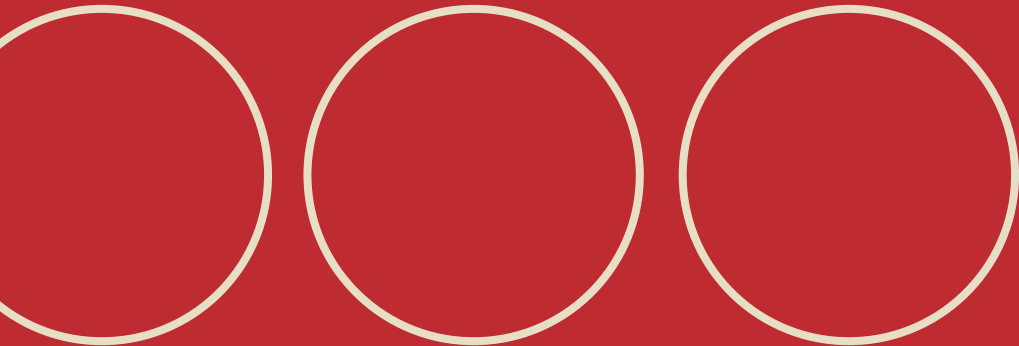


# Research Environment and Culture

## Implementation Plan 2025-26



Focus	Strategic aim	Action / initiative / project	Responsible	Outputs	Outcomes	Measures of success
Priority area	What are we aiming to achieve?	What action / initiative / project will support this?	Who is responsible for overseeing the delivery of the initiative or action?	What outputs or deliverables will be generated as a result of this action or initiative?	What outcomes will the generation of these outputs or deliverables lead to?	How will we know whether the action or initiative has been successful? What measurements will we put in place and who monitors these?
Promoting openness and transparency in how we work	Promote and increase uptake of open research practices, including open sharing of research information	<p><u>Ongoing activities</u></p> <ol style="list-style-type: none"> <li>1. Provide an Institutional Open Access publication service</li> <li>2. Provide an Institutional Research Data publication service</li> <li>3. Support external parties in finding, accessing and using UoB research datasets</li> <li>4. Provide inclusive open research training opportunities for staff, students and wider communities</li> <li>5. Maintain Institutional <a href="#">Open Research Policy</a> and introduce new Policies as required</li> <li>6. Promote and embed Open Research Policy, steered through Open Research Working Group and <a href="#">Research Culture Committee</a></li> <li>7. Continue to engage with and work alongside UKRN, for example by supporting our local UKRN Open Research networks</li> </ol> <p><u>Time-limited activities</u></p> <ol style="list-style-type: none"> <li>8. Develop a Co-production Open Research policy, via community support and engagement</li> <li>9. DRI Board task and finish group with representation from Library, IT and DREI to improve Research data storage practice</li> <li>10. Define the University's institutional approach to embedding openness in research information, in line with our commitment as a signatory to the Barcelona Declaration</li> <li>11. Develop a clear commitment and roadmap for making openness the default for research information we use and produce, enabling interoperable systems and supporting sustainable infrastructures</li> </ol>	<p><a href="#">Emilie Lavallee-Funston</a></p> <p><a href="#">Stephen Gray</a></p>	<ol style="list-style-type: none"> <li>1. Staff and students attend open research training</li> <li>2. Staff and students engage in open research practices</li> <li>3. New open research policy on co-production is produced</li> <li>4. Roadmap for embedding openness in research information is developed</li> <li>5. The UKRN local networks move towards a more diverse, active and sustainable community as UKRN evolves</li> </ol>	<ol style="list-style-type: none"> <li>1. Greater percentage of research outputs are published open access</li> <li>2. Greater percentage of research datasets are made available as FAIR data</li> <li>3. Greater percentage of UoB research datasets are accessed and impact recorded</li> <li>4. Raised awareness of Open Research practices in our research communities</li> <li>5. The UKRN local networks evolve towards a more diverse, active and sustainable communities</li> <li>6. Open publication of Coproduction open research policy</li> <li>7. Development of a clear plan for the future of research data storage across the institution</li> <li>8. Agreed institutional approach to making openness the default for research information we use and produce</li> <li>9. Publish agreed institutional commitment to Open Research Information</li> </ol>	<ol style="list-style-type: none"> <li>1. Percentage of research outputs published open access</li> <li>2. Percentage of research datasets made available as FAIR data</li> <li>3. Percentage of UoB articles with a data availability statement</li> <li>4. Percentage of UoB datasets accessed and cited</li> <li>5. Results of periodic surveys / completion rates of UoB open research training module on Develop</li> <li>6. Periodic surveys /enrolments show increased awareness and membership of UKRN local network</li> <li>7. Ongoing mechanism for the open publication of Research Information</li> </ol>

