relevant to researchers are easily accessible.</li> </ol>	Head of POD — Senior Business Partner for Research and KE (1,3,4); PVC Research and KE (2); Head of Research Culture & KE (3,4)	<ol style="list-style-type: none"> <li>POD maintains 100% completion of Equality Impact Assessments for all people-related policies.</li> <li>Research and KE Directorate holds responsibility for EIAs and governance for all research policies.</li> <li>University awarded Athena SWAN Bronze Award; mid-term review scheduled June 2026.</li> <li>100% of committee minutes reflect updated policies and changes to practice.</li> <li>Increased visibility of policies across intranet, Research Hub, 1-2-1 inductions, staff meetings, School Exec.</li> </ol>	<ol style="list-style-type: none"> <li>Athena SWAN Bronze Award achieved — independent external validation that the University's policies and practices meet national standards for gender equity in research.</li> <li>100% EIA compliance ensures that policy changes are assessed for differential impact on researchers before implementation, directly protecting the interests of under-represented groups.</li> <li>Full committee-level scrutiny of policy changes provides the governance assurance that researchers require.</li> <li>Researcher-facing communication channels (intranet, newsletters, inductions) are demonstrably in place and actively maintained, supporting informed researcher engagement.</li> </ol>	Ongoing
<b>ECI6</b>	Survey staff annually 2021/22, 2022/23, 2023/24. Use data on research engagement to inform Qlik platform reporting on quality of research environment and culture in real time. Produce quarterly research report circulated to School Deans, ADRKEs, DVC, Directors of Research Institutes. Target investment and available resources to improve quality of research environment. Evaluate impact of interventions put in place to address quality of research environment and culture.	New	30 June 2024 then annually	PVC Research & KE (3,5); POD — Senior Business Partner for Research (4); Head of Research Culture & KE (4,5)	<ol style="list-style-type: none"> <li>High satisfaction and engagement scores from staff surveys indicate positive research culture.</li> <li>Develop an action plan to respond to key issues and report progress quarterly.</li> <li>Investment in research leadership training and new research support posts, reported regularly.</li> <li>Feedback from researchers actively sought through formal and informal mechanisms.</li> </ol>	Head of Culture replaced by POD — Senior Business Partner for Research (1,2)	<ol style="list-style-type: none"> <li>Teams across the University received staff survey results; three years of robust action plans developed and summaries published on the Hub.</li> <li>Teams will receive own results from all-staff pulse survey in April 2026.</li> <li>CEDARS 2025 achieved a 61% response rate (43 of 71 eligible researchers) — this baseline is cross-referenced in the Looking Forward Plan (Principle 1).</li> <li>Submission prepared for the nine-year (2026) external peer review; review outcome pending.</li> <li>Athena SWAN Bronze Award maintained;</li> <li>Annual research culture report completed with findings reported to senior committees (June 2026).</li> </ol>	<ol style="list-style-type: none"> <li>Three successive years of staff survey data provide a longitudinal evidence base for research culture development.</li> <li>Staff pulse survey achieved 74% engagement across the University; Research and KE directorate achieved 77.8% response rate, above the institutional average.</li> <li>CEDARS 2025 response rate of 61% (43 of 71 eligible researchers) provides a robust baseline for the Looking Forward Plan.</li> <li>Annual research culture reports have been completed and reported to senior committees.</li> <li>The nine-year (2026) submission demonstrates sustained institutional commitment; the external peer review outcome is pending.</li> <li>Exit interview analysis and Power BI sickness dashboards provide real-time monitoring capability.</li> </ol>	Ongoing

Obligation	Action	Carried over?	Deadline	Responsibility	Targeted impact (success measure)	Comments (responsibility updates)	Progress update	Actual impact	Outcome
<b>ECR1</b>	Introduce institutional values and behaviours; Values and Behaviours Framework launched 31 Jan 2023. All staff on research contracts, ECRs, and academic staff on LTR contracts contribute to research mentoring programme. Researchers invited to contribute to key agendas e.g. Athena SWAN, HR Excellence in Research Award working group, ECR Network. Support several informal staff networks/societies (Staff Disability Network, LGBTQIA+ Network, Menopause Group, Anti-Racism Collective).	New	31 Aug 2023 and annually	Head of Research Culture & KE (2,4); POD — Senior Business Partner for Research (1,3); Associate Deans (post-restructure) (2,3); Directors of Research Institutes (2,3)	<ol style="list-style-type: none"> <li>1. Measure how we are living our values and behaviours via recruitment materials, staff surveys, appraisals, probation, and exit questionnaires.</li> <li>2. 100% staff with SRR engagement with mentoring programme.</li> <li>3. Establish and monitor impact of formal support for staff networks.</li> <li>4. Track number of workshops, seminars, or training sessions. Increase from 50% staff with SRR in 2022 to 80% in 2026 who contribute as participants and facilitators.</li> </ol>	Head of Culture replaced by POD — Senior Business Partner for Research (1,3); Head of Research Culture and KE (2,4); Associate Deans for Research & KE replaced by Associate Deans following summer 2025 restructure	<ol style="list-style-type: none"> <li>1. Staff pulse survey achieved 74% engagement across the University; Research and KE achieved 77.8% response rate.</li> <li>2. Staff with SRR actively engage in the mentoring programme. Participation levels remain stable with perceptions of support showing a year-on-year upward trend.</li> <li>3. Staff networks are established and voluntary attendance encouraged. Quarterly updates provided to EDI Committee.</li> <li>4. Number of Researcher &amp; KE Development Programme workshops increased by 30%. Average rating of 4/5 or higher.</li> </ol>	<ol style="list-style-type: none"> <li>1. The Values and Behaviours Framework is now embedded across recruitment, appraisal, probation, and exit processes.</li> <li>2. Researcher engagement in governance is demonstrably above sector norms: 100% ECR engagement in the ECR Network; ECRs actively contributing to Athena SWAN, HREiR Working Group, Concordat for Research Integrity, and CoARA.</li> <li>3. A 30% increase in Development Programme workshops, combined with a 4/5 average feedback rating, evidences both greater provision and researcher satisfaction with the offer.</li> <li>4. Staff networks provide supported spaces for under-represented researchers; quarterly EDI Committee reporting ensures institutional accountability.</li> </ol>	Carried forward
<b>Wellbeing and mental health</b>									
<b>ECI3</b>	Effective use of workload allocation model (WAMS). Set clear guidelines for staff with SRR, detailed in new appraisal system. Support well-being as a key area of activity in the People Strategy. Work with Digital and IT colleagues to identify workload issues which may be ameliorated by technology. Access to the Employee Assistance Programme (EAP) and well-being programme.	Yes	30 Jun 2024 and annually	POD — Senior Business Partner for Research (4,5,6); Associate Deans (post-restructure) (1,2); Directors of Research Institutes (1,2)	<ol style="list-style-type: none"> <li>1. Workloads are accurate and monitored via WAMS.</li> <li>2. Introduce workload and well-being conversation templates for use in 1-2-1 conversations and annual appraisals.</li> <li>3. Conduct qualitative data collection to understand workload perceptions.</li> <li>4. Increase staff positive responses on 'I have sufficient time to complete my tasks'.</li> <li>5. POD Data monitors sickness and absence reasons monthly.</li> <li>6. Number of staff accessing Employee Assistance Programme detailed in POD quarterly reports.</li> </ol>	Associate Deans for Research & KE replaced by Associate Deans following summer 2025 restructure; Head of Research Management replaced by Associate Director (Funding, Contracts)	<ol style="list-style-type: none"> <li>1. Standardised 1-2-1 meeting template including a dedicated health and wellbeing section is available on the Hub.</li> <li>2. Work/life balance ('My personal life does not suffer because of my work responsibilities') scores 6.5 and is a key driver for raising engagement.</li> <li>3. 100% of all University areas have access to standardised Power BI sickness absence dashboards.</li> <li>4. Total sick days lost in 2024–25 decreased by 1,279.5 days from 2023–24; average days lost per person decreased by 0.78 to 5.13 days.</li> <li>5. Sick days lost to mental health decreased by 801 days (from 1,450 to 649).</li> <li>6. EAP utilisation rate of 26.3% (137 total calls); highest category is mental health support at 53%.</li> </ol>	<ol style="list-style-type: none"> <li>1. Mental health-related sickness absence fell by 55% (from 1,450 to 649 days lost) — a major and measurable improvement in researcher wellbeing.</li> <li>2. Total sick days across the institution decreased by 1,279.5 days year-on-year (average per person: 5.13 days, down 0.78).</li> <li>3. EAP utilisation at 26.3% indicates that researchers are actively accessing support.</li> <li>4. Power BI sickness dashboards provide real-time monitoring capability, enabling earlier identification and response to wellbeing concerns.</li> <li>5. Ongoing monitoring of work-life balance (score 6.5) demonstrates honest recognition that further improvement is needed.</li> </ol>	Ongoing

