**Goldsmiths, University of London**

**Institutional context:** University of London in the City of London is a comprehensive, research-intensive university with an international reputation for academic excellence, teaching quality, and research. It is ranked in the top 400 universities globally and is known for its innovative and interdisciplinary research.

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

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<th>Environment and Culture</th>
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**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.**

### Environment and Culture

**Awareness and engagement**

- **Ensure all senior staff are aware of the Concordat.**
  - New Action: 2nd Quarter, 2025
  - New Action: 2nd Quarter, 2026
  - New Action: 2nd Quarter, 2027
  - New Action: 2nd Quarter, 2028
  - New Action: 2nd Quarter, 2029

**Engaging communications and engagement opportunities**

1. **Increase awareness of institutional and environment initiatives through the Early Career Researcher networks.**
   - Gaining Impact: 4th Quarter, 2025
   - Gaining Impact: 4th Quarter, 2026
   - Gaining Impact: 4th Quarter, 2027
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3. **Strengthen and support research staff networks by highlighting engagement opportunities and tools.**
   - Gaining Impact: 4th Quarter, 2025
   - Gaining Impact: 4th Quarter, 2026
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5. **Promote interdisciplinary networking and collaboration.**
   - Gaining Impact: 4th Quarter, 2025
   - Gaining Impact: 4th Quarter, 2026
   - Gaining Impact: 4th Quarter, 2027
   - Gaining Impact: 4th Quarter, 2028
   - Gaining Impact: 4th Quarter, 2029

**Organisational development**

- **Promotion and career development.**
  - New Action: 2nd Quarter, 2025
  - New Action: 2nd Quarter, 2026
  - New Action: 2nd Quarter, 2027
  - New Action: 2nd Quarter, 2028
  - New Action: 2nd Quarter, 2029

**Training and support**

- **Ensure all research staff are provided with training and support.**
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  - New Action: 2nd Quarter, 2027
  - New Action: 2nd Quarter, 2028
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**Monitoring and evaluation**

- **Monitor and evaluate the action plan.**
  - New Action: 2nd Quarter, 2025
  - New Action: 2nd Quarter, 2026
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<th>Date</th>
<th>Responsible Parties</th>
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<tbody>
<tr>
<td>1.1.1.1.1</td>
<td>Promote good mental health and wellbeing through the effective management of workplaces and people.</td>
<td>Carried Forward</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.1.1.2</td>
<td>Ensure managers of researches are effectively trained in relation to wellbeing and mental health.</td>
<td>Carried Forward</td>
<td></td>
<td></td>
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<tr>
<td>1.1.1.1.3</td>
<td>Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.</td>
<td>Carried Forward</td>
<td></td>
<td></td>
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<tr>
<td>1.1.1.1.4</td>
<td>Ensure managers consider fully flexible working requests and other appropriate arrangements to support researches.</td>
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<td></td>
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<tr>
<td>1.1.1.1.5</td>
<td>Ensure researchers take positive action towards maintaining, their wellbeing and mental health.</td>
<td>Carried Forward</td>
<td></td>
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<tr>
<td>1.1.2.1.1</td>
<td>Incorporate awareness of good practice on research integrity into rotating programme of researcher training.</td>
<td>Carried Forward</td>
<td></td>
<td></td>
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<tr>
<td>1.1.2.1.2</td>
<td>Ensure researchers report research integrity training.</td>
<td>Carried Forward</td>
<td></td>
<td></td>
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<tr>
<td>1.1.2.1.3</td>
<td>Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to discrimination, harassment and bullying.</td>
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<td></td>
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<td>1.1.2.1.4</td>
<td>Research Management Induction pack, signposting to relevant contacts and training procedure.</td>
<td>Carried Forward</td>
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<tr>
<td>1.1.2.1.5</td>
<td>Continue to promote awareness of 'Report+Support' as an accessible and responsive reporting portal for all staff in Goldsmiths (incl. researchers).</td>
<td>Carried Forward</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.2.1.6</td>
<td>Research and reporting pathways for discrimination, harassment, bullying, and research misconduct to be signposted alongside guidance on researchers' responsibility regarding a range of issues from discrimination, harassment, bullying, and research misconduct.</td>
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<td>1.1.2.1.7</td>
<td>Research, PI's; to participate in training on incorporating EDI principles into research activity.</td>
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<td>1.1.2.1.8</td>
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<tr>
<td>1.1.2.1.9</td>
<td>Promoting researcher Health, Wellbeing, &amp; Belonging</td>
<td>Carried Forward</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.2.2.1</td>
<td>1. Promote research health and wellbeing through engagement with internal initiatives such as the new Civic Volunteering Days, where researchers can take up to 3 days volunteering leave per year to give back to their community or causes important to them, within screening wellbeing and feelings of satisfaction and wellbeing. 2. Engaging researchers with health &amp; wellbeing and responding in need in time critical. Consult researchers on staff wellbeing, professional development, and employment policy through a series of specific stakeholder engagement survey and a comprehensive programme of action to address these areas in response to survey needs analysis, further integrating this HIRSIA activity and analysis with other QM activities.</td>
<td>Carried Forward</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.2.2.2</td>
<td>See Workload Allocation Model Action ([E]</td>
<td></td>
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</tbody>
</table>
**Research and Enterprise Committee (REC)**

