



Details

Institution name:	Royal Veterinary College
Cohort number:	6 13-year review
Date of submission:	19 th September 2025
Institutional context:	The Royal Veterinary College (RVC) is the UK's largest and longest-established independent vet school and is a Member Institution of the University of London. As one of the world's leading specialist veterinary and biological science research institutions, the RVC brings together talented individuals; all of whom share a passion for human and animal health and welfare. We conduct research in veterinary and biological sciences including clinical research with 88% of research rated as internationally excellent or world class in the Research Excellence Framework 2021.

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

Audience (direct beneficiaries of the action plan)	Number of	Comments
Research staff	63	These are the primary audience for this work- included are all posts with research as their primary purpose, whose employment is funded through grants and fellowships (or bridging funds). PhD students are not included.
Academics who are managers of research staff	36	In scope in the context of their role of management and support of research staff - referred to as Principal Investigators.
Descerab Technisions	E	Technicians on grant funding
Research Technicians	5	reclinicians on grant funding
Other (provide numbers and details):		The RVC has ~ 1140 staff in total of which ~ 20% are academics ~250, including teaching fellows and clinical academics). Most lead or conduct research, and many have research teams, but most do not currently have an early career researcher staff member in their team. In addition, we have about 81 PhD students. Also included are our Research and Innovation team as they directly support research. The whole research community are beneficiaries of many of our actions.

			Complete for s	ubmission				To be	completed only	when reporting on action plan
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success	Outcome (ongoing/carried forward/no further action)
Enviro	nment and Culture								measure)	
Awaren	ess and engagement									
The aims	s of these obligations are to w	ork towards an open and inclu	usive research culture, and	to ensure broa	d understanding and awa	reness of this amongst r	researchers.			
ECI1	Ensure all relevant staff are aware of the Concordat.	Continue to publicise the Code of Practice via induction, training and communications	YES	Ongoing	All RCWG	> 75% are aware or have some understanding of the Concordat in CEDARS				
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to	Research specific policy updates are shared via RIO weekly bulletin, sent to all academics and ECRs.	YES	Ongoing	Work overseen by the Equality and Diversity Committee which has ECR representation.					
	researchers and their managers.	Ongoing action- Continue to monitor exit interview responses to gather perceptions of inclusion. RVC is developing a new website, including internal facing pages which will provide greater visibility and accessibility of all relevant policies.	Ongoing	Ongoing	Exit interview summary reported annually to RCWG	> 90% ECRs feel included in their immediate environment CEDARS				
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices	Continue to run CEDARS. RCWG to meet every 6 months to monitor progress, including liaison with stakeholders regarding appropriate RVC-specific questions for inclusion in the survey.	YES	Ongoing	RCWG & RIC	RCWG & RIC minutes including review of CEDARS results.				
ECR1	Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer	The newly created Research Academy will contribute to creating a more inclusive research community. Three newly appointed Research coordinators will also seek to strengthen interactions among everyone involved in research at RVC.	NEW		Research Coordinators and researchers.					

	researchers and students.	Continuous evolution of mandatory and wider offer of training in EDI	Ongoing	Ongoing	EDI manager	See ECI6			
Wellbeing	g and mental health								
The aims	of these obligations are to ch	nampion positive wellbeing am	ongst researchers, both thr	ough appropria	ate training and enabling i	new ways of working.			
ECI3	Promote good mental health and wellbeing through the effective management of workloads and people.	Actions to be determined as part of response to RVC-wide staff engagement survey.	NEW		Staff engagement survey working group	Employee engagement survey theme 'wellbeing and balance' to improve by 5% — currently 64% for researchers			
ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	Further development of 'creating a healthy teams culture' training course and promote to managers.	NEW	September 2026	Staff Development Manager	Monitoring feedback from the course			
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	Ensure new managers are aware of the range of existing support available across the RVC to support wellbeing and mental health	YES	Ongoing					
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	No additional action- standard process/policy and training as part of the Management Development programme	YES	Ongoing					
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	Continue to offer an annual Research Highlights event, Monitor numbers of ECRs that engage with Research highlights and with Research Academy events	NEW	Baseline established by September 2026 then annually review	RA and Research Coordinators	See ECI3	Researchers cited enhancing the connection and belonging with other researchers across the RVC as important to their wellbeing and preferred this to specific wellbeing interventions		
Bullying	and harassment				L		wendering interventions		
The aims	of these obligations are to el	iminate bullying and harassme	ent in the research system,	tackled through	n progressive policies and	d secure mechanisms to	address incidents.		
ECI3	Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.	We will work to raise the visibility and influence of our Dignity Ambassadors, ensuring their role is well understood and valued across the RVC community. This will include actively recruiting additional Ambassadors from our research staff, bringing deeper insight into the specific power dynamics and challenges faced within this group.	NEW	commence by August 2026	Head of EDI	Decrease in numbers of ECRS who report in CEDARS they have witnessed or been subject to bullying or harassment.			
		Monitor newly implemented prevention of sexual harassment mandatory training. implement training in responding to sexual violence	NEW	July 2026	Staff Development manager, Head of Learning and Wellbeing, and departmental leads				
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	Managers inform their teams about the RVC ethos and support available, and role model good practice. Managers complete relevant mandatory training.		Ongoing	HR & Research Managers	See ECI3			

ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to discrimination, harassment and bullying.	Provide Active bystander training to empower members of our community to respond safely and effectively when witnessing inappropriate or unwanted behaviours. Continue promotion of	NEW	Feb 2026	Head of EDI Employee relations	Decrease in numbers of ECRS who report in CEDARS they have witnessed or been subject to bullying or harassment			
		report and support	123		manager				
Equality,	diversity and inclusion								
The aims	of these obligations are to er	nsure managers and researche	ers are trained in-, aware of	f- and adopt pr	actices enhancing equalit	y, diversity and inclusion	 1.		
	-								
ECI4 / ECM1	Ensure managers undertake relevant training and development opportunities related to	Continue to develop the programme of activity and training in EDI.	NEW	Ongoing	Head of EDI	CEDARS 90% ECR feel included within my immediate research			
	equality, diversity and inclusion, and put this into practice in their work.	Continue to ask in the Senior Academic Promotion process how candidates have personally enhanced the objectives of EDI in their professional role	YES	Ongoing	Head of HR Operations	environment / research group.			
		professional role							
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	No additional action- standard process/policy available to support activity. Research Association and RIO to continue to highlight the importance of considering all funder and employer	YES	Ongoing	VP EDI, RA and RIO	See ECI4/ECM4			
Research	 Integrity	terms to staff.							
	of these obligations are to er	nsure managers and research	ers are trained in-, aware of	f- and maintain	high standards of resear	ch integrity, and are able	to report infringements		
ECI5 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.	Enhance ECR and PI understanding of research reproducibility/research integrity through maintaining the RVCs participation in the UK Reproducibility Network (UKRN) until the close of the current grant.	Ongoing	January 2027	RWG/ RIC/UKRN lead	80% of ECR are aware of Research Integrity Concordat and think the RVC take research integrity seriously (CEDARS). Research integrity rolling cycle of			
		Guidance for research integrity will be refreshed 2025, with a review of training and resources planned for 25/26. Annual training will be retained but content/delivery reviewed by RWG.	NEW	January 2027	RWG/ RIC	reminders every 4 years- ongoing. 80% compliance with training			
ECM3	Ensure managers report and address incidents of poor research integrity.	See ECI5/ECM2 also. Continue to promote "report and support" Research integrity guidance was updated in 2025 and will continue to be shared. The RVC's Policy and	NEW	Rolling	RIO/ HR (for report/support)	Monitor 'report and support' cases of unprofessional behaviour to HR on an annual basis for trends			
		Procedure for dealing with allegations of research							