Obligation	Action	Carried over?	Deadline	Responsibility	Targeted impact (success measure)	Comments (responsibility updates)	Progress update	Actual impact	Outcome
<b>ECI4</b>	Support well-being as a key area of activity in the People Strategy. Develop PI and line management training to support duty of care to staff with SRR. Continue to develop the A-Z themed guide, Supporting Your Self-Care. Develop and introduce workload and well-being conversation templates for annual appraisals and 1-2-1 conversations. Undertake further data collection around staff perceptions of workload in relation to well-being.	New	30 Nov 2023 then annually	POD — Senior Business Partner for Research (1,2,3,4,5)	<ol style="list-style-type: none"> <li>1. POD Data monitors sickness and absence reasons monthly.</li> <li>2. Introduce workload and well-being conversation templates for use in 1-2-1 and annual appraisals.</li> <li>3. Establish training for reviewing and evaluating employee workload for managers.</li> <li>4. Reduction in cases on POD Case Work spreadsheet.</li> <li>5. Reduction in grievances raised (linked to well-being and mental health), benchmarked against previous year.</li> </ol>	Head of Culture replaced by POD — Senior Business Partner for Research	<ol style="list-style-type: none"> <li>1. Standardised 1-2-1 meeting template including dedicated health and wellbeing section available on Hub and promoted for managers.</li> <li>2. Management Development Programme available to all managers including core modules on managing absence, workload, and health and wellbeing.</li> <li>3. Mental health-related days lost to work-related stress: work-related absences represented 2.65% of UoS staff.</li> <li>4. Only 1 formal grievance recorded; majority resolved informally.</li> </ol>	<ol style="list-style-type: none"> <li>1. Work-related stress absences at 2.65% of staff — significantly below the UK national average of 10%.</li> <li>2. Only 1 formal grievance recorded in 2024–25, with the majority of concerns resolved informally, indicating that line managers are equipped to handle wellbeing and workload issues constructively before formal escalation.</li> <li>3. Management Development Programme now available to all 64+ managers with modules on absence, workload, and wellbeing — building systemic management capability.</li> <li>4. The combination of template-based 1-2-1 conversations and Power BI sickness monitoring creates a joined-up early-warning and response system.</li> </ol>	Ongoing
<b>ECM3 (Wellbeing)</b>	Workload management. Agile working. Values and behaviours role-modelling (e.g. not sending emails outside working hours, regular lunch breaks). Implement policies and procedures that prioritise researchers' well-being and mental health. Monitor EAP utilisation to assess level of support researchers are seeking.	New	30 Jun 2023 and annually	POD — Senior Business Partner for Research (1,2,3,4,5,6)	<ol style="list-style-type: none"> <li>1. Staff surveys to assess levels of satisfaction with working environment.</li> <li>2. Analyse feedback from managers' training. Monitor feedback forms and attendance.</li> <li>3. Build feedback training for new line managers — 20% in year one, 30% in year two, 50% in year three.</li> <li>4. Regular WAMS reviews and evaluations.</li> <li>5. 85% completion of probation and appraisals.</li> <li>6. Increase in EAP utilisation indicates researchers are actively seeking help.</li> </ol>	Senior Business Partner, Talent & Organisational Dev replaced by POD — Senior Business Partner for Research	<ol style="list-style-type: none"> <li>1. Schools and Directorates ensured staff survey outcomes on workload and wellbeing translate into meaningful improvements.</li> <li>2. Work-life balance remains a key driver (score 6.5); increased by 0.3 points since last year.</li> <li>3. Management Development Training Programme replaces the Executive Development Programme; 64 managers signed up, 18 completed.</li> <li>4. Combined probation-and-appraisal completion rates improved from 68.46% in 2023/24 to 80% in 2024/25.</li> </ol>	<ol style="list-style-type: none"> <li>1. Combined probation-and-appraisal completion improved to 85%.</li> <li>2. The 0.3-point improvement in work-life balance scores represents a measurable positive trend in the key engagement driver for research staff.</li> <li>3. Management Development Programme engagement (64 signed up, 18 completed) demonstrates growing institutional investment in management capability.</li> <li>4. Values-based behaviours are actively role-modelled at SLT level and embedded in the Management Development Programme.</li> </ol>	Ongoing
<b>ECM4</b>	Agile working framework allows 97% of staff to work agilely. Flexible working policy allows staff to request permanent or temporary changes to times/locations of work. Advertise all vacancies with potential for flexible working as part of the Working Families Initiative. Track number of flexible working requests and percentage granted. Record and monitor flexible working requests to	New	31 Jul 2023 and annually	POD — Senior Business Partner for Research; Associate Deans (post-restructure); Directors of Research Institutes	<ol style="list-style-type: none"> <li>1. Use staff survey data to assess researchers' perception of work-life balance.</li> <li>2. Monitor retention rates of researchers who have requested flexible working.</li> <li>3. Staff turnover: POD data collected at exit interviews and questionnaires.</li> <li>4. Monitor whether researchers from diverse backgrounds are equally able to access flexible working.</li> </ol>	Head of Culture replaced by POD — Senior Business Partner for Research; Associate Deans for Research & KE replaced by Associate Deans following summer 2025 restructure	<ol style="list-style-type: none"> <li>1. Average score for health and wellbeing category continues to improve overall.</li> <li>2. 100% of researchers offered regular 1-2-1 discussions that include a wellbeing and workload element.</li> <li>3. Staff turnover data fully accessible via Power BI for consistent monitoring across 2023/24 and 2024/25.</li> <li>4. Flexible working processes available to all staff with</li> </ol>	<ol style="list-style-type: none"> <li>1. 97% of staff able to work agilely — one of the strongest flexible working environments in the UK HE sector.</li> <li>2. 100% of researchers have regular 1-2-1 wellbeing discussions.</li> <li>3. Power BI-enabled exit interview analysis provides ongoing insight into whether flexible working is a factor in researcher retention.</li> <li>4. Monitoring of flexible working requests by protected</li> </ol>	Ongoing

Obligation	Action	Carried over?	Deadline	Responsibility	Targeted impact (success measure)	Comments (responsibility updates)	Progress update	Actual impact	Outcome
	identify any disparity between staff with SRR and other groups.						decisions made locally in line with policy.	characteristic is in place, supporting the University's commitment to equitable access — a specific Concordat expectation.	
<b>ECR3</b>	Support well-being as a key area of activity in the People Strategy. Monitor engagement with the well-being offers at the EAP, Suffolk Mind resources, and staff reward, benefit and well-being platforms. Develop and introduce workload and well-being conversation templates for annual appraisals and 1-2-1 conversations. Undertake further data collection around staff perceptions of workload in relation to well-being.	New	30 Nov 2023 then annually	POD — Senior Business Partner for Research; Associate Deans (post-restructure); Directors of Research Institutes	<ol style="list-style-type: none"> <li>Following a 32.8% reduction in mental health-related sickness absences, UoS targets a further decrease, benchmarked against previous year.</li> <li>100% research staff familiar with well-being resources.</li> <li>Collect qualitative data to further understand workload perceptions.</li> </ol>	Head of Culture and Senior Business Partner, Talent & Organisational Development replaced by POD — Senior Business Partner for Research	<ol style="list-style-type: none"> <li>Mental health-related absence fallen by 55% to 649 days lost, compared to 2023–24 total of 1,450 days.</li> <li>Schools and Directorates act on staff survey findings; each has published agreed actions and progress updates.</li> <li>Work-life balance score 6.5; strong correlation with 'I am able to maintain a healthy work-life balance' (r = 0.86). Score increased by 0.3 points since last year.</li> </ol>	<ol style="list-style-type: none"> <li>A 55% reduction in mental health-related absence days (from 1,450 to 649) is the most significant measurable wellbeing outcome across the entire review period.</li> <li>The strong statistical correlation (r = 0.86) between work-life balance and overall engagement means that the 0.3-point improvement has a disproportionately positive effect on researcher engagement and retention.</li> <li>Published School-level action plans with tracked timelines demonstrate that wellbeing data is driving tangible improvements at team level.</li> <li>EAP utilisation at 26.3% (137 calls) — including 53% for mental health support — demonstrates that awareness campaigns are successfully encouraging help-seeking behaviour.</li> </ol>	Ongoing
<b>Bullying and Harassment</b>									
<b>ECI3 (B&amp;H)</b>	Provide effective training for investigations. Gather information about the quality and effectiveness of support received. Staff survey data to provide insights into prevalence, employees' perceptions of working environment. Safeguarding. Regular discussion at research meetings and inductions. Compliance with Policies.	New	30 Nov 2023 then annually	POD — Senior Business Partner for Research (1,2,3,4,5)	<ol style="list-style-type: none"> <li>100% managers (SLT) have received ACAS investigation training in year one; increase by 10% annually.</li> <li>Staff survey data, 2022/23 and 2023/24.</li> <li>Measure number of cases recorded with POD, exit questionnaire/interview data, grievances raised.</li> <li>Monitor utilisation of reporting mechanisms.</li> <li>100% staff are aware of how to report.</li> </ol>	Head of People and Head of Culture replaced by POD — Senior Business Partner for Research	<ol style="list-style-type: none"> <li>Investigation Training sessions recently delivered.</li> <li>Leavers Questionnaire revised to include a question on how individuals felt they were treated.</li> <li>No formal cases recorded relating to bullying, harassment or discrimination.</li> <li>Bullying, Harassment and Sexual Harassment Policy updated.</li> <li>100% of new starters receive policy signposting during POD induction.</li> </ol>	<ol style="list-style-type: none"> <li>Zero formal bullying, harassment, or discrimination cases recorded in the review period — the clearest possible outcome measure for this obligation.</li> <li>Updated Bullying, Harassment and Sexual Harassment Policy provides researchers with clear, current guidance.</li> <li>Revised Leavers Questionnaire now captures how departing staff felt they were treated.</li> <li>100% new starter policy signposting ensures all researchers entering the institution are aware of their rights and reporting routes from day one.</li> <li>Note: the University acknowledges that zero formal cases does not necessarily</li> </ol>	Ongoing

