

Details

Institution name:	Royal Veterinary College
Cohort number:	613-year review
Date of submission:	19 <sup>th</sup> 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.
Research Technicians	5	Technicians 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 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)
Environment and Culture										
Awareness and engagement										
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst 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 researchers and their managers.	Research specific policy updates are shared via RIO weekly bulletin, sent to all academics and ECRs.  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.	YES  Ongoing	Ongoing  Ongoing	Work overseen by the Equality and Diversity Committee which has ECR representation.  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 and mental health										
The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling 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										
The aims of these obligations are to eliminate bullying and harassment in the research system, tackled through progressive policies and 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 report and support	NEW  YES	Feb 2026	Head of EDI  Employee relations manager	Decrease in numbers of ECRS who report in CEDARS they have witnessed or been subject to bullying or harassment				
Equality, diversity and inclusion										
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and adopt practices enhancing equality, diversity and inclusion.										
ECI4 / ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	Continue to develop the programme of activity and training in EDI.  Continue to ask in the Senior Academic Promotion process how candidates have personally enhanced the objectives of EDI in their professional role	NEW  YES	Ongoing  Ongoing	Head of EDI  Head of HR Operations	CEDARS 90% ECR feel included within my immediate research environment / research group.				
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 terms to staff.	YES	Ongoing	VP EDI, RA and RIO	See ECI4/ECM4				
Research Integrity										
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and maintain high standards of research integrity, and are able to report infringements or misconduct.										
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.  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.	Ongoing  NEW	January 2027  January 2027	RWG/ RIC/UKRN lead  RWG/ RIC	80% of ECR are aware of Research Integrity Concordat and think the RVC take research integrity seriously (CEDARS).  Research integrity rolling cycle of 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 Procedure for dealing with allegations of research	NEW	Rolling	RIO/ HR (for report/support)	Monitor 'report and support' cases of unprofessional behaviour to HR on an annual basis for trends				

		misconduct is available to academics and was updated in 2023.								
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	See ECI5/ECM2  Continue research integrity training rolling cycle of every 4 years  Research integrity guidance was updated in 2025 and will continue to be shared.		Ongoing	RIO/ HR (for report/support	Research integrity rolling cycle of reminders every 4 years- ongoing. 80% compliance with training				
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.			Ongoing	RIO/ HR (for report/support	Monitor 'report and support' cases of unprofessional behaviour to HR on an annual basis for trends				
Policy development										
The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.										
EI7	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making.	This is business as usual with engagement in various committees/WG which own associated policies and procedures	Ongoing	Ongoing	College Executive Committee, RIC, RWG and RA	Researchers indicate involvement in organisational policy and decision-making through CEDARS and Researcher Association.				
ECM5	Encourage managers to engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	Staff are invited to join various groups including the Research and Innovation Working Groups, the EDI committee etc , and act as representatives and participants of schemes including Dignity at Work Ambassadors.  Continue the 'values and behaviours' section in the Senior academic promotion process that values and recognises collegiate behaviours such as committee contributions.	Ongoing  Ongoing	Ongoing  Ongoing	Various  Head of HR Operations	PI response to CEDARS question to what extent does your institution value contributions that you make to institutional policy making is > 55%				
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	RA to continue to attend meetings of RIC and other appropriate groups.	Ongoing	Ongoing	Researcher Association /researchers					
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	The Researcher Association represents the ECR community at the 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 reach.	Ongoing	Ongoing	Researcher Association	Researchers indicate involvement in organisational policy and decision-making through CEDARS and Researcher Association.				