**Promoting openness and transparency in how we work**

Promote and increase uptake of open and transparent communication and decision making

1. Summarise the work of [Research Culture Committee](#) across the year and communicate this in an accessible and engaging format (both internally and externally)
2. Continue to publish minutes of Research Culture Committee and associated groups online
3. Continue to publish information about Research Culture Committee (its membership and purpose) online both internally and externally
4. Review structure of sharepoint and links from/to external pages on research culture to improve the ease of finding information
5. Review externally facing pages that are relevant to research culture to ensure key contacts and their information are published and provide higher levels of transparency
6. Develop strategy for regular and engaging communications about research culture programme of work via existing or new mechanisms (SharePoint, webpages, blog), through consulting key experts and stakeholders
7. Develop ways of working with central communications teams and faculty contacts to embed research culture into researcher stories and raise awareness

[Yasmine Rhoseyn](#)

1. Summary of Research Culture Committee activity to be published on internal and external platforms
2. [Research Staff Reps](#) attending and engaging with Research Staff Reps Committee
3. Co-chairs of Research Staff Reps Committee attending and engaging with Research Staff Reps
4. Research Staff Working Group proactively discussing and working to resolve barriers to good research culture for P2 staff
5. Communications are clear, regular and engaging
6. Internal funding schemes incorporate sustainability considerations as a requirement for applicants

Increased awareness of and engagement with institutional decision making

Increased feelings of empowerment and ability to promote change across research culture governance structures

Increased understanding and awareness of research culture activity and its importance across UoB

1. User engagement data with platforms where summaries of Research Culture Committee updates are published
2. Number of Research Staff Reps
3. Attendance numbers at Research Staff Reps Committee
4. Attendance numbers at Research Staff Working Group
5. Number of barriers/issues discussed and worked on at Research Staff Working Group
6. Engagement data with research culture communications

**Empowering staff and students through effective leadership and management at all levels**

<p>Improve leadership behaviours and capabilities</p>	<ol style="list-style-type: none"> <li>1. Embed <a href="#">Leadership Ethos</a> toolkit into leadership development offering for staff</li> <li>2. Develop an approach to how the 360 tool can be used across the University and made more widely available as part of a package of support</li> <li>3. Share project learnings and benefits with wider sector</li> </ol>	<p><a href="#">Emily Pitt</a></p>	<ol style="list-style-type: none"> <li>1. Embed Leadership Ethos in University leadership development offering</li> <li>2. Increased awareness of Leadership Ethos as one framework for leadership among research community</li> <li>3. Deploy 360 tool to support engagement in self-reflection and development</li> <li>4. Work with BDC team to see how Leadership Ethos toolkit could be beneficial for PGR development programmes</li> </ol>	<p>Increased leadership skills across UoB</p> <p>Shared expectations of good leadership behaviours</p>	<ol style="list-style-type: none"> <li>1. Engagement with Leadership Ethos resource (webpage views, gauge downloads, feedback contacts)</li> <li>2. One case study or story per behaviour gathered from the community and published on the webpages</li> <li>3. Self-reported impact and behavioural change from those engaging with leadership ethos toolkit via existing mechanisms (360s, programmes)</li> <li>4. Share learnings from embedding the toolkit within leadership development offering via some sectoral forum</li> </ol>
<p>Improve support for researchers and research professionals through line management and wider UoB structures</p>	<ol style="list-style-type: none"> <li>1. Monitor implementation of Research Leave policy by Schools across the University and understand barriers to adoption</li> <li>1. Work with <a href="#">Research Staff Reps</a> via Research Staff Reps Committee, <a href="#">Concordat Champions</a> via Forum and Research Staff Working Group to ensure P2 staff have continued opportunity, and are empowered to address and reduce barriers to good research culture and environment, and that their progress is published online</li> <li>2. Continue discussions with Research Professionals via Research Professionals Network about opportunities for support and collaboration and barriers to good culture this group is facing</li> <li>3. Meet and discuss with schools and their communities the key areas of strength and good practice, as well as the challenges they are facing at their local level</li> </ol>	<p><a href="#">Yasmine Rhoseyn</a></p> <p><a href="#">Daniela Schmidt</a></p>	<ol style="list-style-type: none"> <li>1. Monitor implementation of Research Leave policy by Schools across the University</li> <li>2. Work with Schools happens where there are barriers to adoption to understand challenges and help to take steps to address these where possible</li> <li>3. Researcher Staff Reps and Concordat Champions meet through their respective groups and feed upwards to Research Staff Working Group to work to resolve problems and share good practice</li> <li>4. Meetings take place between research culture team and Schools</li> </ol>	<p>More effective workload management, and increased quality research and enterprise time</p> <p>Sense of empowerment among Researcher Staff Reps and Concordat Champions that they can affect change across the institution</p> <p>A greater level and depth of understanding of barriers to research culture at the local level and links for collaboration to address these between central and local teams</p>	<ol style="list-style-type: none"> <li>1. Proportion of Schools that have a research leave policy</li> <li>2. Positive responses from research staff via Staff Survey to questions about support from immediate line manager for career development, and about satisfaction with opportunities to learn and develop</li> <li>3. Researcher Staff Reps and Concordat Champions can identify and evidence areas where they have contributed to a positive change in terms of research culture</li> <li>4. Research culture team has met with 50% of Schools by July 2026</li> </ol>