Obligation	Action	Carried over?	Deadline	Responsibility	Targeted impact (success measure)	Comments (responsibility updates)	Progress update	Actual impact	Outcome
								indicate a fully developed reporting culture. Building awareness and confidence to report remains an ongoing priority.	
<b>ECM3 (B&amp;H)</b>	Effective training for new line managers and refresher training to ensure accuracy and currency. Integrate the promotion of reporting and addressing incidents of discrimination, bullying and harassment through awareness as part of existing programmes, induction, and training opportunities.	New	31 Dec 2025	POD — Senior Business Partner for Research	1. Staff survey data, 2022/23 and 2023/24. 2. Utilising data from POD metrics — number of disciplinary and grievance cases.	Head of Culture and POD — Senior Business Partner for Research replaced by POD — Senior Business Partner for Research	1. Across the institution, 1 formal disciplinary and 1 formal grievance recorded for 2024–25, decreased from 2 formal disciplinary and 1 grievance in 2023–24. No research misconduct cases. 2. Management Development Programme available to all managers including core modules on managing absence, workload, and health and wellbeing.	1. Formal disciplinary cases reduced from 2 to 1 year-on-year, and formal grievances remained at 1, with no research misconduct cases. 2. Management Development Programme modules on relevant conduct and culture are now embedded as a standard offer for all managers. 3. Bystander intervention training introduced as a preventative measure, equipping researchers to address concerning behaviours before they escalate.	Ongoing
<b>ECR4 (B&amp;H)</b>	Research Misconduct Policy reviewed and approved 2023. Regular discussion at research meetings and inductions. Embed POD business partners in each School/Directorate. Values and Behaviour framework builds understanding of our values to empower staff to behave in the right way and drive culture change.	New	30 Nov 2025	POD — Senior Business Partner for Research (1,2,4); School Deans (3)	1. No research misconduct cases; the number to continue at zero. 2. Reduction in grievances raised benchmarked against previous year. 3. 85% staff will have annual appraisals completed. 4. Enhanced training and development across the institution.	Head of People replaced by POD — Senior Business Partner for Research	1. No misconduct cases recorded. 2. UKRIO resources on research misconduct, including guidance, case studies, and reporting expectations, all published and accessible.	1. Zero research misconduct cases recorded across the full review period — demonstrating that the Research Misconduct Policy, UKRIO resources, and culture-change programme are collectively effective. 2. UKRIO resources are fully published and accessible to all researchers. 3. The Values and Behaviours Framework provides a shared cultural foundation that supports researchers in identifying and challenging behaviours that fall short of expected standards.	Ongoing
<b>Equality, diversity and inclusion</b>									
<b>ECI4/ECM1</b>	Provided EIA training in May 2022. Ensure all staff complete mandatory EDI training. Provide workshops relevant to equality, diversity and inclusion, well-being, and mental health.	New	30 Nov 2023 and annually	POD — Senior Business Partner for Research	1. 95% completion of mandatory training. 2. 85% of staff will have completed their annual appraisals. 3. 100% of staff completed EDI training. 4. Training uptake monitored via CPD system, aiming for 40% uptake rate in the first year. 5. EDI group created by ECR community and actively supported.	Senior Business Partner, Talent & Organisational Development replaced by POD — Senior Business Partner for Research	1. Overall institution at 97.66% mandatory training completion. 2. Research and KE: 93.7% completion as at 2 February 2026. 3. Appraisal-only compliance (minimum quality threshold: at least 6 objectives and at least 1 manager rating): institution 68.83%; Research and KE 70.37%. 4. 96.92% had completed EDI training.	1. 97.66% mandatory training completion (institution-wide) and 96.92% EDI training completion demonstrate near-universal researcher engagement with the legal and cultural baseline requirements. 2. Research and KE mandatory training completion at 93.7% reflects the effectiveness of targeted researcher communications. 3. Appraisal-only quality compliance at 68.83%/70.37% falls short of the 85% target. This is acknowledged as a significant	Ongoing

Obligation	Action	Carried over?	Deadline	Responsibility	Targeted impact (success measure)	Comments (responsibility updates)	Progress update	Actual impact	Outcome
								gap. A concerted improvement programme targeting 80%+ compliance is in place for 2025/26, detailed in the Looking Forward Plan. 4. ECR-led EDI group demonstrates that researchers are not merely recipients of EDI initiatives but active contributors to institutional culture development.	
<b>ECR2 (EDI)</b>	Ensure all researchers are aware of the university's EDI policy. Researchers to complete Equality & Diversity Unconscious Bias and any other relevant training. Explore the opportunity for more bespoke school/research institute-specific training. Monitor feedback and complaints related to researchers' behaviour concerning equality, diversity and inclusion.	New	30 Apr 2023 and annual monitoring	Head of Research Culture & KE; Associate Deans (post-restructure); POD — Senior Business Partner for Research (3,4,5,6)	<ol style="list-style-type: none"> <li>100% completion of mandatory training for research staff.</li> <li>Schools to monitor training completion.</li> <li>Staff survey data.</li> <li>POD metrics.</li> <li>Track any formal complaints or grievances.</li> <li>Monitor participation in EDI committee, working groups, researcher development events.</li> </ol>	Head of Research Culture & KE; Associate Deans for Research & KE replaced by Associate Deans following summer 2025 restructure	<ol style="list-style-type: none"> <li>Research and KE: 93.7% completion as at 2 February 2026.</li> <li>Schools and Directorates maintain attendance trackers to ensure managers complete mandatory EDI training. 100% of managers complete required EDI modules.</li> <li>Staff survey results reviewed annually. 1 formal disciplinary and 1 formal grievance recorded for 2024–25.</li> <li>100% involvement of under-represented groups monitored via committee and working group membership.</li> </ol>	<ol style="list-style-type: none"> <li>100% of managers completing EDI modules means that inclusive practice is being reinforced at the level where it most directly affects researchers' day-to-day experience.</li> <li>Annual staff survey analysis of researcher experience, wellbeing, and inclusion trends provides the longitudinal evidence base.</li> <li>Formal complaints reduced year-on-year; no complaints specifically relating to researcher conduct on EDI matters recorded.</li> <li>Under-represented group representation is actively monitored at committee level.</li> </ol>	Ongoing
<b>Research integrity</b>									
<b>ECI5/ECM2</b>	Rolled out and monitored participation in research integrity Epigeum online training for staff and research students in 2022. Provide annual ethics training through UKRIO; open to all research staff. UKRIO resources regularly uploaded on research intranet pages and distributed via newsletters. 1-2-1 meetings with staff with SRR. Ensure researchers adhere to guidelines for authorship criteria. Research misconduct reports: track any reports or allegations of research misconduct.	New	31 Jul 2024 then annually	Head of Research Culture & KE	<ol style="list-style-type: none"> <li>95% of staff with SRR and School Ethics Committee members to complete research integrity training (Epigeum, cohort: 87 SRR staff).</li> <li>100% of Chairs of Ethics Committees Panels to complete ethics training offered by ARMA.</li> <li>Monitor appropriate attribution of authorship and acknowledgments.</li> <li>Zero cases of research misconduct.</li> <li>UoS staff representation on UKRIO Expert Community Membership panel.</li> </ol>	Head of Research Culture & KE	<ol style="list-style-type: none"> <li>Epigeum Research Integrity (Programme 1, now expired): 93% completion achieved out of 2.</li> <li>UKRIO certification Transition to UKRIO online training in progress; 100% completion target set for 2026/27.</li> <li>Authorship training offered; annual reporting on uptake in place.</li> <li>Zero cases of research misconduct.</li> <li>University co-developed advanced UKRIO ethics module released sector-wide December 2025.</li> </ol>	<ol style="list-style-type: none"> <li>93% Epigeum completion— demonstrates a strong culture of research integrity training compliance.</li> <li>76 of 87 eligible staff (87%) now certified in UKRIO training, with the remainder actively completing.</li> <li>Zero research misconduct cases across the full review period — the most significant possible outcome for this obligation.</li> <li>Co-development of the advanced UKRIO ethics module for sector-wide release positions the University as a national contributor to research integrity standards.</li> <li>UoS staff representation on the UKRIO Expert Community Membership panel provides ongoing sector engagement.</li> </ol>	Ongoing

Obligation	Action	Carried over?	Deadline	Responsibility	Targeted impact (success measure)	Comments (responsibility updates)	Progress update	Actual impact	Outcome
<b>ECM3 (Research Integrity)</b>	Create a standalone document setting out the Concordat to Support Research Integrity outlining managers' responsibilities, circulated with the annual research integrity statement. The revised and approved Research Misconduct Policy (2023) is available on the intranet under the Research Resources Hub. Regular monitoring and feedback collation to identify areas for improvement.	New	31 Jul 2024 then annually	Head of Research Culture & KE	<ol style="list-style-type: none"> <li>95% of staff with SRR and School Ethics Committee members to complete Epigeum training (out of 87 eligible).</li> <li>100% of Chairs of Ethics Committees to complete ARMA Chairing Ethics Committees training.</li> <li>Track number of reports received and types of issues reported.</li> <li>Track number and types of disciplinary actions taken.</li> </ol>	Head of Research Culture & KE	<ol style="list-style-type: none"> <li>Epigeum renewal required; most certificates expired (3-year validity). UKRIO transition in progress: 76 of 87 staff (87%) certified.</li> <li>100% target for Chairs of School Ethics Committees, University Ethics for Staff Committee, and PGR Ethics Committee to complete ARMA training. Completion monitored annually.</li> <li>Research integrity reports tracked: zero cases.</li> <li>Disciplinary actions related to research integrity: zero cases.</li> </ol>	<ol style="list-style-type: none"> <li>Zero research integrity reports and zero disciplinary actions in the review period.</li> <li>Transition from Epigeum to UKRIO training, with 87% of eligible staff (76 of 87) already certified, demonstrates institutional agility in maintaining training currency when external programmes change.</li> <li>The standalone manager guidance document on research integrity obligations ensures that PIs and research managers understand their specific responsibilities — a key Concordat expectation.</li> <li>100% ARMA training target for Ethics Committee Chairs ensures that institutional ethics governance is led by appropriately qualified individuals.</li> </ol>	Ongoing
<b>ECR2 (Research Integrity)</b>	Internal audit of research grants management and compliance (2022) returned overall outcome of 'Good'. Training and Support for compliance with funder requirements and research integrity obligations.	New	31 Jul 2025	Head of Research Culture & KE; Assistant Director Funding and Contracts	<ol style="list-style-type: none"> <li>100% risk assessments conducted prior to starting research projects.</li> <li>100% staff with SRR aware of Due Diligence policy.</li> <li>100% compliance with data sharing obligations outlined by funders.</li> <li>100% researchers' satisfaction with training received and accessibility of resources.</li> </ol>	Head of Research Management replaced by Assistant Director Funding and Contracts; Head of Research Culture & KE	<ol style="list-style-type: none"> <li>100% of research projects complete a risk assessment before starting, with all conflicts of interest declared.</li> <li>100% compliance with funder data sharing requirements.</li> <li>Research integrity training completed; certificates (3-year validity) are now expired. Colleagues actively working towards full renewal via UKRIO transition.</li> </ol>	<ol style="list-style-type: none"> <li>100% risk assessment completion before project start and 100% funder data-sharing compliance demonstrate that research governance processes are embedded in standard institutional practice.</li> <li>The 2022 internal audit returning an overall 'Good' outcome provides independent verification of the University's grants management and compliance framework.</li> <li>The transition to UKRIO training, with 87% of eligible staff already certified, ensures continuity of compliance.</li> <li>100% declaration of conflicts of interest at project start reflects a strong culture of transparency.</li> </ol>	Ongoing
<b>ECR4 (Research Integrity)</b>	Research Misconduct Policy (2023). Research Induction (1-2-1) with all new starters on research contracts, ECRs, and LTR staff. 1-2-1 meetings with staff on research contracts, ECRs, and LTR staff.	Yes	31 Jul 2024 then annually	POD — Senior Business Partner for Research (1,2); Head of Research Culture & KE (3)	<ol style="list-style-type: none"> <li>Staff survey data for staff on research contracts and LTR contracts.</li> <li>POD reporting data on research misconduct and academic misconduct cases.</li> <li>100% research staff are aware of UKRIO resources around research misconduct.</li> </ol>	No change.	<ol style="list-style-type: none"> <li>No misconduct cases recorded.</li> <li>UKRIO resources on research misconduct, including guidance, case studies, and reporting expectations, all published and accessible.</li> </ol>	<ol style="list-style-type: none"> <li>Zero research misconduct cases involving researchers on research contracts or LTR contracts across the review period.</li> <li>100% of new research staff complete a 1-2-1 induction covering the Research Misconduct Policy and UKRIO resources.</li> <li>UKRIO resources fully published and accessible —</li> </ol>	Ongoing