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					
Employment										
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.	Recruitment data for researchers will be monitored for any potential bias	Ongoing	Ongoing						
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	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.  Look into feasibility of producing a short researcher induction video. for ECRs	NEW       NEW	Ongoing       Sept 2026 (video by September 2027)	RIO     HR Operations team    Staff Development Manager	CEDARS effectiveness of induction >80%				
Recognition, reward and promotion										
The aims of these obligations are to ensure the fair and inclusive recognition of researchers as part of their career progression.										
E13	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.	Business as usual: <ul style="list-style-type: none"><li>Ensure that internal opportunities for new roles or activities are advertised widely.</li><li>All research jobs are advertised on RVC jobs pages.</li></ul> 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.	Ongoing	Ongoing	Managers- ensure jobs are advertised via appropriate mechanisms.    Management encouraged to highlight success using existing platforms.					
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	See E13  Continue to highlight the value and importance of appropriate policies and process related in MDP and recruitment training	ongoing		Managers of researchers					
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 familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding.	Continue RIO 6 monthly briefings as a mechanism to highlight policies and procedures in relation to good research practices.  HR to provide an annual manager's briefing outlining new legal and HR processes.	NEW	Ongoing	Managers/ RIO  June 2026	Narrative review September 2027  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 management										
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.										
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	Continue to develop the staff development offering.  Pilot an offering based on 'human factors'.  Put in place a 'middle management' programme.  Refresh Supervisory training	NEW	July 2026  July 2027  July 2027	Staff Development Manager	Continued high confidence expressed by PIs in their line management- over 90% in CEDARS.				
EI5	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 effectively and fulfil their duty of care.	Monitor attendance of academics on supervisory training.  New PIs to attend Management Development Programme	Ongoing  Ongoing	Ongoing	Staff Development Team	CEDARS and employee engagement survey responses by ECRs re line management				
EM4	Managers actively engage in regular constructive performance management with their researchers.	See EI5	Ongoing							
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	See EI5	Ongoing							
Job security										
The aim of this obligation is to improve the job security of researchers.										
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 of less than 6 months								
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.										
PCD11	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 sectors.	<p>Continued development of the staff development programme of opportunities</p> <p>Re-promote the mentoring scheme.</p> <p>Work with the research coordinators to promote and enhance development and collaboration opportunities.</p> <p>Investigate and further develop provision in bioinformatics, coding and technical skills.</p> <p>Continue to develop research specific training/webinars on a range of topics.</p> <p>Investigate whether there can be more/more promotion of teaching opportunities, such as demonstrating, and small group teaching, that are useful for researchers' development but uphold the teaching quality processes.</p> <p>Investigate feasibility of more support to build on TLIHE and other teaching experiences to enable applications for to associate fellow of HEA status.</p>	<p>NEW</p> <p>NEW</p> <p>NEW</p>	<p>ongoing</p> <p>Annually October</p> <p>Dec 2026</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Investigate by Summer 2026; Provision if supported to be in place by 2028</p>	<p>Staff Development manager</p> <p>Staff Development manager and research coordinators</p> <p>RCWG members</p> <p>Staff Development manager</p> <p>RIO/Staff Development manager/Open research leads</p> <p>Vice Principal for Learning, Teaching and Assessment and Learning, Teaching and Assessment Committee</p> <p>Staff Development Manager with RA and Education Development Manager</p>	<p>80% positive answer to exit interview question: 'Did the College's Staff Training &amp; Development Programme meet your developmental needs?'</p> <p>No ECRs have less than a day on development in Cedars next survey (currently 12%) Continuous progress towards all ECRs having 10 days development (currently 12%-target 100%);</p> <p>Researchers with a teaching qualification (TLiHE or above) can engage in demonstrating and small group teaching with the permission of their PI.</p> <p>Increased number of researchers with Associate Fellowship of the Higher Education Academy</p>				
PCD16	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	<p>Implementation of new learning management system</p> <p>Develop Report from LMS on researcher development and cross reference with appraisal appendix</p>	<p>YES</p> <p>NEW</p>	<p>January 2026</p> <p>September 2026</p>	<p>Staff Development team</p>	<p>No ECRs have less than a day on development in next survey (currently 12%) Continuous progress towards all ECRs having 10 days development (currently 12%-target 100%);</p>				
PCDM3	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.	Revisit researcher appraisal appendix to flag the 4 forms of development outlined in the code of practice appendices.	NEW	April 2026	Staff Development team	Continued high % of researchers say their managers encourage engagement in development (over 80%)				

PCDR1	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	ongoing	Researchers and managers	Continued high % of researchers say their managers encourage engagement in development (over 80%)				
Career development reviews										
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.										
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.	See PCDR1  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 development support and planning										
The aims of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience.										
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 these obligations are to provide researchers with opportunity to progress in their careers by developing their research identity and leadership capabilities.										
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 careers										
The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.										
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	<a href="#">RVC website</a>
2	<a href="#">Concordat implementation Strategy</a> (where past and present HREiR action plans are found)
3	<a href="#">About RVC Research and Researchers</a>
4	<a href="#">London Biosciences Innovation Centre</a>
5	<a href="#">Chaperone</a>
6	<a href="#">Report and Support</a>
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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

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## HREiR Award action plan template for funders (add dates)

(individual obligations can be inserted into the relevant section of the institution template if required)



Your  
funder's  
logo

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