**Providing a range of stable career opportunities for those involved in research**

Increase dialogue and review existing career development, stability and progression for research relevant staff

1. Review uptake of guidance for Pathway 2 researchers to be hired on appropriate grading (I vs. J)
2. Discuss and review pay differences for technical staff and rationale for appointment to different grades
3. Review redeployment data to assess continued functioning of this process a) as a mechanism to retain and redeploy talent, and b) the support provided to staff during this process
4. Be involved in National Precarity Working Group (led by University of Nottingham)

[Matthew Ellis](#)

[Rachel Shimeld](#)

[Yasmine Rhoseyn](#)

1. Pathway 2 researchers hired on appropriate grade with pathways to promotion
2. Redeployment pool supports staff effectively

Researchers and research professionals feel supported and valued at UoB

1. Number of Pathway 2 researchers hired on appropriate grades
2. Redeployment data demonstrates the process results in successful redeployment
3. Staff feel supported through redeployment
4. UoB is involved in sector conversations around precarity and solutions

Improve engagement with and uptake of career development opportunities and support

1. Monitor engagement with CPD opportunities
2. Monitor uptake of CPD guidance
3. Monitor uptake of guidance on P2 teaching
4. Work with [Concordat Champions](#) to ensure Concordat for Researcher Development is promoted, engaged with and practices are aligned across the institution
5. Discuss with [People Development](#) opportunities to further highlight career development pathways available to staff and working to increase visibility of opportunities and ease of access at Bristol
6. APVC PGR to co-develop and pilot a training unit addressing the development of industry skills and capabilities for PGR students to increase employability and career prospects beyond academia (BRIDGE project)

[Claudia Gumm](#)

[Lydia Klimecki](#)

1. Increased engagement with and uptake of CPD opportunities
2. More consistent and equitable approaches to P2 teaching activities
3. Increased awareness of, and engagement with researcher development concordat
4. Increased engagement from Concordat Champions
5. Increased attendance and engagement in Concordat Champions Forum
6. Phase 1 of BRIDGE project is completed

Increased uptake of CPD activity, including teaching among P2 staff

Increased awareness of the importance of the concordat for researcher development

Increased support and influence at the local level for the concordat

Increased community of PGRs attending industry and cohort events

1. Number of Schools with mechanisms in place to support CPD activities
2. Number of grants that include costs to support CPD activities (other than e.g. conference attendance)
3. Proportion of Schools that centrally advertise and record teaching opportunities available for P2 staff
4. Number of Concordat Champions
5. Attendance at / engagement with Concordat Champions Forum
6. PGR students have a greater sense of awareness and recognition of the multiple successful outcomes of doctoral training (breaking stigma that leaving academia for other research roles is a "second choice")

**Embedding diversity in research and those involved in research**

Increase diversity of PIs and others involved in research

1. Launch task and finish group to look at how we can increase the professional diversity of project leads, including the barriers and opportunities at UoB
2. Engage with URKI to start a discussion with funders on increasing the professional diversity of Project Leads
3. Continue to promote the recognition of technical staff, aligned with the technician commitment and work of strategic technical leaders group. Continue to further understanding of and encouraging the research activities of Professional Services staff

[Daniela Schmidt](#)  
[Caroline Jarrett](#)  
[Caroline McKinnon](#)