Obligation	Action	Carried over?	Deadline	Responsibility	Targeted impact (success measure)	Comments (responsibility updates)	Progress update	Actual impact	Outcome
								verified through Research Hub analytics.	
<b>Policy development</b>									
<b>EI7</b>	Ensure that researchers at all career stages are represented on related committees. Annually review the membership for formal/informal working groups and committees to ensure researcher representation on all research-focused committees. Provide researchers and managers with training and development opportunities that enhance their understanding of organisational policies and decision-making processes.	Yes	31 Oct 2023 then annually	Head of Research Culture & KE (2)	<ol style="list-style-type: none"> <li>1. The Research and KE Committee and all working groups maintain full representation across all research career stages.</li> <li>2. Increase participation rates from 50% to 80% in researcher development workshops.</li> </ol>	Head of Research Culture & KE	<ol style="list-style-type: none"> <li>1. The Research and KE Committee (formerly Research Management Group) and all working groups maintain full representation across all research career stages.</li> <li>2. Participation in researcher development workshops increased with notable increase among PGRs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Full representation of all researcher career stages — including ECRs, PGRs, and research-only staff — on all key research committees.</li> <li>2. Researcher participation in policy development extends beyond governance committees to active co-creation: ECRs have contributed directly to Athena SWAN, HREiR Working Group, Concordat for Research Integrity, CoARA, and UKRN OR4.</li> <li>3. Attendance records and feedback forms for all Development Programme sessions provide a documented evidence base.</li> </ol>	Ongoing
<b>ECM5</b>	Training and Development: provide managers with training and development opportunities enhancing their understanding of policy development processes. Recognise and reward managers who actively contribute to policy development and demonstrate a commitment to creating a positive research environment.	New	31 Jul 2023 then annually	Head of Research Culture & KE; POD — Senior Business Partner for Research	<ol style="list-style-type: none"> <li>1. 100% feedback forms and attendance trackers for RDP training sessions.</li> <li>2. Minutes of Research and KE Committee evidence managers' engagement with opportunities to contribute to policy development.</li> <li>3. Staff survey data (2022/23 and 2023/24).</li> <li>4. Measure the number of managers recognised for their contributions.</li> </ol>	Head of Culture replaced by POD — Senior Business Partner for Research	<ol style="list-style-type: none"> <li>1. Feedback forms and attendance trackers for all Researcher and KE Development Programme training sessions received and logged.</li> <li>2. Minutes from Research and KE Committee confirm active managerial engagement in policy development and culture-enhancing initiatives.</li> <li>3. Records confirm the number of managers recognised for their contributions through annual staff awards.</li> </ol>	<ol style="list-style-type: none"> <li>1. All Development Programme training sessions have feedback and attendance tracking in place.</li> <li>2. Research and KE Committee minutes demonstrate that managers are not passive recipients of policy decisions but active contributors to their development.</li> <li>3. Annual staff awards recognising manager contributions to research culture provide positive reinforcement.</li> <li>4. Researcher satisfaction with the policy development process maintains a positive trend.</li> </ol>	Ongoing
<b>EM5</b>	Ensure researchers at all career stages are represented on research committees and working groups. Share operational plans with all staff. Monthly summary of SLT meeting outcomes shared with all staff since Sept 2022. Offer a variety of opportunities for researchers and managers to contribute to policy development, such as policy consultation sessions, working groups, task forces, or feedback mechanisms.	New	31 Jul 2023 then annually	Head of Research Culture & KE	<ol style="list-style-type: none"> <li>1. 100% of research staff have opportunities to contribute to relevant research-related policy development.</li> <li>2. Monitor and measure the percentage of researchers and managers who actively participate.</li> <li>3. 100% feedback forms and attendance trackers for RDP training sessions.</li> </ol>	Head of Research Culture & KE	<ol style="list-style-type: none"> <li>1. 100% of research staff have clear and accessible opportunities to contribute to relevant research-related policy development through committees, consultations, and working groups.</li> <li>2. Feedback forms and attendance trackers for all RDKE training sessions are received, logged, and reviewed.</li> </ol>	<ol style="list-style-type: none"> <li>1. Monthly SLT summaries shared with all staff since September 2022 ensure that institutional decision-making is transparent and that researchers can see how their input influences policy outcomes.</li> <li>2. 100% of research staff have accessible routes to policy contribution — not merely advisory roles, but voting membership on key committees and representation in working groups.</li> <li>3. Feedback and attendance data from all training sessions is</li> </ol>	Ongoing

Obligation	Action	Carried over?	Deadline	Responsibility	Targeted impact (success measure)	Comments (responsibility updates)	Progress update	Actual impact	Outcome
								actively used to refine the policy development offer.	
<b>ECR5</b>	Researcher representation on research committees and research working groups, as appropriate at institutional and school levels.	New	31 Jul 2023 then annually	Head of Research Culture & KE	1. 100% of research staff have opportunities to contribute to relevant policy development. 2. Use staff survey data (2022/23 and 2023/24) to track the action.	Head of Research Culture & KE	Researcher representation on research committees and working groups confirmed and maintained across the review period at both institutional and School level. Committee membership records reviewed annually; ECR and PGR representation explicitly built into the HREiR Working Group membership. Staff survey data for 2023/24 and 2024/25 confirms researchers' reported ability to influence institutional policy maintains a positive trend.	1. 100% of research staff have committee or working group representation routes available to them at both institutional and School level. 2. Staff survey tracking confirms that researchers' perceptions of their ability to influence policy have maintained a positive trend across the review period. 3. ECR and PGR representation is explicitly built into the HREiR Working Group membership, ensuring that the most junior researchers have a guaranteed voice in institutional Concordat implementation.	Ongoing
<b>ER4</b>	Suffolk Academic Framework provides three distinct pathways for academic staff to approach career progression. Associate Deans for Research & KE / Directors of Research Institutes encourage research staff to take their 18 days study leave.	Yes	31 May 2023 then annually	POD — Senior Business Partner for Research; Associate Deans (post-restructure); Directors of Research Institutes	1. 100% of research staff reporting by 2026 that they have spent all their study leave (18 days) on training and CPD. 2. The reporting on study leave is easily monitored in MyView Portal and results shared with SLT and other relevant committees.	—	Power BI reporting will be available going forward, providing a consistent and accessible way to monitor and review the relevant data.	1. Power BI integration for study leave monitoring represents a significant infrastructure improvement: take-up data can be tracked in real time by School, career stage, and contract type. 2. Three distinct Suffolk Academic Framework pathways ensure that researchers are not locked into a single career trajectory. 3. The revised KPI (year-on-year trend improvement rather than 100% absolute) introduced under PCDM3 is carried forward here as the more meaningful measure.	Ongoing — Carried forward

## EMPLOYMENT

### Recruitment and induction

<b>EI1</b>	Updated processes/forms in 2022 for job descriptions, recruitment materials, and candidate interviews. Line managers required to undertake recruitment and selection training. Training delivered to line managers to increase neurodiversity awareness in recruitment.	Yes	31 Oct 2025	POD — Senior Business Partner for Research	1. Provide recruitment workshops regularly throughout the academic year. 2. 100% research staff access training on recruitment and selection via online learning platform. 3. At least one member of any interview panel must have completed the Recruitment and Selection Training.	Senior Business Partner, Talent & Organisational Development replaced by POD — Senior Business Partner for Research	1. Online Recruitment and Selection module available as part of the Management Development Training Programme. 2. Recruitment workshops delivered regularly throughout the academic year. 3. 100% of research staff have access to recruitment and selection training via the online learning platform, including on-demand unconscious bias training. 4. At least one member of every interview panel must have	1. The mandatory interview panel requirement provides a structural safeguard ensuring that unconscious bias and fair recruitment principles are applied to every research appointment. 2. 100% access to online recruitment and unconscious bias training means that all researchers who move into management roles can immediately access the relevant training. 3. Neurodiversity awareness training embedded into recruitment training ensures that	Ongoing
------------	---	-----	-------------	--	--	---	---	--	---------

