

	Policy development aimed at creating a more positive research environment and culture within their institution.	Ongoing participation for Researchers in shaping policy and actions especially through the ECERN and Research and Policy Staff Committee (RSPSC)	Yes	Ongoing	Vice President (Research)	At least 75% of respondents to OL survey questions will be aware of the ECERN RSPSC, giving ECERN an additional voice at School Committee level.	Ongoing	LEE's ECERN is formally represented (through a dedicated position for its Lead) on the RSPSC, giving ECERN an additional voice at School Committee level.	ECERN representatives (currently, the Network's three co-chairs) continue to sit on the RSPSC as dedicated ECERN representatives. 84% of respondents of the Training Needs Analysis survey reported positively to questions relating to feeling supported by the institution.	No further action
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	Engage with opportunities to contribute to relevant policy and actions especially through the ECERN and Research and Policy Staff Committee (RSPSC)	Yes	Ongoing	Vice President (Research)	At least 75% of respondents to OL survey questions will be aware of the ECERN RSPSC, giving ECERN an additional voice at School Committee level.	Ongoing	LEE's ECERN is formally represented (through a dedicated position for its Lead) on the RSPSC, giving ECERN an additional voice at School Committee level.	ECERN representatives (currently, the Network's three co-chairs) continue to sit on the RSPSC as dedicated ECERN representatives. 84% of respondents of the Training Needs Analysis survey reported positively to questions relating to feeling supported by the institution.	No further action
ECRS	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	Ongoing participation for Researchers in shaping policy and actions especially through the ECERN and Research and Policy Staff Committee (RSPSC)	Yes	Ongoing	Vice President (Research)	At least 75% of respondents to OL survey questions will be aware of the ECERN RSPSC, giving ECERN an additional voice at School Committee level.	Ongoing	LEE's ECERN is formally represented (through a dedicated position for its Lead) on the RSPSC, giving ECERN an additional voice at School Committee level.	ECERN representatives (currently, the Network's three co-chairs) continue to sit on the RSPSC as dedicated ECERN representatives. 84% of respondents of the Training Needs Analysis survey reported positively to questions relating to feeling supported by the institution.	No further action
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	As above	Yes	Ongoing	Vice President (Research)	At least 75% of respondents to OL survey questions will be aware of the ECERN RSPSC, giving ECERN an additional voice at School Committee level.	Ongoing	LEE's ECERN is formally represented (through a dedicated position for its Lead) on the RSPSC, giving ECERN an additional voice at School Committee level.	ECERN representatives (currently, the Network's three co-chairs) continue to sit on the RSPSC as dedicated ECERN representatives.	No further action
Employment and Induction										
Recruitment and Induction										
The aims of these obligations are to ensure recruitment of researchers is open and fair, and researchers receive effective inductions into the organisation										
E11	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	The Schools Appointment Committee includes its Vice Chair and the Vice-President and Pro Vice-Chancellor. Faculty Development will together review all appointments. Regular management information is provided to the RSPSC to ensure a balanced process is occurring.	Yes	Ongoing	Non-Chair (Appointments Committee), Vice President (Faculty Development)	Regular management information is provided to RSPSC to ensure a balanced process is occurring	Ongoing	Management information continues to be regularly provided to the RSPSC to ensure a balanced process is occurring. Additionally, the RSPSC regularly reviews decisions on fair recruitment, and conduct HR periodically, with major decision making occurring during the Appointments Committee.	We continue to provide regular management information to the RSPSC to ensure a balanced process occurs. The RSPSC continues to welcome discussions on fair recruitment, and conduct HR periodically, with major decision making occurring during the Appointments Committee.	No further action, regular information on research recruitment is provided to the Appointments Committee periodically
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	A new, researcher-specific induction is to be designed and launched	Yes	Ongoing	Head of OL (Director of Education Centre)	Attendance at induction will be monitored to ensure that a high percentage of new starters are picked up. The OL Survey will identify that 85% of respondents have been inducted effectively.	Sep-24	To progress the action in better support LEE's Research and Policy (RAP) staff (many of whom are ECERN) to understanding, and feeling a part of, LEE's research culture and community, in Autumn 2024, a dedicated induction event for new RAP staff was developed and offered as part of LEE's 'Integrating New Academic' induction programme which had not previously offered targeted events for RAP staff. This event offered tailored information on School supports, services, and networks, and provided space for networking and community building. While initially intended, the target audience was RAP staff members, and, for the 2020 event, organisers worked to improve communication channels, and, in a recognition that the event might be useful to current staff interested in a "refresher" or networking, expanded the invitation list to all RAP staff.	