



UNIVERSITY OF ROEHAMPTON HR EXCELLENCE IN RESEARCH AWARD ACTION PLAN

INSTITUTIONAL CONTEXT

Situated in the south west of the city, the University of Roehampton is the most research-intensive modern university in London. Currently the University employs approximately 240 staff with a contractual responsibility for research, and has a postgraduate research cohort of almost 400 students. This Action Plan has been jointly developed by the Research Office and the Human Resources Department. In developing the Action Plan, research leaders, academic colleagues with responsibility for research, and postgraduate research students were consulted via focus group. The audience for this plan is all staff with contractual responsibility for research, all research students, and those professional support staff with responsibility for supporting research. Institutional responsibility for research and for research staff flows from the Associate Vice-Provost for Research and Knowledge Exchange, to the Provost, and ultimately the Vice-Chancellor as Chair of the Research Committee and Senate. Decisions relating to research and to the employment and contractual expectations of research staff are ultimately the responsibility of Council, which receives recommendations and advice from Research Committee and from the Vice Chancellor's Advisory Group. Decisions relating to academic workloads are taken by the Workload Panel, comprising representation from HR, the Research Office, Heads of Department, and the Senior Executive, and are ratified by Senate.

ACTION PLAN

Principle/commitment	Current status at Roehampton including relevant policies	Action required to meet principle/commitment	How change will be measured
Environment and culture: excellent research requires a supportive and inclusive research culture			
All relevant staff are aware of the Concordat to Support the Career Development of Researchers and of the Action Plan		Within six months of the plan's approval, the University will ensure that: <ol style="list-style-type: none"> the Concordat is linked to on the University website and Staff Portal, along with the Action Plan; 	1. The University will participate in the biennial Careers in Research Online Survey (CROS) and Principal Investigators and Research Leaders Survey (PIRLS) from 2021 onwards.

		<ol style="list-style-type: none"> 2. The Concordat and Action Plan are circulated to all Heads of Department; 3. The Concordat and Action Plan are highlighted as part of the research-focussed Academic Induction and PGR induction 	<p>Both survey researcher awareness of and views on relevant institutional policies and processes including the Concordat. 2021 outcomes will provide a benchmark for future improvement, and year on year improvement in scores will indicate success.</p> <p>2. The University surveys PGR students annually to ensure RSDP sessions are meeting student needs. These surveys will, from 2021 onwards, include questions which test awareness of relevant policies and processes including the Concordat. 2021 results will provide a benchmark for future improvement, and year on year improvement in scores will indicate success.</p>
<p>Institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.</p>	<ul style="list-style-type: none"> • Key institutional policies are available on the University website and staff intranet, and are highlighted where relevant via staff training events including the Researcher Development Programme (RDP) and Research Student Degree Programme (RSDP) and the Graduate School Moodle and weekly mail-out. Policies specific to researchers include: the Code to Good Research Practice and Research Integrity, 	<p>The University will, within one year of this action plan's approval, strengthen communication and awareness of relevant policies and practices among research staff by:</p> <ol style="list-style-type: none"> 1. Developing a single Research Support hub on the Staff Portal, 	<ol style="list-style-type: none"> 1. The University will participate in the biennial Careers in Research Online Survey (CROS) and Principal Investigators and Research Leaders Survey (PIRLS) from 2021 onwards. Both survey researcher