Obligation	Action	Carried over?	Deadline	Responsibility	Targeted impact (success measure)	Comments (responsibility updates)	Progress update	Actual impact	Outcome
							completed the institution's Recruitment and Selection Training.	researcher recruitment practices are inclusive from the point of candidate shortlisting. 4. Recruitment and selection training now integrated into the Management Development Programme as a core module.	
EI2	Mentoring is put in place for all new staff with SRR joining. Build membership and engagement with the ECR network, responding to groups' requests for information and support. Continue to improve the 1-2-1 research induction with all new staff on research contracts, ECRs, academic staff on LTR contracts.	Yes	30 Jun 2024 then annually	Head of Research Culture & KE	1. Continue to maintain new research staff inductions at 100%. 2. At least three case studies from researchers across a variety of schools and research institutes around their experiences of the research mentoring programme, to be publicised on research pages. 3. 100% of researchers by 2026 will access the research resources on the intranet.	Head of Research Culture & KE	1. 100% of new research staff complete the research induction, with 100% of respondents confirming the induction was useful. 2. 100% of researchers will access the research resources available on the intranet.	1. 100% induction completion with 100% positive feedback rating is the strongest possible outcome for this KPI. 2. 90% mentoring coverage of all SRR staff by 2026, with 100% of new research-only and LTR staff allocated a mentor. 3. ECR Network membership has grown continuously since launch in 2022; 100% ECR engagement in Network activities. 4. Case studies from the mentoring programme, published on research pages, provide visible role models.	Ongoing
<b>Recognition, reward and promotion</b>									
EI3	Evaluate the revised, merit-based recognition and promotion pathways introduced in March 2023 to ensure they recognise the full range of researchers' contributions and the diversity of personal circumstances. Conduct an annual equality impact analysis of end-to-end processes for career progression. Conduct an annual equality impact analysis of research workload for staff with SRR. Develop promotion workshops.	New	31 May 2023 then annually	PVC for Research & KE; POD — Senior Business Partner for Research	1. Report to Academic Promotions Committee will demonstrate fair equality of opportunity. 2. Success rate for staff applying for promotion will reflect proportion of part-time staff in post. 3. Provide comprehensive feedback to all research staff unsuccessful in applying for promotion. 4. Introduce annual workshops for academic staff wishing to apply for promotion.	PVC for Research and KE; Senior Business Partner, Talent & Organisational Development replaced by POD — Senior Business Partner for Research	1. Due to the current financial climate and review of the academic promotions criteria and policy, there have been no academic promotions in the last two academic years. 2. Annual promotion workshops for academic staff are not currently in place. Recommended for introduction as part of the upcoming review of the progression process.	1. The absence of academic promotions in 2023–25 is acknowledged as a significant gap. This reflects a deliberate institutional decision to pause the promotion cycle during a period of financial constraint and simultaneous promotion criteria review — not a failure of the process itself. 2. Chronological clarification: the original revised, merit-based promotion criteria were introduced in March 2023. A further substantive review engaging 71 academic colleagues across two institution-wide workshops was completed in 2025 (referred to in EI5 and the Looking Forward Plan as 'revised criteria, March 2025'). These are two distinct events: the 2023 criteria were implemented and operational before the 2025 review commenced. 3. Annual equality impact analysis of career progression processes has been maintained.	Carried forward

Obligation	Action	Carried over?	Deadline	Responsibility	Targeted impact (success measure)	Comments (responsibility updates)	Progress update	Actual impact	Outcome
								4. Promotion readiness workshops are prioritised for introduction in 2026–27 as the first priority action in the Looking Forward Plan. This action is therefore carried forward with a clear remedial plan.	
<b>EM3</b>	Academic Promotions Committee demonstrates equality of opportunity. Managers engage in equality and diversity and other mandatory training, reflecting their learning in management and leadership practice. Research managers to encourage research staff to engage with 18 study days activity annually.	New	31 May 2023 then annually	POD — Senior Business Partner for Research	1. Promotion data is regularly reported on and scrutinised. 2. Track and improve engagement to ensure 100% of research managers have up-to-date mandatory training records. 3. Monitor research staff engaging in 18 days development time. Aim for 100% engagement by 2026.	Head of People replaced by POD — Senior Business Partner for Research	1. Promotion data is reviewed and scrutinised annually, ensuring transparency and consistency across Schools and research career stages. 2. 100% of research managers maintain up-to-date mandatory training records, verified annually through the MyView research authorisation system.	1. Annual promotion data scrutiny by the Academic Promotions Committee, with equality impact analysis, provides the institutional accountability mechanism for fair and transparent career progression. 2. 100% of research managers maintaining up-to-date mandatory training records (verified through MyView). 3. Development day take-up monitoring: as at April 2026, 65.3% of available development days remain unused (see PCDM3 for full contextual note). Year-on-year trend improvement is adopted as the revised KPI. 4. Cross-reference: appraisal-only compliance at 68.83% falls below the 85% target. A concerted improvement programme targeting 80%+ compliance is in place for 2025/26, detailed in the Looking Forward Plan.	Ongoing

### Responsibilities and reporting

<b>EM2</b>	Support and guidance provided by Research Office on all obligations and responsibilities; induction processes established. Line manager training provided by POD for all new line managers. Regular updates from POD business partner on key policies and procedures relevant to employment. Continue to update the research resources (via the intranet research hub).	New	30 June 2026	Head of Research Culture & KE (1,3); POD — Senior Business Partner for Research (2,4)	1. 100% research staff engagement with the training. 2. 100% of all new line managers and managers new to the university attend line managers training. 3. Monitor number of researchers accessing intranet research resource. Aiming for 100% of staff with SRR. 4. Management portal to support with managing staff (templates, processes) to be developed by POD and evaluated by 2025.	Head of Research Culture & KE (updated responsibility following 2025 restructure)	1. 64 managers and aspiring managers across the institution have signed up for the complete Management Development Programme; 18 have completed the full programme. 2. The Managers' Hub has been developed and is undergoing continuous review.	1. The Managers' Hub provides all research line managers with a single, maintained point of access for policy guidance, templates, and process support. 2. 64 managers enrolled in the Management Development Programme, with 18 full completions (28%). The pipeline of managers in progress represents a significant investment in systematic management capability development. 3. The Management Development Programme includes explicit modules on researcher reporting obligations and employment responsibilities.	Ongoing
------------	---	-----	--------------	---	---	---	---	---	---------

Obligation	Action	Carried over?	Deadline	Responsibility	Targeted impact (success measure)	Comments (responsibility updates)	Progress update	Actual impact	Outcome
								4. Ongoing review process for the Managers' Hub ensures that guidance remains current as policies evolve.	
ER1	Research induction for all new staff with SRR. Line manager training provided by POD for all new line managers and line managers new to the university. Regular updates from POD business partner on key policies and procedures relevant to employment. Continue to update the research resources (via the intranet research hub).	New	31 Jul 2025 then annually	Head of Research Culture & KE (1,3); POD — Senior Business Partner for Research (2,4)	<ol style="list-style-type: none"> <li>100% of all staff with SRR complete the induction sessions.</li> <li>100% of all new line managers attend the line managers training.</li> <li>Monitor number of researchers accessing intranet research resource. Aiming for 100% of staff with SRR.</li> <li>Management portal to be developed by POD and evaluated.</li> </ol>	Head of Research Culture & KE (updated responsibility following 2025 restructure)	<ol style="list-style-type: none"> <li>100% of all staff with SRR complete the research induction sessions.</li> <li>100% of all new line managers attend the mandatory Line Manager Training programme.</li> <li>Engagement with Research Resources monitored through web hit analytics; 100% of staff with SRR are aware of the resources.</li> <li>A management portal (templates, processes, guidance) was developed by POD.</li> </ol>	<ol style="list-style-type: none"> <li>100% SRR induction completion: every researcher entering the institution receives consistent information about their rights, development entitlements, Concordat protections, and reporting routes.</li> <li>100% new line manager training completion ensures that the managers of researchers are equipped to fulfil their Concordat obligations from the point they take on management responsibility.</li> <li>Research Resources Hub web analytics confirm 100% awareness of resources among SRR staff.</li> <li>Management portal development provides a practical toolkit that reduces reliance on individual manager knowledge.</li> </ol>	Ongoing
ER2	Staff are informed of their reporting obligations and responsibilities at the start of their employment and at induction/probationary process. Head of Research provides information to researchers on terms and conditions of grant funding. Specific training in the Researcher Development Programme. Researcher Development Programme and Research Directorate newsletter signpost staff to useful university policies, processes, and development activity guidance.	New	30 Sep 2024 then annually	POD — Senior Business Partner for Research (1,2)	<ol style="list-style-type: none"> <li>100% of all staff with significant responsibility for research attend mandatory training.</li> <li>Frequently asked questions around policies, procedures, reporting obligations, and responsibilities will be developed in the university Minerva system.</li> </ol>	—	Minerva is in active use, with FAQs already developed and continuously expanded to support staff effectively.	<ol style="list-style-type: none"> <li>Minerva FAQ system in active use and continuously expanded — providing researchers with a self-service, always-available reference for policies, reporting obligations, and procedures.</li> <li>Grant funding terms and conditions training integrated into the Researcher Development Programme.</li> <li>Researcher Development Programme and newsletter signposting provides a consistent communication channel for policy updates.</li> <li>100% mandatory training attendance for SRR staff provides baseline assurance that reporting obligations are understood.</li> </ol>	Ongoing
<b>People management</b>									
EI4	Highlight new opportunities for leadership and management. Introduce the Organisational Development Training Matrix to help staff identify their training requirements. Provide a range of development opportunities — both internal	—	30 Sep 2023 then annually	POD — Senior Business Partner for Research	<ol style="list-style-type: none"> <li>POD will use feedback from 100% of line managers and staff to make continuous improvements to the offer.</li> <li>80% post evaluation forms collected and used to analyse how workshops support career development.</li> </ol>	Senior Business Partner, Talent & Organisational Development replaced by POD — Senior Business Partner for Research	1. Due to financial constraints, face-to-face training has been limited. Online training made available through LinkedIn Learning, Brightspace, and the Management Development Training Programme.	1. 300 digital capability self-assessments completed, with 48 staff completing 'Leading for Digital Change' and 28 completing 'Teaching in HE' — demonstrating that the online development infrastructure is being actively used.	Ongoing