minocontance with entropy and wild continue research integrity of each of every 4 years will be research integrity. ECRM Ensule research integrity guidance was updated in 305 and will continue to be shared. ECRM Ensule research integrity guidance was updated in 305 and will continue to be shared. ECRM Ensule research integrity guidance was updated in 305 and will continue to be shared. ECRM Ensule research tear deal research integrity guidance was updated in 305 and will continue to be shared. Follow development The sines of hose delignitions are to encourage all researches to actividy contribute to the development and been remarks for a shared and the remarks of these delignitions are to encourage and researches and been remarks and their integrity of the shared and the remarks of these delignitions are to encourage and researches and their integrity of the shared and their integrity of the shared and their integrity of the shared and the remarks of these delignitions are to encourage and researches and their integrity of the shared and	_				_	_		_	
TOSE If the assemble and the control of the contro									
## Market research for each Market (Market State) ## Part of the Control of the									
Contact recording to the contact of			updated in 2023.						
Contact recording to the contact of	ECR2	Ensure researchers act	See ECI5/ECM2		Ongoing	RIO/ HR (for	Research integrity		
ECHA Location Ready by County of the County						report/support			
ROYAL RECATA CONTINUES AND ADDRESS AND AD									
Rouse were close to the property of the design of the property			integrity training rolling				years- ongoing.		
Rosearch mography Contract moved are came and an extensive contract of the co		research integrity.	cycle of every 4 years						
Account of the control of the cont			Decemb integrity				with training		
### Author my characteristics and authorized in the control of the									
Solition research are your solitions and the continues of a find research and solitions and the continues of a find research and solitions and the continues of a find research and solitions and the continues of a find research and solitions are the continues of			2025 and will continue to						
Fig. 4. Present in searchers used by the searchest to access the process of the p									
Policy development The arms of these obligations are to encourage all researches to solve the s	ECR4				Ongoing				
First the expected in the state of the expected in the state of the expected in the state of the expected in t						report/support	support' cases of		
Standards of Dischardural Innocertable (Park of Park o									
Place development That arise of these obligations are to encourage all researchers to actively costilizate to the development of policies driving positive changes at the institution. Consular researchers to express the second property of the consultation of the c		meet the expected							
Prince placed prince and the encourage all researchers is according positive to the encourage all researchers is according positive to the development of patients driving positive to an encourage all researchers is according positive to the encourage all researchers as a study of the encourage all researchers are assumed to the encourage all researchers are assumed to the encourage and encourage all researchers are assumed to the encourage all researchers are assumed to the encourage and encourage all researchers are assumed to the encourage and encourage and encourage all researchers are assumed to the encourage and encoura							1		
The arms of lines disligations are to encourage all researchers to actively contribute to the development of policies disting souther characters are segmentative within the researchers and experiments to engage appearance in the researchers and experiments to engage and experiments to experiment to experiments to experimen							uenus		
The airs of Date obligations are to encourage all researchers to satisfy contribute to the development of policies obling positive durings at their institution. ET Consider researchers and from increages the temperature of their institution and provide them not formal and provide	Policy de								
EVE Consider investratives and their managers as a security of the consideration and their managers as a security of the consideration and their managers and a security of the consideration policy and consideration and their managers and their managers and their managers and the consideration and their managers and the consideration and their managers a	,								
EVE Consider investratives and their managers as a security of the consideration and their managers as a security of the consideration and their managers and a security of the consideration policy and consideration and their managers and their managers and their managers and the consideration and their managers and the consideration and their managers a	The aims	of these obligations are to er	ncourage all researchers to ac	tively contribute to the deve	elopment of pol	icies driving positive cha	nge at their institution.		
and their managers as key statistications with repagament in water commitments to project the mixed from the formal provide them with formal appointments to engage organizational parity and decision-making depotrumines to engage organizational parity and decision-making from the provided organizational parity and decision-making from the provided organization and provided the professional parity and decision-making from the provided organization and provided the professional parity and decision-making from the provided organization and provided the professional parity and decision-making from the provided organization and provided the professional parity and decision-making from the provided organization and provided the professional parity and decision-making from the provided organization and provided the professional parity and decision-making from the provided organization and provided the professional parity and the provided organization and provided the professional parity and the provided organization and provided the professional parity and provided the professional parity and provided the professional parity and provided the provided organization and provided the professional parity and professional pari									
and their managers as key statistications with repagament in water commitments to project the mixed from the formal provide them with formal appointments to engage organizational parity and decision-making depotrumines to engage organizational parity and decision-making from the provided organizational parity and decision-making from the provided organization and provided the professional parity and decision-making from the provided organization and provided the professional parity and decision-making from the provided organization and provided the professional parity and decision-making from the provided organization and provided the professional parity and decision-making from the provided organization and provided the professional parity and decision-making from the provided organization and provided the professional parity and decision-making from the provided organization and provided the professional parity and the provided organization and provided the professional parity and the provided organization and provided the professional parity and provided the professional parity and provided the professional parity and provided the provided organization and provided the professional parity and professional pari									
EXMS entropers with recognition and proceedings of the process of	EI7			Ongoing	Ongoing	College Executive	1		
this institution and provise them with furnal with relevant organisational protok with relevant organisational protok and protok in the protok			with engagement in			Committee, RIC,		l	
provide them with formal operations to engage or organisational policy and discission-making. CEMS EMS engage with operations to policy and discission engage with operations to policy and discission engage with operations to policy and engage with especial engage e						KWG and KA		l	
opportunities to engage with treatment plant and destinant making destinant destinant making destinant making destinant making destinant making destinant destinant making destinant destinant making destinant making destinant destinant making destinant making destinant making destinant destinant making desti								l	
with relevant organization policy and policy pol			policies and procedures						
contribute to policy and decision-mixed programman and programman		with relevant					CEDARS and		
ECMS Engage with opportunities to Committee of the Values and Secretary and Congoing		organisational policy and							
empage with opportunities to development aimed at creating a more positive research environment and the within their institution. EMS Egypt with option within the institution. EMS Egypt with option within the institution within their institution. EMS Egypt within the institution									
oportunities to policy continue the values and continue the values and participants of schemes and culture within their institution. EMS Engage with opportunities to continue the values and behaviours section in the promotion process that values and recognises collegiate behaviours such as committee or an extensive to consider opportunities to controlled to relevant bourseled representatives to consider opportunities to controlled relevant bourseled representatives to consider opportunities to controlled to relevant bourseled representatives to consider opportunities to controlled to relevant bourseled representatives to consider opportunities to controlled relevant bourseled representatives to consider opportunities to controlled relevant bourseled representatives to consider opportunities to controlled to relevant bourseled representatives to consider opportunities to controlled to relevant bourseled representatives to consider opportunities to controlled to relevant bourseled representatives to consider opportunities to controlled to relevant bourseled representatives to consider opportunities to consider opportunities to controlled to policy and decision-making through the researcher officer events at both campuses, and a year of the wider that researcher officer events at both campuses, and a year of the wider that the post of the wid	ECM5			Ongoing	Ongoing	Various			
contribute to polity development almed at creating a more positive and culture within their institution. EMS Engage with opportunities be accommittee and proportunities to contributions. As contributions and accutance and proportunities be accommittee and acco									
development aimed at creating a more positive research environment expenses and environment expenses and environment expenses and expen		opportunities to							
creating a more positive research environment and culture within their institution. EMS Engage with disportunities at policy development within their institution. EMS Engage with disportunities at policy development within their institution. ECRS Encourage researchers to consider opportunities to contribute to policy or environment and culture within their institution. EMS Engage with disportunities at policy development within their institution. ECRS Encourage researchers to consider opportunities to contribute to policy or environment and culture within their institution. ECRS Encourage researchers to consider opportunities at large contribution of the new research environment and culture within their institution. ECRS Encourage researchers to consider opportunities and policy or explanation and culture within their institution. ECRS Encourage researchers to consider opportunities and policy or explanation and culture within their institution. ECRS Encourage researchers to consider opportunities and policy or explanation and culture within their institution. ECRS Encourage researchers to consider opportunities and policy or explanation and culture within their institution. ECRS Encourage researchers to consider the policy or explanation and culture within their institution. ECRS are plean their research to show the policy of the new Research policy of the new Research and community, and to connect and network with peers. These events will continue and will be office of the new Research policy of the new Research Academy to maximise									
research environment and culture within their institution. EMS Equage with opportunities to contribute to policy electron and policy electron and policy electron and policy electron and policy electron. EMS Equage with opportunities to contribute to policy electron and policy and decision-making through po		creating a more positive							
and culture within their institution. EM5 Engage with opportunities to contribute to policy development amed at the resistant or moniture within their institution. EM6 Engage with opportunities to contribute to relevant within their institution. EM7 ENGAGE ENGAGE									
institution. Indusing Dignity at Work Ambassadors. Confirmus the Values and Park Ambassadors. Confirmus the Serior anademic premotion process that values and recognises collegists behaviours such as committee contributions. EMS Engage with opportunities to contribute to relevant policy development within their institution. ERRS Encourage researchers to consider opportunities to to contributions. The Researcher Association represents the development alimed at creating a more possible research environment and culture within their institution. ERRS Encourage research environment and culture within their institution. ERRS Encourage researcher (consider opportunities to present the first training at the research environment and culture within their institution. ERRS Encourage researcher (consider opportunities to present the Researcher and culture within their institution. ERRS Encourage researcher (consider opportunities to present the RVC community at the Researcher and culture within their institution. ERRS Encourage researcher (consider opportunities to research environment and culture within their institution. ERRS Encourage researcher (consider opportunities to research environment and culture within their institution. ERRS Encourage researcher (consider opportunities to research environment and culture within their institution. ERRS Encourage researcher (consider opportunities to research environment and culture within their environment and culture wi							making is > 55%		
Continue the Values and behaviours' section in the Serior academic promotion process that values and recognises collegate behaviours such contribute to relevant policy development within their institution. ECRS Engage with contribute to relevant policy development aimed at researcher to consider opportunities to contribute to recombinate on the ton the porturn their institution. ECRS Engage with contribute to present the ECRC community at the researcher to consider opportunities to contribute to present the ECRC community at the RCRC community at the RCRC community at the research environment in institution. ECRS Engage with consider opportunities to great the secretary of the porturn of the secretary of the		institution.	including Dignity at Work						
EMS Engage with opportunities to confribute to relevant policy development within their institution. ECRS Encourage researchers to consider opportunities to contribute to retribute to perform and culture within their institution. ECRS Encourage researchers to consider apportunities to contribute to researcher and culture within their institution. ECRS Encourage researchers to consider apportunities to contribute to perform the encourage and the expension of			Ambassadors.						
EMS Engage with opportunities to confribute to relevant policy development within their institution. ECRS Encourage researchers to consider opportunities to contribute to retribute to perform and culture within their institution. ECRS Encourage researchers to consider apportunities to contribute to researcher and culture within their institution. ECRS Encourage researchers to consider apportunities to contribute to perform the encourage and the expension of									
Senior academic promotion process that values and recognises collegiate behaviours such as committee on contributions. EMS Engage with opportunities to contribute to relevant within their institution. ECR5 Encourage researchers ECR5 Encourage researchers (excepted evelopment aimed at creating a more positive research environment and culture within their institution. ECR6 Encourage researchers (excepted evelopment aimed at creating a more positive research environment and culture within their institution. ECR7 Encourage researchers (ECR community at the RVC. ENCOURAGE (EXCEPTED ASSOciation represents the to-contribute to policy development aimed at creating a more positive research environment and culture within their institution. ECR8 Encourage researchers (ECR community at the RVC. ENCOURAGE (EXCEPTED ASSOCIATION RESEARCH) EXCEPTED ASSOCIATION RESEARCH (EXCEPTED ASSOCIATION RESEARCH) Association (researchers indicate involvement in organisational policy and decision-making through CEDARS and a yearly Research elighights Day where ECRa are given opportunities to present in the wider connect and network with pears. These events will continue, and will be integrated into the portfolio of the new Research Academy to maximise			behaviours' section in the	Ongoing	Ungoing	Head of HR			
EMS Engage with opportunities to contributions. ECRS Encourage researchers to consider opportunities to contribution. ECRS Encourage researchers to consider opportunities to receiting a more positive research environment and culture within their institution. ECRS Encourage researchers and consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution. ECRS Encourage researchers and contribute to policy development aimed at creating a more positive research environment in and culture within their institution. ECRS Encourage researchers and the policy development aimed at creating a more positive research environment in a toth campuses, and a yearly Research environment in their researcher office events at both campuses, and a yearly Research their research to the wider RVC community, and to connect and network with peers. These events will continue, and will be integrated into the portfolio of the new Research						Operations			
EMS Engage with opportunities to contribute to relevant policy development within their institution. Face archer and outlure within their and outl									
CEMS Engage with opportunities to contribute to relevant policy development within their institution. ECRS Encourage researchers to contribute to policy development and culture within their institution. ECRS Encourage researcher to contribute to policy development amed at creating a more positive research environment and culture within their institution. Institution. ECRS Encourage researcher Conference of the Community at the Institution. I									
ECR5 Engage with opportunities to contribute to relevant policy development within their institution. ECR5 Encourage researchers to considure opportunities to contribute to policy development aimed at creating a more positive research ervironment and culture within their institution. ECR5 Encourage researcher sto considure opportunities to personal teach of the policy development and culture within their institution. ECR6 Searcher Association represents the CR7 Community at the RVC. They host regular research ervironment and culture within their institution. ECR6 Searcher Association RVC. They host regular researcher or their policy and decision-making through CEDARS and Researcher Highlights Day where ECR5 are given opportunities to present their research to the wider RVC community, and to connect and network with peers. These events will continue, and will be integrated into the portfolio of the new Research Academy to maximise									
EMS proputurities to contribute to relevant policy development within their institution. ECR5 Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution. ECR5 Encourage researchers to consider opportunities to consider opportunities in the proputation of the properties of the consider opportunities in the proputation of the properties of th									
contribute to relevant policy development within their institution. ECR5 ECR5 ECROURGE researchers Conversion of the Researcher apropriate groups. The Researcher The Researcher The Researcher The Researcher Conversion of the Researcher Association Researcher The Researcher Association Association Researcher The Researcher Association The Researcher Association The Researcher Association The Researcher Association Association Researcher Association Researcher Association Association Researcher Association A		<u> </u>			<u> </u>	<u> </u>		ļ	
contribute to relevant policy development within their institution. ECR5 Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution. ECR Ommunity at the RVC. They host regular research environment and culture within their institution. ECR Association represents the ECR community at the RVC. They host regular research environment and culture within their institution. ECR ommunity at the RVC. They host regular researcher offee events at both campuses, and a yearly Research Highlights Day where ECRs are given opportunities to present their research to the wider RVC community, and to connect and network with peers. These events will continue, and will be integrated into the portfolio of the new Research Academy to maximise	LM5			Ungoing	Ungoing				
policy development within their institution. ECR5 Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution. ECR6 and multipart and culture within their institution. ECR6 and culture within their institution. ECR6 and culture within their institution. ECR6 are given opportunities to present the ECR6 are given opportunities to consider the portolio of the new Research Academy to maximise								l	
within their institution. ECR5 Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution. ECR are given opportunities to contribute to policy development and culture within their institution. When the treatment of the without their research to the wider RVC community, and to connect and network with peers. These events will conflicue, and will be integrated into the portfolio of the new Research Academy to maximise			appropriate groups.			,1030a1011013		l	
ECR5 Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution. They host regular researcher office events at both campuses, and a yearly Research Highlights Day where ECRs are given opportunities to present their research to the wider RVC community, and to connect and network with peers. These events will continue, and will be integrated into the portfolio of the new Research Academy to maximise	L				<u> </u>		<u> </u>	 	
to contribute to policy development aimed at creating a more positive research environment and culture within their institution. ECR community at the RVC. They host regular research environment and culture within their institution. ECR community at the RVC. They host regular research coffee' events at both campuses, and a yearly Research Highlights Day where ECRs are given opportunities to present their research to the wider RVC community, and to connect and network with peers. These events will continue, and will be integrated into the portfolio of the new Research Academy to maximise	ECR5	Encourage researchers		Ongoing	Ongoing				
development aimed at creating a more positive research environment and culture within their institution. RVC. They host regular researcher coffee' events at both campuses, and a yearly Research Highlights Day where ECRs are given opportunities to present their research to the wider RVC community, and to connect and network with peers. These events will continue, and will be integrated into the portfolio of the new Research Academy to maximise		to consider opportunities	Association represents the			Association		l	
creating a more positive research environment and culture within their institution. They host regular 'researcher coffee' events at both campuses, and a yearly Research Highlights Day where ECRs are given opportunities to present their research to the wider RVC community, and to connect and network with peers. These events will continue, and will be integrated into the portfolio of the new Research Academy to maximise			ECR community at the					l	
research environment and culture within their institution. 'research coffee' events at both campuses, and a yearly Research Highlights Day where ECRs are given opportunities to present their research to the wider RVC community, and to connect and network with peers. These events will continue, and will be integrated into the portfolio of the new Research Academy to maximise 'researche coffee' events at both campuses, and a yearly Research Researcher Association. Researcher Association. Researcher Association.							organisational	l	
and culture within their institution. at both campuses, and a yearly Research Highlights Day where ECRs are given opportunities to present their research to the wider RVC community, and to connect and network with peers. These events will continue, and will be integrated into the portfolio of the new Research Academy to maximise			rney nost regular				policy and decision-	l	
institution. yearly Research Highlights Day where ECRs are given opportunities to present their research to the wider RVC community, and to connect and network with peers. These events will continue, and will be integrated into the portfolio of the new Research Academy to maximise							CEDARS and	l	
Highlights Day where ECRs are given opportunities to present their research to the wider RVC community, and to connect and network with peers. These events will continue, and will be integrated into the portfolio of the new Research Academy to maximise								l	
ECRs are given opportunities to present their research to the wider RVC community, and to connect and network with peers. These events will continue, and will be integrated into the portfolio of the new Research Academy to maximise			Highlights Day where					l	
opportunities to present their research to the wider RVC community, and to connect and network with peers. These events will continue, and will be integrated into the portfolio of the new Research Academy to maximise			ECRs are given					l	
RVC community, and to connect and network with peers. These events will continue, and will be integrated into the portfolio of the new Research Academy to maximise			opportunities to present					l	
connect and network with peers. These events will continue, and will be integrated into the portfolio of the new Research Academy to maximise			their research to the wider					l	
peers. These events will continue, and will be integrated into the portfolio of the new Research Academy to maximise								l	
continue, and will be integrated into the portfolio of the new Research Academy to maximise								l	
integrated into the portfolio of the new Research Academy to maximise								l	
of the new Research Academy to maximise								l	
Academy to maximise								l	
			Academy to maximise					l	
								l	
								l	

ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	Future events as part of the Research Academy will provide opportunities for more transparent understanding of the wider research community beyond individuals research teams.	NEW	Narrative review of activities in September 2027	Researcher Association/RVC Research coordinators				
Recruiti	ment and induction								
The aims	s of these obligations are to el	nsure recruitment of researche	ers is open and fair and r	researchers receiv	e effective inductions into	the organisation.			
EI1	Ensure open, transparent and merit- based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	Recruitment data for researchers will be monitored for any potential bias	Ongoing	Ongoing					
El2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their	RIO 6 monthly induction session- open to all researchers but targeted to new staff. HR provide Good Research Practice policy and Code of Practice to all new research staff as part of welcome pack.	NEW	Ongoing	RIO HR Operations team	CEDARS effectiveness of induction >80%			
	position.	Look into feasibility of producing a short researcher induction	NEW	Sept 2026 (video by September	Staff Development Manager				
	ition, reward and promotion	producing a short researcher induction video. for ECRs		(video by September 2027)	Manager				
	ition, reward and promotion	producing a short researcher induction video. for ECRs	cognition of researchers	(video by September 2027) as part of their car	Manager eer progression.				
	ition, reward and promotion	producing a short researcher induction video. for ECRs		(video by September 2027)	Manager				
	ition, reward and promotion	Business as usual: • Ensure that internal opportunities are advertised widely. • All research jobs are advertised on RVC jobs pages. For more senior staff, the use of the WAM in promotions and discussion as part of standard process. Continue to celebrate successful promotions and new grant awards using existing channels,	Cognition of researchers a	(video by September 2027) as part of their car	eer progression. Managers- ensure jobs are advertised via appropriate				
The aims	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances. Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	Business as usual: • Ensure that internal opportunities for new roles or activities are advertised widely. • All research jobs are advertised on RVC jobs pages. For more senior staff, the use of the WAM in promotions and discussion as part of standard process. Continue to celebrate successful promotions and new grant awards using	Cognition of researchers a	(video by September 2027) as part of their car	eer progression. Managers- ensure jobs are advertised via appropriate mechanisms. Management encouraged to highlight success using existing				
The aims	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances. Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of	Business as usual: Ensure the fair and inclusive reconstruction opportunities for new roles or activities are advertised widely. All research jobs are advertised on RVC jobs pages. For more senior staff, the use of the WAM in promotions and discussion as part of standard process. Continue to celebrate successful promotions and new grant awards using existing channels, research news, intranet etc. See EI3 Continue to highlight the value and importance of appropriate policies and process related in MDP	Ongoing	(video by September 2027) as part of their car	eer progression. Managers- ensure jobs are advertised via appropriate mechanisms. Management encouraged to highlight success using existing platforms.				
EM3	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances. Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers. sibilities and reporting	Business as usual: Ensure the fair and inclusive reconstruction opportunities for new roles or activities are advertised widely. All research jobs are advertised on RVC jobs pages. For more senior staff, the use of the WAM in promotions and discussion as part of standard process. Continue to celebrate successful promotions and new grant awards using existing channels, research news, intranet etc. See EI3 Continue to highlight the value and importance of appropriate policies and process related in MDP	Ongoing ongoing	(video by September 2027) as part of their car Ongoing	eer progression. Managers- ensure jobs are advertised via appropriate mechanisms. Management encouraged to highlight success using existing platforms. Managers of researchers				