	<p>the Ethics Guidelines, the Data Protection Policy, the Intellectual Property policy, the academic workload document, the REF Code of Practice, and the Research Degrees Handbook. The University acknowledges the importance of open research and data sharing, and the Code of Good Research Practice outlines our Open Access and data sharing policies. Pure is our institutional Open Access repository, and all researchers receive training upon induction in how to use Pure and how to ensure their outputs are Open Access compliant.</p> <ul style="list-style-type: none"> • All policies, codes, and guides are scrutinised at committee level and approved by Senate or Committee. • All policies, codes, and guides for Senate or Committee approval must include an Equality, Diversity and Inclusion assessment to ensure there no adverse effects on particular groups. Where the potential for negative impacts are identified, an action plan must specify what action will be taken to address it. • Information on academic workloads is available on the HR portal and the process explained to new starters by Heads of Department in a face-to-face meeting. • Key decisions around the academic workload and REF processes for identifying staff with significant responsibility for research are communicated formally by HR and through 	<p>linking to all relevant policies and documents;</p> <ol style="list-style-type: none"> 2. Ensuring all relevant policies and processes are covered in the research-specific induction for new staff and the PGR induction; 3. Reviewing the RDP and RSDP on an annual basis to ensure they are fit for purpose and refer to relevant research policies and processes. 	<p>awareness of and views on relevant institutional policies and processes. Annual results will indicate increases in awareness, with 2021 results providing a benchmark.</p> <ol style="list-style-type: none"> 2. The University surveys PGR students annually to ensure RSDP sessions are meeting student needs. These surveys will, from 2021 onwards, include questions which test awareness of relevant policies and processes. 2021 outcomes will provide a benchmark for future improvements
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	face to face meetings with Heads of Department.		
<p>Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and has effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.</p>	<ul style="list-style-type: none"> • The Dignity and Respect Policy, which applies to all staff and students, provides bullying and harassment reporting procedures, and is available on the University website. The Grievance Procedure document, available on the HR portal, outlines how staff can raise problems and complaints, including formal grievances. Six fully-trained Working Relationship Advisors are present across the campus to provide confidential advice, and Working Relationship Facilitators are available to facilitate meetings between staff who have been referred by a Working Relationship Advisor. • The University Health and Wellbeing group leads on activities and policies to promote wellbeing at work including free staff yoga, running groups and a regular ‘Staff Stretch’. • ‘Workplace Options’, an employee assistance programme, is available to all staff for counselling and advice. • The Chaplaincy runs an additional programme of pastoral and activities including weekly religious services, social events, community lunches, and gardening. The four Colleges co-ordinate events to engage staff and students in activities to enhance mental & physical health & well-being. • The Academic Workload document, available on the HR portal, sets out how 	<p>The University will, within one year of this action plan’s approval:</p> <ol style="list-style-type: none"> 1. Strengthen communication and awareness of relevant wellbeing policies and support mechanisms through better signposting on the Staff Portal and Graduate School Moodle, and will ensure the corporate induction and PGR induction refers to them; 2. Recognising that different approaches work for different people, HR will work with the Wellbeing group to develop a weekly ‘wellbeing’ communication alerting staff to events across the campuses; 3. Recognising that events and support offered should cater to a range of interests and abilities, the Wellbeing group and the Graduate School will survey 	<ol style="list-style-type: none"> 1. CROS, PIRLS and RSDP survey results indicate increased researcher awareness of and satisfaction with wellbeing support and activities, with 2021 results providing a benchmark 2. CROS and PIRLS indicate year on year increases in reported wellbeing among researchers, with 2021 results providing a benchmark 3. Postgraduate Research Engagement Survey (PRES) 2021 results for PGR reported wellbeing increases on our 2020 score of 57%, and scores above the global average (59% in 2020) 3. Researcher attendance at Wellbeing events increases year on year 4. The University is successful in applying for Athena Swan Silver and