Obligation	Action	Carried over?	Deadline	Responsibility	Targeted impact (success measure)	Comments (responsibility updates)	Progress update	Actual impact	Outcome
	and external (e.g. University of Suffolk Executive Development Programme, Research Leadership provided by Advance HE, Membership of ARMA). Continue to develop training and resources to support ECRs/researchers, all mapped to the Researcher Development Framework.				3. Increase attendance at researcher development training programme from 50% in 2023 to 80% in 2025.		2. Digital self-assessment training platform launched for all staff. Data as at 15 May 2026: 300 overall digital capability surveys completed; 48 'Leading for Digital Change' completed; 28 'Teaching in HE'.	2. The shift to online provision has broadened accessibility: available 24/7, reducing barriers for researchers on non-standard working patterns or with caring responsibilities. 3. Development programme attendance increased from 50% to 60% of SRR staff, exceeding the 55% interim milestone but against an ultimate target of 80%. The shortfall is acknowledged; this gap is a priority for the Looking Forward Plan.	
<b>EI5</b>	Introduction of revised promotion criteria (March 2023). WAMS (workload allocation model). Use of guidelines for appraisals of research staff. Develop robust 'career conversations' between staff and line managers at appraisal. Develop promotion workshops.	New	31 Oct 2023 then annually	POD — Senior Business Partner for Research; Head of Research Culture & KE	1. Staff survey data 2022/23 and 2023/24. 2. 100% research staff feedback received from line managers and staff to make continuous improvements to the offer. 3. Introduce annual workshops for academic staff wishing to apply for promotion.	Head of Culture replaced by POD — Senior Business Partner for Research; Head of Research Culture & KE	1. Staff survey data for research-only contracts and LTR contracts collected and reported for both years. 2. Feedback from line managers and research staff is sought to support continuous improvement.	1. Revised promotion criteria introduced in March 2023, developed with academic staff, now explicitly recognise open research, public engagement, and knowledge exchange as promotable activities. A further substantive review (the revised criteria, March 2025) was completed in 2025 (see EI3 for chronological clarification of these two distinct events). 2. Staff survey data collection for both research-only and LTR contract staff is maintained as a longitudinal evidence base. 3. Career conversations at appraisal, supported by standardised conversation guides, provide a structured mechanism for researchers to articulate development ambitions.	Carried forward
<b>EM1</b>	Improve principal investigators' skills and confidence managing people. Increase awareness of and signposting to current offerings. Introduce the organisational training matrix to help staff identify their training requirements.	New	30 Jun 2024 then annually	POD — Senior Business Partner for Research; Head of Research Culture & KE	1. Evaluate the research mentoring programme annually. 100% of research staff engaged with mentoring programme. 2. Evaluate researcher development training programme annually. Increase attendance from 50% to 80% by 2026. 3. 85% return of feedback forms.	Senior Business Partner, Talent & Organisational Development replaced by POD — Senior Business Partner for Research	1. Over the last 2–3 years, corporate training reduced significantly due to financial constraints; in-house online manager training introduced. 2. Mentoring programme evaluated annually; current coverage at 90% of SRR staff (consistent with the figure reported in the nine-year Summary Report). 3. Feedback form return rates are monitored annually through the evaluation process.	1. 90% mentoring coverage of SRR staff — a significant structural achievement representing near-universal provision of one-to-one development support. 2. Mentoring programme annual evaluation provides evidence of quality and identifies gaps. Qualitative feedback from CEDARS confirms the mentoring scheme is the most valued institutional development offer. 3. Management Development Programme for PIs now available online, accessible to those on research-intensive timetables.	Ongoing

Obligation	Action	Carried over?	Deadline	Responsibility	Targeted impact (success measure)	Comments (responsibility updates)	Progress update	Actual impact	Outcome
<b>EM4</b>	Audit the process and continue to improve consistency of annual reviews for staff on research contracts only and academic staff on LTR contracts.	New	30 Jun 2024 then annually	School Deans; Research Institutes Directors	1. 85% of staff annual appraisals completed. 2. Audit the process and improve consistency of researchers' annual reviews.	School Deans; Research Institutes Directors	Appraisal-only compliance: 68.83% institution-wide; 70.37% Research and KE (minimum quality threshold: at least 6 objectives and at least 1 manager rating). Note: ECM3 reports a combined probation-and-appraisal completion rate of 80% in 2024/25. These figures are not contradictory — they measure different things. ECM3 measures the broader completion of both probation and appraisal processes; EM4 measures only appraisals meeting the minimum quality standard. Both are accurate and should be read together.	1. Appraisal-only quality compliance at 68.83% (institution-wide) and 70.37% (Research and KE) falls below the 85% target. This is the most significant employment process gap in the review period and is acknowledged without mitigation. 2. Cross-reference note: ECM3 reports combined probation-and-appraisal completion at 80%; EM4 reports appraisal-only compliance at 68.83%. These are complementary, not contradictory, metrics measuring different dimensions of the appraisal process. 3. Improvement trajectory: a focused appraisal compliance campaign targeting School Deans and Directors of Research Institutes is in place for 2025/26, with a target of 80% quality-compliant appraisal completion. 4. A cross-cutting corrective plan for appraisal compliance shared across EM3, EM4, and ER3 is detailed in the Looking Forward Action Plan 2026–2029.	Ongoing
<b>ER3</b>	Staff with significant responsibility for research actively engage in appraisal discussions and development plans with their line managers, ADRKEs and Head of Research Development. Solicit feedback from researchers via feedback forms, 1-2-1 meetings, and staff surveys.	Yes	31 Jul 2023 and annually	School Deans; Research Institutes Directors	1. 85% of research staff annual appraisals completed.	School Deans; Research Institutes Directors	Research and KE were 70.37% compliant with appraisal requirements (at least 6 objectives and at least 1 manager rating).	1. Research and KE appraisal compliance at 70.37% — above the institutional average of 68.83%, indicating that research-specific management is performing slightly better than the institutional norm, but still below the 85% target. 2. Feedback collection mechanisms (feedback forms, 1-2-1 discussions, staff surveys) are all in place and actively used. 3. The combination of the new online appraisal system (launched June 2023) with manager dashboard visibility means that compliance is now trackable in real time.	Ongoing
<b>Job security</b>									
<b>EI6</b>	Monitor and evaluate career development and training opportunities for all staff more closely, by introducing a revised annual appraisal system. Monitor and report on	New	31 Jul 2025	Head of Research Culture & KE; POD — Senior Business Partner for Research	1. Reduce the number of research-only staff on fixed-term contracts from 67% (2022/23) to less than 50% by 2025.	Head of Research Culture & KE	1. The proportion of research-only staff on fixed-term contracts has decreased from 67% (2022/23) to 25% (2025), substantially exceeding the target of below 50% by 2025.	1. Reduction from 67% to 25% fixed-term contracts for research-only staff is the single most significant employment outcome of the entire 2023–2026 review period, consistent with the figure	Ongoing

Obligation	Action	Carried over?	Deadline	Responsibility	Targeted impact (success measure)	Comments (responsibility updates)	Progress update	Actual impact	Outcome
	the number of fixed-term contracts versus permanent contracts issued to research staff. Review sector best practice in use of research-only fixed-term contracts compared to our practices.				2. Increase FTC staff engagement with training (monitor via appraisal system) — 100% of FTC staff engaging with at least one institutional training opportunity annually.		This figure is consistent with the nine-year Summary Report. 2. By prioritising permanent contracts, the University fosters long-term research engagement, enhances staff retention, and aligns with its core values.	reported in the nine-year Summary Report. 2. Researchers on permanent contracts have greater security to plan long-term research careers, engage with development programmes, and contribute to institutional governance — all of which are Concordat outcomes. 3. 100% of remaining FTC staff engaging with at least one institutional training opportunity annually demonstrates that job insecurity has not created a two-tier development system.	

## PROFESSIONAL AND CAREER DEVELOPMENT

### Championing professional development

<b>PCDI1</b>	We make 18 days for professional development available for all staff — and for staff with SRR we allocate an additional 200 hours annually. Communication with research staff line managers that professional development expectations are included in development plans and 1-2-1 discussions.	New	30 June 2026	School Deans (1,3); Head of Research Culture & KE (2)	1. 100% staff use their study day leave entitlement. 2. 100% of research staff accessing research resources and available training and development via the research hub. 3. 100% of research staff indicate they have had a development discussion with line manager in last 12 months.	—	1. As at 27 April 2026, 65.3% of available development days remain unused — equivalently, 34.7% active take-up. These two expressions describe the same metric from opposite directions; both are used consistently across this document and the Looking Forward Plan. 2. Methodology note: 'active take-up' = development days formally recorded as used in the MyView system; 'unused days' = 100% minus active take-up, calculated against total eligible days in the cycle. The active take-up baseline of ~34.7% is cross-referenced in the Looking Forward Plan (Principle 3) as the baseline for the 60% milestone by May 2028. 3. 100% of research staff report having had a development discussion with their line manager in the last 12 months.	1. 100% of research staff reporting a development discussion with their line manager in the last 12 months is a strong outcome. 2. The 18-day entitlement and 200-hour research allocation are embedded in the appraisal system and communicated through line manager training. 3. Development day take-up at 34.7% active take-up (65.3% unused) is acknowledged as below target. The revised KPI — year-on-year improvement segmented by contract type and career stage — will be properly evidenced through annual School-level reporting introduced in 2026/27. 4. 100% research resource access (verified through Research Hub analytics).	Ongoing
<b>PCDI6 (a)</b>	Continue the engagement with Researcher Development Programme. Introduce the organisational training matrix to help staff identify their training requirements.	New	30 Jun 2024 then annually	POD — Senior Business Partner for Research; Head of Research Culture & KE (2)	1. Evaluate the new appraisal system implemented in June 2023; 85% appraisals completion. 2. 50% attendance at RDP to increase to 80% by 2026.	Senior Business Partner, Talent & Organisational Development replaced by POD — Senior Business Partner for Research	1. The new appraisal system introduced in June 2023 is more user-friendly and easier to collate data and track compliance. All data now available on manager dashboards. 2. Appraisal-only compliance: 68.83% institution-wide (at least 6 objectives and at least 1 manager rating).	1. The June 2023 appraisal system upgrade has improved data accessibility and manager dashboard visibility. 2. Appraisal compliance at 68.83% is below the 85% target. This is acknowledged and is the subject of a cross-cutting improvement programme (see also EM3, EM4, ER3). The new system infrastructure is in place; the remaining gap is behavioural	Ongoing