EM2	Managers familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms	Continue RIO 6 monthly briefings as a mechanism to highlight policies and procedures in relation to good research practices.		Ongoing	Managers/ RIO	Narrative review September 2027			
EM2	legislation and codes of practice, institutional								
	and conditions of grant funding.	HR to provide an annual manager's briefing outlining new legal and HR processes.	NEW		June 2026	Attendance at the pilot briefing by some PIs and their feedback			
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	Continue RIO 6 monthly briefings as a mechanism to highlight policies and procedures in relation to good research practices.	NEW	ongoing	RIO	Narrative review September 2027			
ER2	Researchers understand their reporting obligations and responsibilities.	See ER1							
People m	nanagement								
The aims	s of these obligations are to er	nsure that researchers are wel	I-managed and have effect	ive and timely	performance reviews.				
	Ü		J	,					
	Provide effective line and project management training opportunities for managers of	Continue to develop the staff development offering. Pilot an offering based on	NEW		Staff Development Manager	Continued high confidence expressed by PIs in their line			
EI4	researchers, heads of department and equivalent.	'human factors'. Put in place a 'middle management' programme.		July 2026 July 2027		management- over 90% in CEDARS.			
		Refresh Supervisory training		July 2027					
E15	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.	Monitor appraisal completion rates. Continue to use and now embed the use of WAMS with academics	Ongoing	Ongoing	Staff Development Manager Heads of Academic Departments	Appraisal completion rates improve (currently 65%)			
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers	Monitor attendance of academics on supervisory training. New PIs to attend	Ongoing Ongoing	Ongoing	Staff Development Team	CEDARS and employee engagement survey responses by ECRs re line			
	effectively and fulfil their duty of care.	Management Development Programme	Chigoling			management			
EM4	Managers actively engage in regular constructive performance management with their researchers.	See El5	Ongoing						
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	See EI5	Ongoing						
Job secu								•	
The aim o	of this obligation is to improve	the job security of researcher	S.						
EI6	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open- ended contracts, and report on progress.	Active monitoring of ECRS on FTC - how many go onto open ended, how many lectureship - number of contracts and when there is also a change of manager	carried forward (NEW)	Initial data by August 2026 and annual review for trends	HR information systems manager	Report to RCWG to investigate any unexpected trends.			