- **1.** Increase researcher awareness of ethics and integrity best practices through training and support. 
  - 2. **New Action** | 1. Aug '25 | REC, RDO
  - 3. **New Action** | 1. Aug '25 | REC, RDO
  - 4. **New Action** | 1. Aug '25 | REC, RDO
  - 5. **New Action** | 1. Aug '25 | REC, RDO

**Promoting equitable opportunities and participation in industry-wide initiatives to promote research integrity**

- 1. Provide researcher engagement with UK Research Integrity Office training events and resources on the Researcher Development Hub and Training Calendar.
  - 2. **New Action** (success measure: attended training)
  - 2. **New Action** (success measure: attended training)

**Promoting researcher engagement across the wider research community**

- 1. Encourage all front line research support staff on principles of research integrity and supporting researchers to access and initiate reporting processes within the institution's research misconduct policy.

**Research Environment/Culture**

- 1. **New Action** | 1. Mar '25 | REC

**Promoting engagement with wellbeing initiatives**

- 1. CEDARS. 20% R-Only staff participation rate in CEDARS '25.
  - 2. Increased researcher engagement with wellbeing initiatives [metrics of ECI3 & ECM3].
  - 3. Increased researcher engagement with researcher training by 5% year on year [currently 567 attendees 23/24].

**Research Integrity Training**

- 1. Increased understanding of research integrity best practices through training. 66% of researchers indicate they have participated in research integrity training in CEDARS '25.
  - 2. Increased number of researchers indicating they are aware of a database to improve research integrity within the research and innovation system from 30% to 25%.
  - 3. Following intervention, survey results indicate 60% of respondents are familiar with the institution's mechanisms for reporting incidents of research misconduct.

**Research Support Staff**

- 1. **New Action** | 1. Oct '25 | REC

**Research Environment/Culture to be established as a recurring agenda item at termly Directors of Research meetings.**

- 1. Research Environment/Culture to be established as a recurring agenda item at termly Directors of Research meetings.
  - 2. Research Environment/Culture to be established as a recurring agenda item at Directors of Research meetings.

**Promoting Research Integrity through Training**

- 1. **New Action** | 1. Mar '25 | REC

**Wider Research Culture Initiatives**

- 1. Increased R-Only staff engagement with researcher training and wider research culture initiatives such as the Researcher Development Hub and Training Calendar.
  - 2. **New Action** (success measure: engaged in training)

**Recruitment and induction**

- 1. **New Action** | 1. Mar '25 | REC

**Supporting Best Practice in Research Ethics and Research Integrity**

- 1. Increase researcher awareness of ethics and integrity industry best practices through training and support. 