	<p>workloads are managed and allocated to ensure equity, and sets out the workload allocation and appeal panel processes. Workloads and workload appeals are scrutinised by a panel comprising members of the senior executive and Heads of Department.</p> <ul style="list-style-type: none"> • Staff Equality Networks, including the BAME network, the European Union Network, the UR Pride LGBTQ+ Network, the Disability Network and the Women's Network provide information and support to staff and the networks' activities inform wider Equality, Diversity and Inclusion policy and practice. Roehampton is a Stonewall Diversity Champion and ranks 89th in the 2020 Stonewall index of inclusive employers, an increase of 99 places on 2019. • Roehampton holds a Bronze Athena Swan award in recognition of the institutional frameworks and policies in place to advance gender equality in academic and support roles. • Roehampton's maternity, paternity, and adoption leave policies exceed statutory leave obligations. • PGRs have access to the Student Wellbeing service which provides personal wellbeing support via the Student Wellbeing Officers, professional counselling services, mental health support, and peer-mentoring through the NHS Mental Health Network. 	<p>researchers on the kinds of activities and support they would prefer, and will review the Wellbeing offer accordingly;</p> <ol style="list-style-type: none"> 4. In doing so, the views of PGRs who may be in full-time work, parents, have caring responsibilities or otherwise have difficulty being on campus between 9-5 will be particularly sought, and the needs of these groups taken into consideration when reviewing the Wellbeing offer; 5. The University is working towards an institutional Athena Swan Silver Award, to be submitted in 2021; 6. The University is preparing a submission for Race Equality Charter recognition, to be submitted by 2021. 	<p>Race Equality Charter recognition in 2021</p> <ol style="list-style-type: none"> 5. The University improves on its 2020 Stonewall of 89th in the UK in the 2022 rankings
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<p>Managers of researchers are effectively trained in relation to equality, diversity and inclusion, wellbeing and mental health</p>	<ul style="list-style-type: none"> • Equality, Diversity and Inclusion (EDI) training is compulsory for all managers, including Primary Investigators. • Mental Health First Aid training is available to all staff. • Unconscious bias training is compulsory for all managers and support staff involved in the REF submission preparations 	<p>The University will, within six months of this action plan's approval:</p> <ol style="list-style-type: none"> 1. Explore how EDI training can be provided within the current supervisory training which is compulsory for all Directors of Studies; 2. Encourage all managers, including Directors of Studies and Principle Investigators, to undertake Mental Health First Aid training. 	<ol style="list-style-type: none"> 1. CROS, PIRLS results indicate increased researcher wellbeing (self-reported), and increased confidence that institutional policies and processes do not negatively impact on any protected group, with 2021 results providing a benchmark 2. Postgraduate Research Engagement Survey (PRES) 2021 results for PGR reported wellbeing increases on our 2020 score of 57%, and scores above the global average (59% in 2020) 3. Key institutional exercises involving senior managers, for example the REF and the academic workload outcomes, continue to have neutral or positive impacts on protected groups.
<p>Researchers and their managers are aware</p>	<ul style="list-style-type: none"> • The University Code of Good Research Practice and Research Integrity will very shortly be available on the website, along with the Ethics Guidelines. 	<p>The University will, within one year of this action plan's approval:</p>	<ol style="list-style-type: none"> 1. CROS, PIRLS results indicate increased researcher awareness of research integrity and

<p>of, and act in accordance with, the highest standards of research integrity.</p>	<ul style="list-style-type: none"> • Roehampton is a signatory to the Concordat to Support Research Integrity, and researchers are made aware of the Concordat and expected to adhere to its principles. • GDPR training is mandatory for all staff, and is available to research students. PGR students submitting Ethics applications must complete GDPR training. • Research integrity and Ethics training is embedded in the PGR induction. • Research integrity and Ethics training is provided as part of the Researcher Development Seminars. • The Ethics Committee, comprising departmental Ethics Representatives, PGR representatives, and members of the Research Office and Graduate School, Health and Safety, and Legal teams, oversees the Ethics application process, and meets three times a year to review matters relating to ethics and research integrity more broadly. 	<ol style="list-style-type: none"> 1. Review all research integrity and ethics processes and governance, including the Research Integrity and Ethics Committee terms of reference and the ethics approvals process; 2. Embed research integrity training in the research staff induction and will showcase the new Code for Good Research Practice and Research Integrity via the Research Support online hub; 3. The Graduate School will work with Research Degree Convenors to establish guidance and expectations for Directors of Studies around advising PGRs of Ethics procedures; 4. The Research Integrity and Ethics Committee will work with Ethics Representatives to establish departmental Ethics workshops across the University. 	<p>ethics policies, procedures, and guidance, with 2021 results acting as a benchmark;</p> <ol style="list-style-type: none"> 2. PRES 2021 results improve on 2020 results for 'understanding responsibilities' (81% satisfaction) and 'research culture' (55%) 3. Any research misconduct allegations are promptly reported and investigated following the procedures outlined in the Code; 4. The number of retrospective Ethics approvals for research projects decreases year on year; 5. All standard ethics approvals are processed within one month
<p>Regularly review and report on the quality of the</p>	<ul style="list-style-type: none"> • As a signatory to the Concordat to Support Research Integrity, Roehampton writes an 	<p>The University will, within one year of this action plan's</p>	<ol style="list-style-type: none"> 1. CROS, PIRLS results indicate improved scores