		- how many on contracts						I	
		of less than 6 months							
Profession	onal and Career Develo	pment							
Champior	ning professional developr	nent							
The aims of	of these obligations are to pr	omote the importance of profe	essional development and e	ensure research	ners have the time to enga	age in it.			
		Continued development of		ongoing	Staff Development				
		the staff development programme of			manager	80% positive			
		opportunities				answer to exit			
		Re-promote the mentoring		Annually October		interview question: 'Did the College's			
		scheme.				Staff Training & Development			
		Work with the research	NEW	Dec 2026	Staff Development	Programme meet			
		coordinators to promote and enhance development			manager and research coordinators	your developmental needs?'			
		and collaboration opportunities.			RCWG members	No ECRs have less			
					Now o members	than a day on			
	Provide opportunities,	Investigate and further develop provision in			Staff Development	development in Cedars next survey			
	structured support, encouragement and time	bioinformatics, coding and technical skills.		Ongoing	manager	(currently 12%) Continuous			
	for researchers to				DIO (0) . "	progress towards			
	engage in a minimum of 10 days professional	Continue to develop research specific			RIO/Staff Development	all ECRs having 10 days development			
	development pro rata per year, recognising that	training/webinars on a range of topics.		Ongoing	manager/Open research leads	(currently 12%- target 100%);			
PCDI1	researchers will pursue	range of topics.							
	careers across a wide range of employment					Researchers with a teaching			
	sectors.				Vice Principal for	qualification (TLiHE or above) can			
		Investigate whether there		Ongoing	Learning, Teaching and Assessment and	engage in demonstrating and			
		can be more/more promotion of teaching	NEW	Ongoing	Learning, Teaching	small group			
		opportunities, such as demonstrating, and small			and Assessment Committee	teaching with the permission of their			
		group teaching, that are				PI.			
		useful for researchers' development but uphold							
		the teaching quality processes.				Increased number			
				Investigate		of researchers with Associate			
		Investigate feasibility of more support to build on		by Summer	Staff Development	Fellowship of the			
		TLIHE and other teaching experiences to enable	NEW	2026; Provision if	Manager with RA and Education	Higher Education Academy			
		applications for to associate fellow of HEA		supported to be in	Development Manager				
		status.		place by 2028					
						No ECRs have		1	
	Monitor and any art are	Implementation of new learning management	YES	January 2026	Staff Development team	less than a day on development in			
	Monitor, and report on, the engagement of	system				next survey (currently 12%)			
PCDI6	researchers and their managers with	Develop Report from LMS	NEW	0		Continuous			
	professional development activities.	on researcher development and cross		September 2026		progress towards all ECRs having 10			
	челегоритент аспушеѕ.	reference with appraisal appendix				days development (currently 12%-			
	Monogore allegate		NIE VA/	A m=11 00000	Ctoff Davidarium	target 100%);			
	Managers allocate a minimum of 10 days pro	Revisit researcher appraisal appendix to flag	NEW	April 2026	Staff Development team	Continued high % of researchers say			
	rata per year, for their researchers to engage	the 4 forms of development outlined in				their managers encourage			
DCDM2	with professional	the code of practice				engagement in			
PCDM3	development, supporting researchers to balance	appendices.				development (over 80%)			
	the delivery of their research and their own								
	professional								
	development.	<u> </u>	I	<u> </u>	<u> </u>	l		L	1