1. Increased diversity of Project Leads on grants
2. Increased professional diversity of Project Leads on grants

Wider range of staff leading on research projects

1. Number and percentage of grant applications by job family (non academic-staff)
2. Number and percentage of grant applications by EDI data (e.g., age, sex, disability and ethnicity)
3. Engagement of [Research Staff Reps](#) with existing governance structures e.g. Research Staff Reps Committee
4. Increased awareness of technician commitment across the institution
5. Greater awareness of Professional Services staff who are conducting research and the value in this, encouraging engagement from others

Increase inclusivity and diversity of research practices

1. Embed [Inclusive Research Hub](#), targeting groups to raise engagement and embed in processes including [Division of Research, Enterprise and Innovation \(DREI\)](#) and [Bristol Doctoral College \(BDC\)](#), to ultimately increase engagement with the hub from those in early stages of research development and PGR students respectively
2. Work with/through workplace culture and inclusion strategic review group to tackle barriers to positive research culture being raised by faculties
3. Continue to roll out [Stand Up Speak Out](#) bystander training with research groups
4. [Bristol Doctoral College](#) to consider and review support provided to PGR networks for specific student groups e.g. Mature PGRs, Parents and Carers, Neurodivergent PGRs

[Caroline McKinnon](#)

1. Inclusive Research Hub well recognised and signposted by UoB staff within DREI and BDC
2. Sharing of the Hub with the sector
3. Research groups are trained in being an active bystander and addressing unacceptable behaviour within their environment
4. Networks are supported appropriately by BDC

More inclusive research practices embedded within our research activity

Staff feel equipped to address unacceptable behaviour and foster a positive culture

PGRs feel supported through relevant networks

1. User engagement data from website for Inclusive Research Hub
  2. Qualitative/ anecdotal evidence of engagement with Hub
  3. Submission of case studies to Hub
1. Survey data from research groups who have participated in the Stand Up Speak Out training on specific questions around research culture:
    - Confidence to challenge unacceptable behaviour
    - Understanding of how psychological safety contributes towards a positive and inclusive research culture
    - Qualitative data about applying learnings to improve research culture in their own area
  2. PGR Networks are sustained through support from BDC, and where relevant, GW4

**Encouraging internal and external collaboration and fostering innovative approaches**

<p>Promote and embed collaborative working practices within UoB</p>	<ol style="list-style-type: none"> <li>Promote and embed <a href="#">Working Well Together</a> resource across UoB, through direct engagement with groups, development of introductory course and through funding/signposting mechanisms within the University e.g. post-award</li> <li>Explore how Working Well Together resource could be useful and applicable to GW4 institutions</li> <li>Embed principles of the <a href="#">Africa Charter</a> for Transformative Research Collaborations through development of open training module for staff and hub to sustain community of practice</li> <li>Continue to develop interdisciplinary community space to focus on research ideas for researchers who identify as queer or conduct research around LGBT+ themes across institutions in the South West</li> <li>Work closely with URIs on collaborative research within UoB and how we work with partners, drawing on experience of URIs to take best practice and embed good research culture</li> <li>Work closely with Campus Division to support spaces for research collaboration</li> </ol>	<p><a href="#">Claudia Gumm</a> <a href="#">Debbie Watson</a></p>	<ol style="list-style-type: none"> <li>Working Well Together resource has been used by new groups and embedded in research working practices</li> <li>Training module on the Africa Charter is launched on Develop</li> <li>Content on the Africa Charter is updated on the <a href="#">Inclusive Research Hub</a></li> <li>A virtual hub (teams or sharepoint) is created to connect staff and sustain community of practice around transformative research partnerships with Africa</li> <li>Research sessions that foster connection, and collaboration, each hosted at a different South West institution and mentor partnerships developed</li> <li>Collaborative working across URIs and best practice for working with partners shared</li> <li>Ways of working with Campus Division established</li> </ol>	<ol style="list-style-type: none"> <li>Awareness of effective approaches to teamworking</li> <li>Research teams feel empowered to create their own positive culture</li> <li>Staff are better equipped to establish and manage equitable, transformative research partnerships with Africa-based collaborators</li> <li>Queer researchers are able to collaborate with other researchers at institutions within the South West and have a research community that includes diverse exchange of ideas</li> </ol>	<ol style="list-style-type: none"> <li>User engagement data with Working Well Together resource website</li> <li>Case studies of benefits of WWT resource to working practices</li> <li>Engagement data with Develop training module on research partnerships with Africa-based collaborators</li> <li>Survey data from queer researchers collected throughout lifecycle of project</li> <li>Production of a collected volume on importance of community and connections for queer researchers that is published in relevant location</li> <li>Mentoring scheme data from queer researchers</li> </ol>
<p>Increase collaboration, community and transparency within the HE sector for research culture</p>	<ol style="list-style-type: none"> <li>Participate in sectoral activities: <ul style="list-style-type: none"> <li>research culture enablers network (sector wide, led by Warwick)</li> <li>international consortium for research culture (led by Warwick, Stellenbosch and Monash)</li> <li>work to reshape role of research professionals (led by Teesside, Imperial, Warwick and Durham)</li> <li>national precarity working group/network</li> <li>other work as it arises</li> </ul> </li> <li>Share outputs of culture programme with sector</li> <li>Work closely with GW4 including supporting 're-culture' programme</li> <li>Work with global engagement team on removing barriers and ensuring good practice in civil activity and opportunities to learn and share best practice across UoB and within the HE sector</li> </ol>	<p><a href="#">Caroline McKinnon</a></p>	<ol style="list-style-type: none"> <li>UoB works collaboratively with other institutions and has a voice within sector discussions</li> <li>There is increased awareness of the work UoB is undertaking to improve research culture</li> <li>Increased collaborative working with GW4 central teams and among GW4 institutions</li> <li>Increased working with global engagement team</li> </ol>	<p>Increased mutual learning and sharing of effective practice across the sector</p> <p>Increased connections and collaborative working for UoB</p>	<ol style="list-style-type: none"> <li>Number of events, workshops or groups attended (e.g., International Research Culture Conference) by members of <a href="#">Research Culture Committee</a></li> <li>Next steps/outputs generated through attendance of groups by members of Research Culture Committee</li> <li>Number of outputs shared by Research Culture Committee via conferences or other means of sharing</li> </ol>