<p>research environment and culture, including seeking feedback from researchers, and uses the outcomes to improve institutional practices</p>	<p>annual report on steps taken to improve research integrity, including details of any research misconduct allegations and the outcomes. This report is publicly available on the website and is provided to the UKRIO.</p> <ul style="list-style-type: none"> • As part of the University's ongoing REF preparations, Schools and Departments are required to draft Environment Statements reflecting on the research environment and culture within specific Units of Assessment. • As part of the operationalisation of the new Research and Knowledge Exchange Enabling Strategy, the University is reviewing research culture more broadly and in particular the role of Research Centres and Groups in fostering cross-departmental and cross-disciplinary collaborations. • PRES results each year inform decision-making around research culture and environment. In 2019, PGR scores on research culture led to the development of a PGR student engagement strategy which will be implemented in AY 20/21. 	<p>approval, put in place additional mechanisms to ensure research environment and culture is regularly reviewed and outcomes acted on, including:</p> <ol style="list-style-type: none"> 1. The Research Office and Graduate School will regularly report to Departments and Schools on grant capture and external engagement activities, and reporting will inform business planning and strategic decision-making; 2. Participating in CROS and PIRLS from 2021 will enable us to collect data on staff perceptions of research environment. 	<p>for research and environment and culture year on year, with 2021 results acting as a benchmark;</p> <ol style="list-style-type: none"> 2. PRES 2021 results improve on 2020 results for 'research culture' (55% satisfaction) and 'professional development' (74%) 3. REF 2021 results show an increased overall Environment GPA; 4. Research Centres generate research income, outputs, and knowledge exchange/public engagement activity; 5. All researchers including PGRs are a member of a Research Centre/Group.
<p>Employment: Researchers are recruited, employed and managed under conditions that recognise and value their contributions</p>			
<p>Recruitment practices are open, transparent, and merit-based, and attract excellent researchers, using fair and inclusive</p>	<ul style="list-style-type: none"> • Roehampton's HR recruitment policies and procedures set recruitment and hiring processes, and are available on the website and on the HR Portal. • HR policies are regularly reviewed to ensure they are fit for purpose, and 	<p>The University will, within one year of this action plan's approval:</p> <ol style="list-style-type: none"> 1. Ensure that a minimum of one panel member on recruitment panels has 	<p>The diversity of University research hires and PhD candidates increases year on year, particularly BAME candidates.</p>

<p>selection and appointment practices.</p>	<p>equality impact assessments carried out at each review.</p> <ul style="list-style-type: none"> • HR delivers recruitment training to departments. • Unconscious bias training is made available and is required for all Heads of Department and key research decision-makers. 	<p>unconscious bias training;</p> <ol style="list-style-type: none"> 2. Consider different advertising mediums to increase the diversity of applicants applying for roles, including looking at our own student talent pool; 3. Improve the quality of our PGR applicant data to enable more fine-grained analysis of applicant backgrounds and target recruitment strategies accordingly 	
<p>Provide effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.</p>	<ul style="list-style-type: none"> • All staff receive both a corporate induction, led by key section leaders, and a role-specific induction, led by their hiring manager. All staff complete the staff development programme, including an 'introduction to research at Roehampton' session tailored to staff in research positions. • All new staff are allocated a research mentor as well as an informal "buddy". • Research Leads have oversight of research culture and expectations within Departments/Schools. • Research Students attend either an October, April, or January induction. 	<p>The University will take the following steps, within six months of this action plan's approval:</p> <ol style="list-style-type: none"> 1. HR will work with Learning and Teaching to review the researcher induction to ensure it is fit for purpose, taking into account needs identified above e.g. research integrity training; 2. The Graduate School will continue to review PGR induction every 	<ol style="list-style-type: none"> 1. CROS, PRILS results indicate researchers have the support and information needed at induction, with 2021 results providing a baseline. 2. 2021 PRES results improve on 2020 results for 'understanding responsibilities' (81% satisfaction) and 'professional development' (74% satisfaction)