**Research Administration**

- 1. Increase researcher representation on Research & Enterprise Committee consistently filled throughout action cycle.
  - 2. **New Action** | 1. Mar '25 | Rec

**Promoting Realism and Fairness**

- 1. Encourage researcher engagement with research governance through direct emails promoting engagement to all R-Only staff and posts in the ECR Network.
  - 2. Reduction in the number of researchers indicating they are unaware of initiatives to improve research integrity within the research and innovation system from 30% to 25%.
  - 3. Following intervention, survey results indicate 60% of respondents are familiar with the institution's mechanisms for reporting incidents of research misconduct.

**Performance Improvement**

- 1. Encourage researcher engagement with research governance through direct emails promoting engagement to all R-Only staff and posts in the ECR Network.
  - 2. **New Action** | 1. Jul '24 | REC

**Promote research integrity**

- 1. **New Action** | 1. Aug '25 | REC

**Institutional Culture and Values**

- 1. **New Action** | 1. Aug '25 | REC, Pro-Warden
  - 2. **New Action** | 1. Aug '25 | REC, Pro-Warden

**RE4 Recognise and act on their role as key stakeholders within their institution and the wider academic community.**

- 1. Committee membership for an R-Only staff member currently 0% (target 5%)
  - 2. Committee membership for an R-Only staff member currently 0% (target 5%)

**ECM2**

- 1. **New Action** | 1. Oct '25 | REC, RDO

**ECM3**

- 1. **New Action** | 1. Oct '25 | REC, RDO

**ECI5 / ECM2**

- 1. **New Action** | 1. Oct '25 | REC, RDO

**ECF2**

- 1. **New Action** | 1. Oct '25 | REC, RDO

**ECR2**

- 1. **New Action** | 1. Oct '25 | REC, RDO
1. Training all new line managers in Recruitment and Selection to ensure fair and inclusive selection practices for new hires.  
2. Increase the number of new researchers with hiring responsibility in Recruitment and Selection Training.

**Resilient Inductions**

1. Pilot a college-wide researcher induction, highlighting relevant positions, research and knowledge exchange support, Researcher Development, Concordat commitments, and resources available to support researchers in their roles.  
2. Provide increased awareness of researcher roles and responsibilities to ensure fair and inclusive selection practices for new hires.

**Researcher Development Support in Research Teams**

1. Promote effective leadership support in research teams through Researcher Development Team, School Research Support, and Pre/Post-award Officers to collaboratively support Research Managers and ensure the inclusivity and diversity of the research environment.

**Programmes, Teams and Procedures**

1. Ensure the recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.  
2. Researcher Development Programme to build internal project management capacity by offering Research Project Management Training as part of recurring training opportunities.

**Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion, and retention of researchers**

1. Ensure that new researchers with hiring responsibility are included in Training and Selection Training.

**Managers promote clear and transparent recruitment, promotion, and retention policies relevant to their position**

1. Researcher Development Team to promote clear and transparent research, promotion, and retention policies relevant to their position.

**Researchers ensure that their work is in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding**

1. Research support staff to highlight codes of practice, institutional policies, and the terms and conditions of grant funding.

**Researchers undertake their reporting obligations and responsibilities**

1. Research Development Programme to build internal project management capacity by offering Research Project Management Training as part of recurring training opportunities.
1. Aug. '26
1. Increased researcher engagement with PDRs. 70% researcher PDR participation rate in CEDARS ‘25.

1. HoOD&W

1. Ongoing

26.2. 22/23: 30 Centrally funded PDR training & development review.

2. HoPOD, HoOD&W

1a. & 1b. 3. Researchers to complete the revised PDR process. Positive result in Staff Survey.

3. & 4. [Currently 49% & 95% respectively.]

2. HoOD&W

3. New Action

26.4. Managers identify and prioritise training and development needs in consultation with their researchers to ensure that they can manage researchers effectively and fulfill their duty of care.