In the second, 2020 event, was open to both new and continuing RAP staff. Attendance was monitored, with ~40 RAP staff joining the in-person session. Within the response rate to the short post-event attendee survey was no less than 90% to allow for a full analysis. 100% of respondents highly rated the quality of the event (average 4.5/5), and feedback both exceedingly provided on the day of the event, and from the survey was positive, with staff highlighting the importance of the event, and the value of the networking opportunities, and the opportunity to meet with colleagues. 100% of respondents to the OL survey reported that the Paving Start induction for new LEE starters was effective, with an average programme rating of 9/10.	No further action, the Researcher's Induction event in Autumn 2020 will support researcher frameworks and relevant policies as discussed
Responsibilities and Reporting										
The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.										
EM2	Managers formalise themselves, and work in accordance with relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding.	We are investigating means as Appoint Managers are integrated into the community and are aware of policies and practices relevant to their position.	No	Jun-24	Vice President (Research)	Measure point to be identified following review.	Ongoing	The LEE continues to enhance its support for Managers to enable them to remain relevant and in compliance with relevant legislation as part of a project research programme as part of the set up process for projects	In addition to its dedicated Research Awards Team (whose managers support researchers in ensuring grants are awarded in compliance with relevant legislation), LEE's Research and Innovation Division has expanded its Research Contracts Service and Research Awards team and created two new roles: Senior Research Compliance Manager and One Degree Manager (both roles introduced Summer 2024).	Ongoing
People management										
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews										
E14	Managers undertake research training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	New leadership and Management course to be designed and launched R&I working on a specialised HR induction for managing research (R&I) activities to support efficient HR and DHRD research onboarding to manage research activities.	Yes	Jan-24	Head of OL (Director of Research and Innovation)	85% good to excellent response on OL evaluation	Ongoing	OL introduced Project Management essential training in 2023, which has since been run 2-3 times every academic term. As part of the HRD induction, the LEE Leadership programme has run three cohorts for Head of Departments and Research Centre Directors to support their leadership development.	84% LEE Leaders programme attendees reported the programme as 'Excellent' or 'Very Good', in their response to the End-of-programme impact survey.	Carried forward
E15	Ensure that excellent people management is championed through the organisation and embedded in institutional culture, through annual appraisal, transparent promotion criteria, and workload allocation.	Promote the Career Development review (CDR) process to line managers	Ongoing	Head of OL (Director of Research and Innovation)	85% of respondents to the OL survey find their CDR helpful/very helpful	CDR process ongoing	The Career Development Review Process operates for workload management, collegiality and employee wellbeing, with OL creating a CDR Toolkit for staff and line managers, providing training on using MyHR, Bring CDR forms, providing guidance on setting objectives and achieving 1.1s.	78% survey respondents of the LEE Staff survey feel confident in their line managers, 84% reported RRI clarity as part of the CDR process, and 78% felt they could balance their workload.	Ongoing	
EM1	Managers undertake research training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	New leadership and Management course to be designed and launched R&I working on a specialised HR induction for managing research (R&I) activities to support efficient HR and DHRD research onboarding to manage research activities.	Yes	Jan-24	Head of OL (Director of Research and Innovation)	85% good to excellent response on OL evaluation	Ongoing	OL introduced Project Management essential training in 2023, which has since been run 2-3 times every academic term. As part of the HRD induction, the LEE Leadership programme has run three cohorts for Head of Departments and Research Centre Directors to support their leadership development.	84% LEE Leaders programme attendees reported the programme as 'Excellent' or 'Very Good', in their response to the End-of-programme impact survey.	Carried forward
EM4	Managers actively engage in regular continuous performance management discussions with their researchers.	Promote the Career Development review (CDR) process to line managers, and encourage them to have candid 1:1s with their team members	Yes	Head of OL (Director of Research and Innovation)	85% of respondents to the OL survey find their CDR helpful/very helpful	CDR process ongoing	OL and HR monitor CDR completion rates at the end of each CDR cycle each year.	78% survey respondents of the LEE Staff survey feel confident in their line managers, 84% reported RRI clarity as part of the CDR process, and 78% felt they could balance their workload.	Carried forward	
