Theme	Ref.	Objective	Action	Measure
Visibility Ensure that technicians within the organisation are identifiable and that the contribution of technicians is visible within and beyond the institution	1.1	To create a community of technicians that will raise the visibility of staff in technical roles across the entire University	We will create a vibrant 'Technicians Network' We will develop regular communications and incentives to ensure meetings are well attended	Quarterly network meetings that are established within the technical community A regular e-zine for technicians will be distributed and made available to the wider university population
	1.2	To develop an expectation that technicians who have contributed to research outputs will receive suitable recognition, including as co-authors where appropriate	We will set up a task and finish group to explore best practice in this area and make recommendation to be considered across the University	% Of technicians appearing on papers will increase following the work of the T&F group
	1.3	To develop an expectation that technicians who have contributed to teaching excellence and innovation will receive suitable recognition	We will continue to engage technicians in work aligned to Curriculum 2021 and parallel development initiatives such as the Learning & Teaching Symposia	Technical representation within the 2018-19 Learning & Teaching Symposia and within course teams as part of C2021
	1.4	To provide excellent data analysis on technical roles in order to embed technical staff within institutional workforce planning processes	We will improve the reporting functionality and access to data by working with the HR systems team and interrogating new reporting software We will use enhanced data analysis to perform detailed workforce planning reports for leaders of the technical community	Data presented back to faculties for workforce planning by early 2019 and then on an iterative basis in line with University planning cycle
	1.5	To ensure that the technical community's views are formally represented at the highest leadership level within the institution	We will nominate a member of the senior leadership team to be the 'Technicians Lead' - to act as the central point of advocacy and to publicly highlight and acknowledge the importance of the technical community to our core strategic objectives	SMT agree first nomination and expectation for nomination on a rolling basis is agreed
	1.6	To raise the visibility of technical careers across the Liverpool City Region and the North West of England.	We will continue to support the renowned outreach programmes performed by technical staff into schools and colleges across the local region.	5 outreach visits performed each academic year.

	1.7	To increase understanding of the contribution and impact that technical roles have towards the University meeting its strategic goals	We will develop internal marketing of technicians' case studies and videos and make them available to all staff. We will create and maintain a technical staff e-zine with continued emphasis on technical staff biographies, achievements and professional profiles We will create and maintain a Technicians Hub (intranet site) and related social media	Monitoring of website page hits for the first six month period and communicating regularly to maintain momentum thereafter.
Recognition Support technicians to gain recognition through professional registration	2.1	To increase the awareness and take up of professional registration by the technical community	We will continue to regularly communicate the opportunity to become professionally registered to technical staff and encourage engagement with relevant PSRBs – highlighting the career and development benefits of registration We will explore options around funding the fees of professional registration for the first year to all technicians that apply	A 50% increase in the uptake of professional registration across all faculties.
	2.2	To provide internal recognition to technicians and the work they do for the University	We will launch the 'Technician of the year' award at our annual Staff Awards and consult on the development of additional awards, including for technical teams and for expertise in technical teaching We will set an expectation that technicians will be allowed time to attend the graduation of both undergraduate and postgraduate students We will encourage technicians to participate in learning and teaching fellowships We will encourage technicians to put themselves forward for exceptional achievement awards under or annual pay review process	Submissions for the award being put to the committee from all areas of the University Further award agreed e.g. for Technical team of the year A recorded increase of Technicians being present at Graduation in 2019 Applications from technical roles for L&T Fellowships and successful award Increase in the number of technicians securing an award
	2.3	To give recognition for the teaching and research aspects of technical roles and support these to develop	We will encourage participation from technicians in UKPSF accredited teaching programmes, working with line-	100% increase in Technicians attending and completing the

			managers and PIs to negotiate appropriate development time We will recognise the contribution of technicians to research within the development of the 'Cradle to Chair' framework and within the Concordat monitoring process	Foundations of Learning and Teaching in Higher education (FLTHE) Technical roles factored into planning and discussions of the Concordat Steering Group
	2.4	To increase the awareness and recognition of the pastoral role technicians play with the student body	We will continue to collaborate with external partners to initiate a nationwide survey of the mental health support provided by technicians We will promote the mental health first aid development to all technicians.	An 20% increase across all technical roles in mental health cpd.
Career Development Enable career progression opportunities for technicians through the provision of clear, documented career pathways	3.1	To support technicians career development by allowing equal access to development regardless of contract or employment status	We will create an expectation in relation to allowing grant funded technical staff time to participate in development. A task and finish group will be asked to find examples of best practice, clarify any challenges and make recommendations on this and related issues	A 100% increase in grant funded technical staff attending development activities
	3.2	To empower technicians to support the enhancement of their knowledge, skills and career development	We will establish a peer-to-peer development series specifically designed and delivered by the technical community	6 workshops developed and delivered by the end of 2019
	3.4	To enable enhanced career development opportunities through teaching excellence	We will ensure technicians have access to relevant UKPSF accredited qualifications through The Academy	Technical staff gaining professional recognition for their contribution to teaching and the support of learning
	3.5	To clarify existing opportunities for career progression for all technical staff	We will communicate wide-ranging development opportunities to technicians via a newly created digital Technicians Hub.	Examples of staff being successful in applying for roles of a higher grade following development
	3.6	To explore the current roles, contracts and professional career pathways of technical staff to enable enhanced transparency, consistency and career planning	We will scope a time-limited project focused on the analysis of technical roles, contracts, grades and career pathways, with the intention of making clear recommendations regarding the future of technical posts	A report to be produced with key recommendations to be considered by SMT

	3.7	To create funding opportunities to support both internal and external development	We will explore the establishment of a technician's development fund that could be bid for by technicians to enable outside development activities.	Internal and external development appropriately funded through a transparent and equitable process
Sustainability Ensure the future sustainability of technical skills across the organisation and that technical expertise is fully utilised	4.1	To enhance clarity and transparency of the technical workforce to enable effective workforce planning for technical roles	We will aim to strategically use apprenticeships (and the Skills Levy) in our workforce planning to ensure clear succession routes are designed and implemented	New apprenticeships placed into areas identified as priorities for succession planning. Numbers to be confirmed following analysis
	4.2	To create opportunities for technicians to work across departments to further enhance their knowledge and skills.	To use the Technicians Hub to showcase good practice and to enable people on different campuses to network We will increase the awareness of secondment/placement programmes for technical staff to develop new skills	An increase in technical development events across the University The utilisation of shadowing and placements as part of the development of technical staff
	4.3	To identify future leaders within the technical community and to develop their talent	We will increase leadership development opportunities targeted at technicians, to increase the numbers of technicians engaging in the development of effective leadership and management attributes and behaviours	A 20% increase in technicians engaging in leadership programmes and opportunities offered by The Academy
	4.4	To promote technical career opportunities to our graduates and postgraduates	We will work with our careers and employability teams to enable students to gain experience in our working environments	A 20% increase in the amount of students doing work experience in technical roles
	4.5	To investigate ways to enhance the technical skills of people outside of the University but within the Liverpool City Region	We will look into the use of our Skills Levy to enable outside organisations to upskill their own technical workforce – ensuring we maximise the benefits to our internal teams, not least in terms of knowledge exchange and networking	A feasibility report to be produced within the 1st year of the action plan
	4.6	To analyse equality and diversity data with a view to increase under-represented groups into technical roles	We will explore further outreach activities and targeted recruitment to under-represented groups by linking in with our workforce planning strategy. This will be aligned with other relevant institutional activities e.g. Athena Swan	A short term increase in targeted recruitment to under-represented groups

				A long term visible change in workforce demographics