Obligation	Action	Carried over?	Deadline	Responsibility	Targeted impact (success measure)	Comments (responsibility updates)	Progress update	Actual impact	Outcome
								<p>and managerial rather than technical.</p> <p>3. Development programme attendance increased from 50% to 60% of SRR staff, exceeding the 55% interim milestone — a genuine improvement, though short of the 80% target.</p> <p>4. Training matrix visibility through the appraisal system allows researchers and managers to identify development gaps systematically.</p>	
<b>PCDM3</b>	We have 18 days for professional development and scholarly activity for all staff, and staff with SRR have an additional 200 hours annually. We revised our policy on staff development days.	New	30 Jun 2024 then annually	School Deans and Research Institutes Directors (1)	Actual Impact. Original KPI: 100% of research staff to have used their allocated professional development and scholarly activity allowance.	School Deans and Research Institutes Directors (1)		<p>The original KPI of 100% development day usage has been revised following review of take-up data. As at 27 April 2026, 65.3% of available development days remain unused (~34.7% active take-up; see PCDI1 for methodology note confirming these describe the same metric from opposite directions).</p> <p>Structural factors making 100% completion neither achievable nor an accurate measure of genuine engagement:</p> <p>(i) Staff on parental leave, sick leave, or career breaks — entitlements are proportionate and cannot be used during absence.</p> <p>(ii) Part-time staff with proportionate entitlements whose usage patterns differ from full-time equivalents.</p> <p>(iii) New starters joining late in the annual cycle whose entitlement cannot reasonably be fully used in a partial year.</p> <p>(iv) Staff whose roles or project timelines preclude full use in any given year.</p> <p>(v) Cases where individual learning needs are met through informal or self-directed means not captured by the system.</p> <p>REVISED KPI (effective from 2025/26): Year-on-year improvement in take-up rates, segmented by contract type, career stage, and protected characteristic. Annual School-level reporting will be introduced</p>	Ongoing — Carried forward

Obligation	Action	Carried over?	Deadline	Responsibility	Targeted impact (success measure)	Comments (responsibility updates)	Progress update	Actual impact	Outcome
								in 2026/27. This revision was considered appropriate by the HR Excellence Working Group and aligns with Vitae guidance on meaningful rather than nominal KPIs.	
<b>Three-year research plans and career development reviews</b>									
<b>PCDR1</b>	All staff with SRR have three-year research plan. We have 18 days for professional development and scholarly activity for all staff, and staff with SRR have an additional 200 hours annually. Staff with SRR actively engage in appraisal discussions and development plans. Share resources and present a wider offer of training and development opportunities to all staff with SRR. Arrange career development workshops as part of the Researcher Development Programme.	New	30 Jun 2024 then annually	Associate Deans (post-restructure); Head of Research Culture & KE	<ol style="list-style-type: none"> <li>100% staff have research plans in place.</li> <li>85% completion of research staff appraisals.</li> <li>50% of research staff have used their allocated professional development by 2024, increasing to 100% by 2026.</li> <li>50% staff take part in career development workshops by 2024, with an increase of 10% each year.</li> </ol>	Associate Deans for Research & KE replaced by Associate Deans following summer 2025 restructure; Head of Research Culture & KE	<ol style="list-style-type: none"> <li>Appraisal completion for Research and KE staff reached 70.37% (against 85% target). Research plans are in place for all 87 SRR staff.</li> <li>Attendance at the Researcher Development Programme increased from 50% to 60% over the period (against target of 80%, exceeding the 55% interim milestone). Mentoring coverage reached 90% of SRR staff.</li> <li>Note: career development workshops did not take place in 2024/25. This gap is acknowledged and has been carried forward.</li> </ol>	<ol style="list-style-type: none"> <li>90% mentoring coverage of all SRR staff demonstrates near-universal provision of structured, one-to-one career support.</li> <li>Research plans are in place and active for all 87 SRR staff and reviewed through annual appraisals.</li> <li>Development programme attendance increase (50% to 60%, exceeding the 55% interim milestone) demonstrates genuine progress against a challenging 80% target.</li> <li>Career development workshops did not take place in 2024/25 — acknowledged as a gap. A dedicated workshops programme is the first new provision scheduled for Q2 2026/27 in the Looking Forward Plan.</li> </ol>	Carried forward
<b>PCDI2</b>	Introduce the organisational training matrix to help staff identify their training requirements. Completion of career development reviews.	New	30 Nov 2024	Associate Deans (post-restructure); Head of Research Culture & KE (3,4)	<ol style="list-style-type: none"> <li>85% completion of research staff annual appraisals.</li> <li>100% of research staff have up-to-date research plans in place.</li> <li>Measure percentage of researchers who undergo career development reviews.</li> <li>Year-on-year improvement in take-up (replacing 100% absolute target).</li> </ol>	Associate Deans for Research & KE replaced by Associate Deans following summer 2025 restructure; Head of Research Culture & KE	A 100% uptake target is not realistically achievable due to structural variation (staff turnover, parental/sick leave, part-time patterns, new starters joining mid-cycle). KPI revised to: year-on-year improvement focusing on trends rather than absolutes; participation segmented by career stage, department, and contract type.	<ol style="list-style-type: none"> <li>The KPI revision — from 100% absolute to year-on-year trend improvement, segmented by career stage, department, and contract type — represents a methodologically stronger approach.</li> <li>100% of research staff report having had a development discussion with their line manager in the last 12 months.</li> <li>The online appraisal system (launched June 2023) now provides manager dashboards enabling real-time monitoring.</li> <li>Research plans in place for all SRR staff provide the content for career development reviews.</li> </ol>	Ongoing
<b>PCDI6 (b)</b>	Completion of research plans. Provide a guide to professional development activities researchers can engage with and how to use on-the-job/off-the-job activities for reflective practice and CPD.	New	30 Jun 2024 then annually	Associate Deans (post-restructure); Head of Research Culture & KE (3)	<ol style="list-style-type: none"> <li>100% research staff have updated research plans in place.</li> <li>100% of research staff access the available resources in the research resources hub.</li> <li>80% research staff access research development</li> </ol>	Associate Deans for Research & KE replaced by Associate Deans following summer 2025 restructure; Head of Research Culture & KE	Research plans are in place for all SRR staff and reviewed annually through the appraisal cycle. Research Resources Hub analytics confirm 100% of SRR staff are aware of and have accessed available resources. CPD guidance (on-the-job and	<ol style="list-style-type: none"> <li>Research plans are in place for all SRR staff and reviewed through the annual appraisal cycle.</li> <li>Research Resources Hub analytics confirm 100% of SRR staff awareness of and access to available resources.</li> </ol>	Ongoing

Obligation	Action	Carried over?	Deadline	Responsibility	Targeted impact (success measure)	Comments (responsibility updates)	Progress update	Actual impact	Outcome
					opportunities as part of the Researcher Development Programme by 2026.		off-the-job development, reflective practice) is embedded in the Researcher Development Programme and communicated through the annual 1-2-1 induction process. Development programme attendance reached 60% of SRR staff by April 2026.	3. CPD guidance (on-the-job and off-the-job development, reflective practice) is embedded in the Researcher Development Programme. 4. Development programme attendance at 60% of SRR staff falls short of the 80% target. This gap is prioritised in the Looking Forward Plan, with the introduction of bespoke development pathways for research-only staff.	
<b>Career development support and planning</b>									
<b>PCDI3</b>	All staff with SRR have three-year research plan. 18 days for professional development and scholarly activity for all staff; staff with SRR have additional 200 hours annually. Staff with SRR actively engage in appraisal discussions and development plans. Share resources and present a wider offer of training and development opportunities. Arrange career development workshops as part of the Researcher Development Programme.	New	30 Jun 2024 then annually	Associate Deans (post-restructure); Head of Research Culture & KE	1. 100% of staff have research plans in place. 2. 85% of staff have completed their appraisals. 3. 50% of research staff have used their allocated professional development by 2024, increasing to 100% by 2026. 4. Participant satisfaction levels from career workshops satisfactory for 75% of attendees.	Associate Deans for Research & KE replaced by Associate Deans following summer 2025 restructure; Head of Research Culture & KE	1. Career development workshops did not take place in 2024/25 due to financial and capacity constraints. Research plans and appraisal discussions continue to provide the primary mechanism for career guidance. 2. 100% of staff with SRR have had a development discussion with their line manager in the last 12 months. 3. Next steps: dedicated career development workshops will be introduced as a priority in the Looking Forward Plan 2026–2029, with the first workshops scheduled for Q2 2026/27.	1. Research plans in place for all SRR staff and 100% manager development discussions provide a functioning baseline for career development support, even in the absence of dedicated workshops. 2. The absence of dedicated career development workshops in 2024/25 is the most significant gap in this section. It is acknowledged directly, with a clear remedial plan: Careers Adviser engagement and Q2 2026/27 workshop launch scheduled as first priority in the Looking Forward Plan. 3. Development programme attendance (60% of SRR staff) and mentoring coverage (90%) provide partial substitution for the workshop gap. 4. The decision to use a Careers Adviser for dedicated researcher workshops reflects the CEDARS finding that researchers need sector-specific career guidance.	Carried forward
<b>PCDR3</b>	Professional and career development planning embedded in institutional culture through development plans. Careers Adviser to provide support and career development workshops as part of the Researcher Development Programme.	New	30 Jun 2024 then annually	Associate Deans (post-restructure); Head of Research Culture & KE	1. 100% of research staff have research development plans in place. 2. Participant satisfaction levels from career workshops satisfactory for 75% of attendees.	Associate Deans for Research & KE replaced by Associate Deans following summer 2025 restructure; Head of Research Culture & KE	1. Staff with SRR are encouraged to maintain up-to-date professional development plans through the annual appraisal process. 2. Career development workshops did not take place in 2024/25. This action is carried forward to the Looking Forward Plan 2026–2029.	1. Development planning infrastructure (research plans, appraisal system, 1-2-1 discussions, mentoring) is fully in place and actively used. 2. The workshop strand has not been delivered in 2024/25, meaning that this obligation is only partially met. 3. The engagement of a specialist Careers Adviser directly responds to the CEDARS finding that researchers value	Carried forward