ER3	Researchers positively engage with performance management discussions and review with their managers.	Promote the Career Development review (CDR) process to line managers	Yes	Head of OL (Director of Research and Innovation)	85% of respondents to the OL survey find their CDR helpful/very helpful	CDR process ongoing	OL and HR monitor CDR completion rates at the end of each CDR cycle each year.	78% survey respondents of the LEE Staff survey feel confident in their line managers, 84% reported RRI clarity as part of the CDR process, and 78% felt they could balance their workload.	Carried forward	
Job security										
The aim of this obligation is to improve the job security of researchers										
E16	Seek to improve job security for researchers, for example through more effective deployment processes and greater use of open-ended contracts, and report on progress.	Further work stemming from the impact of Covid report is being identified.	No	Every January	PCR, VCAC, Director of Research and Innovation	Provide the RSPSC with an annual update on bridging fund. RSPSC will make recommendations where required.	Ongoing	RSPSC continues to receive an annual update on the Bridging Fund.	RSPSC continues to receive an annual update on the Bridging Fund.	Carried forward
Professional and Career Development										
Championing professional development										
The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.										
	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment settings.	Active mentoring will continue to ensure staff are well supported in their personal and professional development. This includes Staff News and the launch of the single web portal for Researcher Staff Development. Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	No	Jun-24	Head of OL	75 % of respondents of the OL Survey will feel that the School provided suitable developmental opportunities. 80% of attendees at the Annual Researcher staff conference will find the evening good/excellent in the event evaluation.	Ongoing, no set dates.	Organisational Learning regularly promotes the course, programme in Staff newsletters, and shared courses relevant to research staff with R&I researchers and key research stakeholders. In Summer 2024, OL introduced the new learning management system 'MyStaffDeveloper' that houses e-learning, instructor led online training sessions for researchers (e.g. chronic challenges for researchers, Doctoral induction, Chronic handling for researchers etc.)	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School.	Ongoing
	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	The annual research staff survey from the Researcher staff conference will report on RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD1	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD4	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD5	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD6	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD7	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD8	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD9	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD10	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD11	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD12	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD13	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD14	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD15	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD16	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD17	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD18	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD19	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD20	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD21	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD22	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD23	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD24	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD25	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD26	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing
PCD27	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	Run an annual conference for Researcher staff providing a range of developmental sessions and structured networking opportunities	Yes	Oct-24	Head of OL	Monitored by Annual Organisational Learning staff survey results reported to RSPSC 80% of the respondents to the OL Survey report having engaged in professional development activities	Ongoing	The 2024 Training Needs Analysis survey included several questions around overall research staff engagement and experiential development opportunities such as mentoring, and included questions around CDR conversations. In addition to the previously identified actions under this obligation, LEE has also undertaken the following: Reviewing and Reporting on Research Environment and Culture: Please see ECERN for information on how LEE's Senior Research Culture Manager works to assess and report on researchers' engagement with professional development activities in the Culture sent.	81% of respondents of the 2024 Training Needs Analysis Survey felt that they could use developmental opportunities available to them in the School. 53% reported having an up-to-date career development plan that included elements of their growth and citizenship, 62% had regular CDR review conversations with their line manager.	Ongoing

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