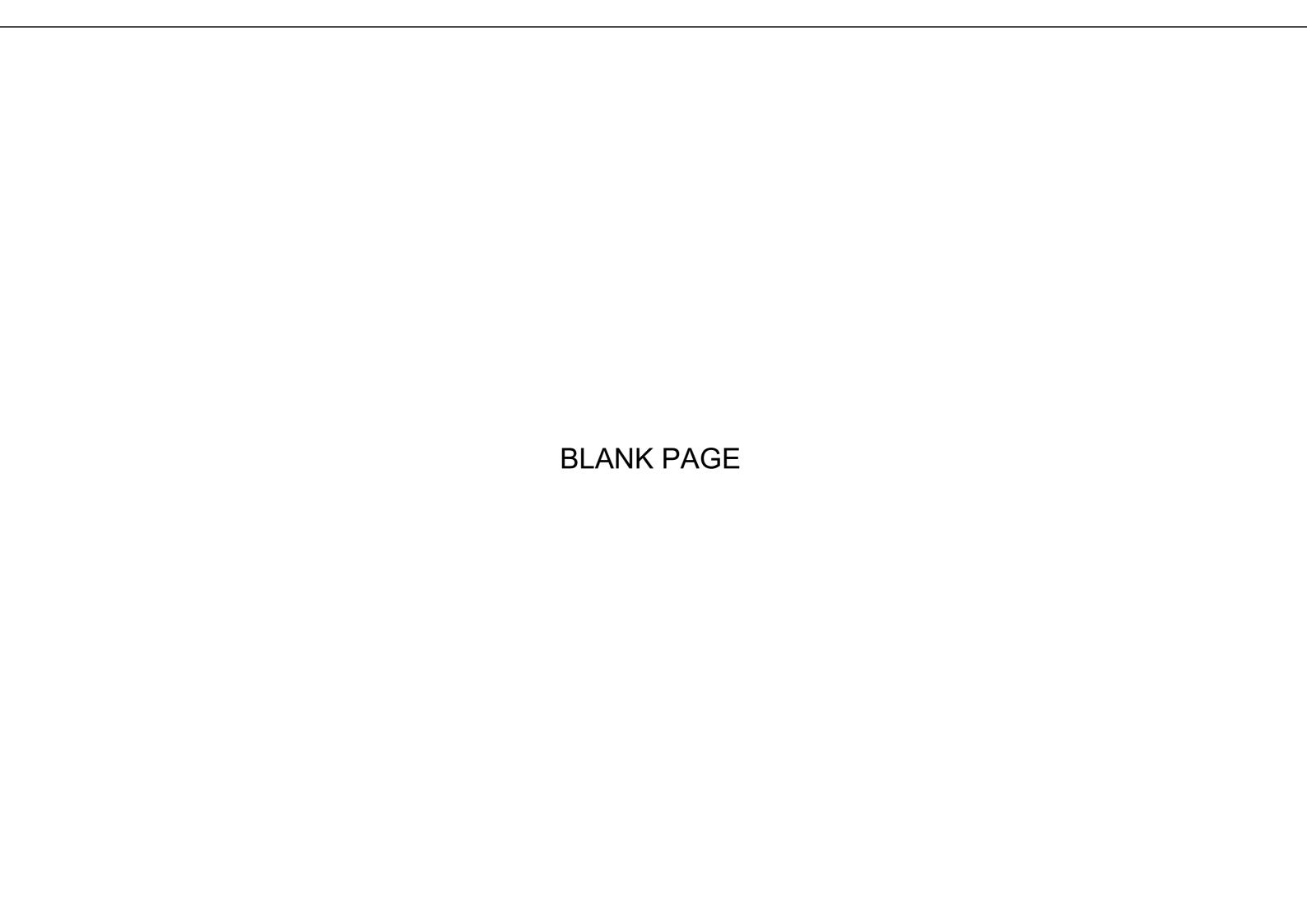
	Researchers take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year.	Researchers to proactively engage with managers to actively aim to protect up to 10 days for professional development. Researchers encouraged to make time to explore opportunities internally, and externally via training, networks, mentoring and other routes	Ongoing anagers are engaging in property of the property of t	ongoing ongoing	Researchers and managers	Continued high % of researchers say their managers encourage engagement in development (over 80%)			
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	Promote the research appendix that supports researchers and their PIs on this,	Ongoing	Ongoing	Staff Development	75% ECRs say they have a formal career review with their manager in CEDARS and 75% of those with an appraisal answer yes to the career development plan question.			
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	Monitor answers in the appraisal appendix to question about career development plan	Ongoing	Ongoing	Staff Development	See PDCI2			
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	See PCDI6	Ongoing	Ongoing	Staff Development				
PCDR4	Researchers positively engage in career development reviews with their managers.	Researchers to proactively engage with managers through appraisal process and regular meetings and use sample templates given to write a career development plan and record relevant experience	Ongoing	Ongoing	Researchers and managers	See PDCI2			
Career de	velopment support and pla								
The aims of	of these obligations are to pr	omote researchers' career dev	velopment planning throug	h tailored supp	ort and gathering evidence	ce of professional experie	ence.		
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	Re-promote Chaperone ECR career coaching /advice	ongoing		Staff Development				
PCDR3	Researchers maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications.	See PCDR4							
Research	identity and leadership								
The aims of	of these obligations are to pr	ovide researchers with opport	unity to progress in their ca	areers by devel	oping their research iden	tity and leadership capab	vilities.		
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	See PCDR1, PCDM3 and PCDI3							