5. Directors of Academic Affairs and HoOD&W

1. Ongoing

26.5. 3. Engage Researchers, PIs and Research Managers in consultation to review the PDR process and communication opportunities for engagement via Staff news, departmental communications, and social events.

1. HoOD&W

2023-2026

2. HoOD&W

1d. As consultation progresses, identify a deadline in consultation with researchers to adopt a model, drawing on other instances of best practice (where relevant).

1c. & 1d. Remaining departments confirm workload models have been adopted and implemented. Success evaluated through improved trends in CEDARS 26 & 27 respondent perception of fairness of 'Contacted Workload' & Fairness of 'Allocation of additional work beyond your contracted workload', as well as in free text responses which currently demonstrate wide time scarcity as the primary obstacle to improving the research culture.

1b. Pro-W Edu

1a. & 1b. 3. New Action

26.6. Managers undertake regular training and development to ensure that they can manage researchers effectively and fulfill their duty of care.

5. Directors of Academic Affairs and HoOD&W

1. Evaluation of the completion rates for research engaged in management training within the last two years in CEDARS survey.

1. New Action

26.7. Managers actively engage in regular constructive performance management with their researchers.

5. Directors of Academic Affairs and HoOD&W

1. Ongoing

2. Researcher Development Team to promote the consistent use of performance management tools in each department.

2. New Action

26.8. Researchers engage with performance management discussions and reviews with their managers.

5. Directors of Academic Affairs and HoOD&W

1. Ongoing

2. Performance Development Reviews at all research grant start-up meetings that contain budget for the employment of research staff.

2. New Action


4. Directors of Academic Affairs and HoOD&W


2. New Action

26.10. Managers ensure their PDR practice is embedded in all stages of the employment cycle.

4. Directors of Academic Affairs and HoOD&W

1. 1. Carried Forward

2. HoOD&W

1d. Findings to lead in the development of the subsequent 2026-2029 activity.

1. New Action

2. HoOD&W

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1. HoOD&W

1. Ongoing

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1. New Action

2. Researcher Development Team to promote the consistent use of performance management tools in each department.

2. New Action

26.11. Increased transparency, flexibility, and equity of researcher workload allocation through the adoption of workload models which meet the specific needs of each department. [Milestones below]

5. Directors of Academic Affairs and HoOD&W

1. Increased transparency, flexibility, and equity of researcher workload allocation through the adoption of workload models which meet the specific needs of each department. [Milestones below]

1. Ongoing

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**Supporting Diverse Researcher Careers**

1. Ensure that researchers have access to professional advice on career management, across a breadth of careers.

2. Researchers maintain an up-to-date professional career profile on Goldsmith's website. All researchers to be directly contacted and supported to update their profiles ensuring their expertise is highlighted on research profiles.

3a. Bid for external resource to support the development of an internal, cross-college research mentorship programme that supports researchers to develop mature research leadership skills.

3b. Develop existing research mentorship partnership with research development consultants, supporting annual cycles of ECR's from all 18 departments to access career support in developing research proposals.


**Career Development Training**

1. Support researcher to proactively plan and capacity-build to progress their research career through the provision of researcher career development training.

2. Researchers and researcher development team to be consulted in the creation and implementation of the revised PDR process.

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<td>2. New Action</td>
<td>Sept. '25</td>
<td>RDO</td>
<td>Support researcher development in the wider research system through 6 capacity building events in areas such as:</td>
</tr>
<tr>
<td>3. New Action</td>
<td>Dec. '25</td>
<td>RDO</td>
<td>Co-developed strategies for improving the research environment, working conditions, and culture for practice researchers engaged with external bodies and incorporated into internal sector-year generation.</td>
</tr>
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<td>4. New Action</td>
<td>Aug. '26</td>
<td>SRKEM, DRKE</td>
<td>Year-on-year increase of applications received, and increased engagement between practice researchers and institutional research infrastructure.</td>
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<td>5. New Action</td>
<td>Aug. '25</td>
<td>DRKE</td>
<td>Policy Development</td>
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<tr>
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Further hyperlinks and supplementary information (more rows can be added):

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