		year to ensure it is fit for purpose.	
Recognition is clear, transparent, and merit-based, with reward and promotion pathways that recognise the full range of researchers' contributions, and the diversity of personal circumstances.	<ul style="list-style-type: none"> The University's academic promotion process, available on the HR Portal, sets out expectations for each role and the promotion process. Academic promotion includes routes for promotion through professional practice and knowledge exchange, as well as research. Promotions criteria and processes are regularly reviewed and EIA carried out. Maternity/caring/personal circumstances are accounted for in promotions criteria. 	Within six months of this action plan's approval, HR will review how promotion panel feedback is communicated to candidates and Heads of Department to ensure concrete steps to achieve promotion are made clear.	<ol style="list-style-type: none"> Increase in number of researchers successfully achieving promotion at first attempt; Increase in researchers achieving promotion via KE and professional practice routes.
Ensure effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	<ul style="list-style-type: none"> Management training is provided to all new line managers by HR. Directors of Studies must have undertaken supervisor training, either at previous institutions, or Roehampton's own training course. Research mentors undertake mentoring training. 	<p>The University will take the following steps, within six months of this action plan's approval:</p> <ol style="list-style-type: none"> HR will provide management training to Principal Investigators and Research Leads who will be directly line managing staff as a result of a grant award. 	<ol style="list-style-type: none"> CROS and PIRLS results indicate researchers feel effectively supported by their line managers, supervisors, and senior researchers, with 2021 results providing a benchmark; PRES 2021 results maintain or improve on 2020 results for supervision (90% satisfaction)
Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and reports on progress.	<ul style="list-style-type: none"> The University has a low proportion of staff on fixed terms contracts, and does not employ staff on zero hours contracts. The University is conscious of repeat extensions to fixed term contracts and strives to avoid them where possible. 	<p>The University will, within one year of this action plan's approval, take the following steps:</p> <ol style="list-style-type: none"> Currently 10.9% of teaching-only staff are on fixed term contracts, a comparably low proportion when 	<ol style="list-style-type: none"> HR data indicates proportion of teaching-only staff on fixed-term contracts remains at current levels or lower. Staff on recurring fixed-term contracts are moved on to permanent

		<p>compared against the sector, and a proportion that has fallen from 15.1% in 2017. The University has been working to reduce the number of fixed term teaching contracts through moving staff onto permanent contracts where a business case can be made, and will continue to do so. However, we also recognise that some fixed term roles, for example research post-doctoral fellowships, are important pathways to permanent roles;</p> <ol style="list-style-type: none"> 2. The University will open out the workload assessments process to fixed-term staff to enable CV-building; 3. The University will explore what career support or advice can be offered to staff nearing the end of fixed-term contracts. 	<p>contracts whenever possible.</p>
<p>Consider researchers and their managers as key</p>	<ul style="list-style-type: none"> • The new Research and Knowledge Exchange enabling strategy was consulted 	<p>No action needed at this time</p>	

<p>stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making.</p>	<p>on with all staff through formal processes including staff town halls and Research Committee.</p> <ul style="list-style-type: none"> • All policies are scrutinised at Committee level. Heads of Department or School and senior research staff are represented on Research Committee. • Research students are represented on the Research Degrees Committee and through the Student Senate, which reports to Senate. 		
<p>Professional and career development: Professional and career development are integral to enabling researchers to develop their full potential</p>			
<p>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>	<ul style="list-style-type: none"> • All academic staff receive a 10% scholarship allowance. • Staff can apply for departmental funding to support attendance at conferences or other professional development events. • The Postgraduate Research Student annual conference provides opportunities for students to develop presentation skills and to showcase their research. • All PGRs have the opportunity to undertake formal teacher training through the SEDA intro to learning and teaching course, and this provides a pathway to AFHEA status. • The Graduate School is currently developing a PGR student engagement strategy which ensures all PGRs have teaching and other professional development opportunities. 	<p>The University will, within one year of this action plan's approval, take the following step:</p> <ol style="list-style-type: none"> 1. Following the implementation of the PGR student engagement strategy, the Graduate School will survey PGRs to assess fit for purpose. 	<ol style="list-style-type: none"> 1. CROS, PRILS results indicate researchers feel their professional development is adequately supported, with 2021 results providing a benchmark; 2. PRES 2021 results improve on 2020 outcomes for 'professional development' (74% satisfaction)
<p>Provide training, structured support, and time for</p>	<ul style="list-style-type: none"> • Managers are work-loaded for annual appraisals as part of their line 	<p>No action needed at this time</p>	