**Additional activities**

Evaluate practice and building an evidence base for research culture change

1. Conduct reflective activities with a current strategic research culture initiative
2. Support a new research culture initiative to design and implement a robust evaluation
3. Using the above, develop a set of recommendations and proposed operating model to embed robust evidence and evaluation practices into research culture initiatives at Bristol

[Yasmine Rhoseyn](#)

1. A Develop module to signpost and raise awareness of existing support structures within the Bristol research community to strengthen cultural change initiatives
2. A set of recommendations and a proposed operating model to underpin business case to sustain the embedding of robust evidence and evaluation practices into research culture initiatives at Bristol

Culture change work adopts an evidence-informed approach and embeds robust evaluations, which maximises benefits of initiatives for internal community, and contributes towards a more reliable and transparent evidence base for the sector

1. Self-report data from culture project leads involved on changes in evaluative practice and usefulness of the support
2. Engagement data with Develop module
3. Qualitative data generated via follow ups with initiative leads within 12 months
4. Measurement of whether recommendations have been embedded in institutional practice

Strengthen governance, accountability and evidence frameworks to embed responsible and sustainable research practices.

1. Develop and implement a CoARA Action Plan to embed responsible, transparent and inclusive approaches to research assessment
2. Embed sustainability considerations into internal funding processes through collaboration with [University Research Institutes](#) (URIs) as key internal funders
3. Develop and implement a layered monitoring and reporting framework for research concordats and agreements

[Helen Young](#)

[Yasmine Rhoseyn](#)

1. Responsible Research Assessment Working Group established (Nov 2025); Draft CoARA Action Plan developed (Feb 2026); Final Action Plan approved and published (May 2026)
2. Sustainability section is included within internal funding applications and associated guidance
3. List of concordats and agreements within [Research Culture Committee](#) (RCC) oversight agreed and leads confirmed; layered monitoring framework designed and approved by RCC; Pilot dashboard and first annual summary report to University Research Committee produced

A clear institutional framework established for responsible research assessment, improving transparency, fairness and inclusivity in evaluation practices and ensuring alignment with national and international reform agendas

Enhanced sustainable practice, transparency and institutional assurance

1. CoARA Action Plan published, providing an agreed institutional framework to guide and evidence incremental progress in responsible research assessment over the next five years
2. Proportion of internal funding schemes that include sustainability criteria and guidance
3. Monitoring framework established and operational, providing clear ownership, visibility and assurance across all research concordats and agreements, and reducing duplication in reporting

## Collaborate with us

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Find out more about research culture at Bristol via our website

**[www.bristol.ac.uk/research/environment](http://www.bristol.ac.uk/research/environment)**

and the **[Research Culture Blog](#)**