PCDM4	Managers identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours.	See PCDR1, PCDM3 and PCDI3							
PCDM5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	Monitor which managers have attended the Experienced Supervisors refresher sessions and follow up with those who have not. Remind all staff of RVC Behaviours during appraisal and promotion assessments	Ongoing		Staff Development, with the Postgraduate administration team Research Managers and HoD				
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills								
Diverse ca	·								
The set	of the complete them.	asserias valvo and	annahana farathar 11		ione available to the	Noise and I	L		
rne aims o	or these obligations are to re	cognise, value and prepare re	searchers for the wide rang	e oi career opi	ions available to them wi	inin and beyond researd	n.		
PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.	Explore opportunities with the Researcher Association on the needs of the RVC ECR community and consider a careers event or similar on biannual basis. Consider engaging with Grad School community who have experience of similar events in this space.	NEW	Review of discussions and potential action by Autumn 2026	Staff development/ Researcher Association /Grad School	Improvement in ECRs answer to CEDARS question 'Your manager/supervisor encourages you to consider a wide range of future career options within and beyond academia?'			
PCDM2	Managers support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.	Managers to use own networks and also promote the RVC ECR mentoring scheme which includes non-academic mentors as well as academics.	NEW	Ongoing	Managers of researchers			,	
PCDR2	Researchers explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.	Updated website and related events via the Research Academy will provide opportunities for more transparent understanding of the wider research community beyond individuals research teams.	NEW	Autumn 2026	RIO/VPRI (page owners) Researchers (self- directed)				
PCDR6	Researchers consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation.	The RVC is refreshing its website, which will provide easier access for researchers to explore and understand elements which support the research ecosystem	NEW	Autumn 2026	Researchers (self-directed)				

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

	Further hyperlinks and supplementary information (more rows can be added)
1	RVC website
2	Concordat implementation Strategy (where past and present HREiR action plans are found)
3	About RVC Research and Researchers
4	London Biosciences Innovation Centre
5	<u>Chaperone</u>
6	Report and Support
7	
8	
9	
10	
11	
12	
13	
14	
15	
16	
17	
18	
19	
20	

Abbreviations and glossary (more rows can be added)					
RA	Researcher Association				
RCWG	Research Concordat Working Group				
PI	Principal Investigators - line managers of contract researchers				
RVC	Royal Veterinary College				
ECR	Early Career Researchers - staff researchers in posts funded by grants and fellowships				
EDI	Equality Diversity and Inclusion				
CEDARS	Culture Employment and Development in Academic Research Survey				
RIC	Research & Innovation Committee				
RIO	Research and Innovation Office				
SDM	Staff Development Manager				
MDP	Management Development Programme – a series of modules including recruitment, absence management, appraisal etc				
HoDs	Heads of Department				
LBIC	London BioScience Innovation Centre (an organisation owned by the RVC that hosts bioscience companies)				
UKRN	UK Reproducibility Network				
RWG	Research Working Group				
WAM	Work Load Allocation Model				



HREiR Award action plan template for funders (add dates) (individual obligations can be inserted into the relevant section of the institution template if required)



	,							HR EXCELLENCE IN RESEARCH			
	Complete for submission								To be completed only when reporting on action plan		
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)	
Enviro	nment and Culture										
Awaren	ess and engagement										
	s of these obligations are to wo	ork towards an open and incl	usive research	culture, and	to ensure broad	understanding and awa	areness of this				
amongst	researchers.		Т	1	T	T.	T		T	<u> </u>	
ECF1	Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies										
Wellbeir	ng and mental health			l							
	s of these obligations are to ch	nampion positive wellbeing ar	nongst researc	hers, both th	rough appropriat	e training and enabling	new wavs of				
working.	_		got rooodit		agri appropriat	g and ondolling					
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers										
Equality	, diversity and inclusion										
	s of these obligations are to en	nsure managers and research	ners are trained	d in-, aware o	of- and adopt pra	ctices enhancing equali	ty, diversity and				
inclusion	Ensure that funding call										
ECF3	requirements and selection processes offer equality of opportunity between different groups of researchers, recognise personal contexts, and promote positive research cultures and working conditions										
Employ											
Job sec											
The aims	s of these obligations are to im	prove the job security of rese	earchers.								
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies										
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security										
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression										

RESEARCH	fun	our der's ogo	
only whe	n report	ting on ac	ction p
actual <u>im</u> action (rep inst the su measure	oorting iccess	(ongoir forward	come ng/carrie no furth tion)

EF4 Profess	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels	oment							
Champio	oning professional developm	nent							
The aims	of these obligations are to pro	omote the importance of profe	ssional develo	pment and	ensure researche	ers have the time to eng	gage in it.		
PCDF1	Incorporate specific professional development requirements in relevant funding calls, terms and conditions, grant reporting, and policies. This should include researchers' engagement in a minimum of 10 days' professional development pro rata per year, and evidence of effective career development planning Embed the Concordat								
PCDF2	Principles and researcher development into research assessment strategies and processes								
Diverse	careers								
The aims		cognise, value and prepare res	searchers for the	he wide ran	ge of career option	ons available to them w	rithin and beyond		
PCDF3	Acknowledge that a large proportion of the researchers they fund will move on to careers beyond academia, and consider how they can encourage and support this within their remit								

	Further hyperlinks and supplementary information (more rows can be added)
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	
11	
12	
13	
14	
15	
16	
17	
18	
19	
20	

Abbreviations and glossary (more rows can be added)				