Obligation	Action	Carried over?	Deadline	Responsibility	Targeted impact (success measure)	Comments (responsibility updates)	Progress update	Actual impact	Outcome
								targeted career development guidance. 4. Participant satisfaction target (75%) will be applied to the first Careers Adviser workshop cohort in Q2 2026/27 as a benchmark.	
<b>Research identity and leadership</b>									
<b>PCDI4</b>	Principal investigator development programme to develop people management and transferable skills. New principal investigators and line managers of research staff to be offered leadership development opportunities.	Yes	30 Jun 2026	Head of Research Culture & KE	1. Feedback forms and attendance trackers in place. 2. 100% new PIs and line managers of research staff to have benefited from leadership development opportunities by 2026.	Head of Research Culture & KE	1. Feedback forms and attendance trackers are now in place, and new PIs and line managers of research staff have benefited from leadership development opportunities. 2. Achieving the 100% numerical target has been difficult due to staff availability, workload pressures, and varying start dates. Revised targets will be set that are ambitious but realistic.	1. Leadership development opportunities have been provided through the Management Development Programme and the Research Leadership Development Programme (43 participants across 2023–26), with pre/post evaluation showing 78% improvement in self-reported leadership confidence. 2. The 100% target has not been achieved due to structural factors. A revised target — focused on annual cohort completion rather than cumulative 100% — will be introduced for 2026/27. 3. Feedback forms and attendance trackers are in place for all leadership development sessions. 4. PI development programme content directly addresses the CEDARS finding that research staff value manager capability.	Carried forward
<b>PCDM4</b>	Managers identify opportunities and allow time (18 days professional development and 200 research hours) for their researchers to develop their research identity and broader leadership skills. Continue to identify suitable leadership training courses, provided in-house or from external providers. Work with staff to identify fellowships, sources of seed funding, impact funding, and projects.	Yes	30 Jun 2024 then annually	Head of Research Culture & KE; POD — Senior Business Partner for Research	1. 25% research staff attending external training courses annually. 2. Increase from 50% to 80% attendance at Research Development Programme. 3. 100% research staff are aware of and access the list of ongoing research and corporate development opportunities.	Head of Research Culture & KE	1. Managers identify opportunities and allow time for researchers to develop their research identity and leadership skills, with credit and recognition recorded through feedback forms and attendance trackers. 2. Revised target: numerical expectations have proven difficult to achieve consistently; targets will be adjusted to remain ambitious but realistic and evidence-based.	1. Development programme attendance increased from 50% to 60% of SRR staff, and mentoring coverage reached 90%. 2. Fellowship and seed funding support is embedded in the 1-2-1 induction process and Development Programme. 3. ECR Development Fund (£10,000 per annum, introduced 2025) provides concrete financial support for researcher identity development.	Carried forward
<b>PCDM5</b>	Manager retention and advancement. Training completion. Development of an institutional-wide universal competencies framework linked to Vitae Researcher Development Framework competencies.	Yes	30 Jun 2024 then annually	POD — Senior Business Partner for Research	1. Monitor managers' retention rates and career advancement having taken leadership and management training. 20% of trained managers who stay with the institution progress into higher-level leadership roles.	Senior Business Partner, Talent & Organisational Development replaced by POD — Senior Business Partner for Research	1. 64 managers and aspiring managers across the institution have signed up for the complete Management Development Programme; 18 have completed the full programme. 2. The process is currently under review to ensure more	1. 18 managers have completed the full Management Development Programme (28% of 64 enrolled) — acknowledged as below the 100% completion aspiration. 2. The competencies framework, mapped to the Vitae Researcher	Ongoing

Obligation	Action	Carried over?	Deadline	Responsibility	Targeted impact (success measure)	Comments (responsibility updates)	Progress update	Actual impact	Outcome
					2. Track completion rates of leadership and management training. 100% managers successfully complete programmes they are enrolled in.		managers engage with and complete the training.	Development Framework, provides the structural foundation for consistent manager development standards. 3. Retention and advancement data for trained managers is being monitored; full analysis will be available in the Looking Forward Plan reporting cycle.	
<b>PCDR5</b>	Ensure that opportunities to develop research identity and leadership skills are well communicated to research staff, to encourage engagement.	Yes	Annually	Head of Research Culture & KE	1. 100% research staff are aware of and access the list of ongoing research and corporate development opportunities via newsletters, emails, school meetings, Researcher Development Programme, and 1-2-1 meetings.	Head of Research Culture & KE	Aimed for 100% awareness and access, recognising that while all opportunities are widely advertised and promoted across multiple platforms, a small margin of non-engagement may occur due to individual availability, leave, or workload patterns. The ambition of full visibility and accessibility is maintained.	1. Multi-channel communication (newsletters, emails, School meetings, Researcher Development Programme, 1-2-1 inductions) ensures that development opportunities reach researchers through multiple touchpoints. 2. Research Hub analytics cannot confirm 100% SRR staff awareness of the resources available.	Ongoing
<b>Diverse careers</b>									
<b>PCDI5</b>	Work with Careers service and POD to enhance opportunities for researchers to take on secondments within and outside the university. Encourage researchers to apply to funding streams that offer short-term opportunities to develop awareness of public, private, and third sector placements. Continue to offer mentoring training opportunities internally and externally.	New	30 June 2026	Head of Research Culture & KE; POD — Senior Business Partner for Research	1. 100% uptake of internal mentoring and careers development workshops from feedback and attendance forms. 2. Enhance secondment opportunities by 10% in 2024, 15% in 2025, and by 20% in 2026.	Head of Research Culture & KE	1. Despite offering well-matched mentoring pairs, several structural factors limit absolute 100% uptake: staff leaving or transitioning roles; newly appointed staff joining mid-cycle; peak periods of teaching, grant deadlines, or fieldwork. 2. Monitoring continues and engagement is maximised through targeted reminders and accessible pathways.	1. 90% mentoring coverage of SRR staff demonstrates near-universal provision of the core diverse careers support mechanism. 2. Secondment monitoring gap: centralised secondment monitoring was not in place for the full review period. This is explicitly acknowledged as a data gap, not an absence of activity. The University is unable to confirm secondment numbers quantitatively for this period; establishing central secondment tracking is a priority action for 2026/27. 3. Cross-sector awareness is supported through the KTP programme, public engagement activities (NCCPE Watermark 2025), and OR4 project participation. 4. The Looking Forward Plan introduces a structured cross-sector partnership map and curated development options that will provide the concrete secondment pipeline this obligation requires.	Ongoing

Obligation	Action	Carried over?	Deadline	Responsibility	Targeted impact (success measure)	Comments (responsibility updates)	Progress update	Actual impact	Outcome
<b>PCDM2</b>	Research mentoring programme. Careers and training development workshops.	Yes	30 June 2026	Head of Research Culture & KE	1. 100% of research staff engaged with mentoring programme, as either mentor or mentee. 2. 100% research staff engaged with career development workshops by 2026.	Head of Research Culture & KE	1. Structural factors limit absolute 100% mentoring uptake. KPI carried forward with ambition maintained; monitoring continues. 2. A full 100% engagement rate for workshops is not realistically possible. The KPI will be carried forward with a focus on year-on-year trend improvement.	1. 90% mentoring coverage represents near-universal provision of the core researcher career development mechanism. 2. Mentoring programme annual evaluation evidences quality as well as reach: qualitative CEDARS feedback confirms the mentoring scheme is the most valued institutional support. 3. Career development workshops did not take place in 2024/25 (see PCD13/PCDR3). This gap is acknowledged and constitutes the main unmet element of this obligation. 4. Looking Forward: reverse mentoring (pairing research-only staff and ECRs with senior colleagues) introduced as a new mechanism that extends the scope of the mentoring offer.	Carried forward
<b>PCDR2</b>	Uptake of opportunities across the institution. Research mentoring programme. Careers and training development workshops. Work with schools and research institutes, continuing to engage in opportunities for researchers to promote their research and impact. Work with Careers service and POD to enhance opportunities for researchers to undertake secondments within and outside the university.	New	30 Jun 2026	Head of Research Culture & KE; POD — Senior Business Partner for Research	1. 100% of research staff engaged with mentoring programme. 2. 100% research staff are aware of and access the list of ongoing research and corporate development opportunities. 3. Enhance secondment opportunities by 10% in 2024, 15% in 2025, and 20% in 2026.	Head of Research Culture & KE; Senior Business Partner, Talent & Organisational Development replaced by POD — Senior Business Partner for Research	1. Structural factors limit absolute 100% mentoring uptake; monitoring continues with ambition maintained. 2. 1-2-1 research inductions take place with all new staff members. Aimed for 100% awareness and access. 3. Secondment data: centralised monitoring was not in place for the full review period. This is explicitly acknowledged as a monitoring gap. Establishing central secondment tracking is a priority action for 2026/27.	1. 90% mentoring coverage, 100% SRR induction completion, and Research Hub analytics confirming 100% resource awareness together demonstrate that the researcher-facing development infrastructure is in place and functioning. 2. Secondment data is not currently held centrally — acknowledged as a monitoring gap. Central secondment tracking is a priority action for 2026/27. 3. University of Suffolk Unlocked and the Unlocked Online Research Seminar Series provide regular platforms for researchers to promote their research and impact externally. 4. The Looking Forward Plan introduces a structured cross-sector partnership map, with named lead (KTP Manager) and measurable target (5 placements/shadowing opportunities per year by 2028).	Ongoing
<b>PCDR6</b>	Encourage researchers to apply to funding streams offering short-term opportunities to develop awareness of public, private, and third sector placement opportunities. Continue to offer	New	30 June 2026	Head of Business Engagement; Head of Research Culture & KE	1. 75% research staff understand routes to commercialisation and IP, and how to protect their IP by 2026. 2. 25% staff with SRR attending our IP training programme annually.	Head of Business and KE replaced by Head of Business Engagement; Head of Research Development replaced by Head of	1. IP capability-building continues as an ongoing programme. Current progress is below target due to a limited project pipeline.	1. IP training and commercialisation awareness provision is in place and operational. 2. Looking Forward: cross-sector partnership mapping, curated placement and shadowing	Ongoing

Obligation	Action	Carried over?	Deadline	Responsibility	Targeted impact (success measure)	Comments (responsibility updates)	Progress update	Actual impact	Outcome
	mentoring training opportunities both internally and externally.				3. 30% of researchers annually attending internal/external impact training or receiving 1-2-1 support for impact planning.	Research Culture & KE		opportunities, and IP awareness through the KTP programme will provide a more structured pipeline.	