managers to engage in meaningful career development reviews with their researchers	<p>management responsibilities, and receive appraisal training.</p> <ul style="list-style-type: none"> • Research mentors receive workload time and training to support their mentees. 		
Ensure that researchers have access to professional advice on career management, across a breadth of careers.	<ul style="list-style-type: none"> • Career advice is provided via Heads of Department and Research Mentors. 	<p>The University will, within one year of this action plan's approval:</p> <ol style="list-style-type: none"> 1. explore whether Directors of Studies can be provided career advice training to enable better support for PGRs; 2. The Graduate School will ensure post-PhD and academic and professional career advice sessions are offered through RSDP; 3. Career advice and support, including CV building, will be offered to all researchers within 6 months of the end of a fixed-term contract. 	<ol style="list-style-type: none"> 1. CROS, PIRLS results indicate researchers feel better supported and equipped to enter the job market in their chosen field, with 2021 results providing a benchmark 2. PRES 2021 results improve on 2020 outcomes for 'professional development' (74% satisfaction)
Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	<ul style="list-style-type: none"> • Research staff are eligible for research and professional practice allocations which provide up to 40% of time plus sabbatical eligibility once every six semesters for staff on the sabbatical rota. • Departmental seminars provide opportunities for staff and research students to share work in progress. • The Research Office provides support to enable staff to develop research and 	No action needed at this time	

	<p>knowledge exchange bids, and to pursue knowledge exchange and impact-related activity.</p> <ul style="list-style-type: none"> • All academic staff have access to departmental funds to support conference attendance or other relevant opportunities. • Research students receive an annual conference attendance allocation, and are able to apply for targeted funds (for example Santander and Ede Ravenscroft funds). 		
<p>Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.</p>	<ul style="list-style-type: none"> • The unpaid leave policy and flexible working policy provides a mechanism for staff to request time off or reduce fractions to pursue other opportunities. • The Research and Knowledge Exchange Enabling Strategy explicitly acknowledges the value of knowledge exchange activity, which includes secondments, and the Research Office is developing an operational policy which will include identifying funding sources for such activity. 	<p>The University will, within one year of this action plan's approval, take the following steps:</p> <ol style="list-style-type: none"> 1. The Graduate School will expand current provisions for PhD interruption to include work experience and professional development opportunities, and work with departments to ensure PGRS are aware of opportunities; 2. The University will explore how existing HR and workload policies might be revised to enable the range of activity envisaged by the 	<ol style="list-style-type: none"> 1. 1CROS, PIRLS indicate researchers feel supported to pursue professional development and work experience opportunities, with 2021 results providing a benchmark; 2. PRES 2021 results improve on 2020 outcomes for 'professional development' (74% satisfaction); 3. Participation in activities described exceeds current benchmark as established through data collection exercise; researchers are support formally through workload arrangements

		<p>Enabling Strategy including consultancy, industry and other external placements, advisory roles, and creative practice. To facilitate this, the University will collect data on current levels of formal and informal consultancy/advisory roles, work placements, advocacy, third sector support etc, which will provide a benchmark for such activity</p>	<p>and recognition to carry out such activity</p>
<p>Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews.</p>	<ul style="list-style-type: none"> • The annual appraisal process and research plan includes consideration of professional development activities undertaken during the review period and requires that managers and those they manage identify ongoing professional development opportunities. • Research students identify training and professional development opportunities and needs in consultation with supervisory teams. 	<p>Within six months of this action plan's approval, the Graduate School will develop regular reports, drawn from the key milestones within the new PGR degrees regulations, which will enable analysis of professional and researcher development activities undertaken by our PGR cohort and identification of new opportunities.</p>	<p>Reporting indicates that PGRs are carrying out an increasing range of relevant professional development activity beyond teaching experience, with the outcomes of the degree milestones reporting for 20/21 providing a benchmark</p>