

Principle 1: Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.

Principle 2: Researchers are recognised and valued by their employing organisation as an essential part of their organisation's human resources and a key component of their overall strategy to develop and deliver world-class research.

Principle 3: Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.

Principle 4: The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.

Principle 5: Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development and lifelong learning.

Principle 6: Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.

Principle 7: The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK.

Concordat clause, existing activity and new action(s) 2019-2021	Lead	Success measure	Review date	Updated activity (RAG) Red - Action needs attention. Amber – Action not completed or only part completed with a carry forward to future action plan. Green –
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A review of all fixed term contracts will follow with focus groups with PIs and research staff. Adjustments will be made

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<p>New Actions:</p> <p>The new revised Concordat will be taken to all the relevant research committees at Department and Faculty level. The Researcher reps on these committees will gather feedback and through a working group, to include the <u>Research Staff Association</u>, inform CIG of any changes necessary to update Lancaster’s Code of Practice (CoP) for Research Staff. The working group to ensure all <u>Concordat</u> changes are reflected in the CoP, and that it is still fit for purpose, this may involve a broader set of stakeholders.</p>	<p>Organisational Developer (Research and Academic) / RSA Executive</p>	<p>Clear understanding and usage of the updated <u>Concordat</u> and the refreshed <u>Code of Practice</u>. Measured through Research Staff Survey feedback and feedback gathered as part of research support programmes. Explicit questions on induction check sheet to ensure information is being made available to all new research staff and researcher managers. 90% of all new researchers to be aware of Concordat and CoP.</p>	<p>May 2020</p>	<p>Working group (researchers, RSO, Faculty resources manager) met three times to look at various aspects of the CoP and welcomed the new Code of Practice as a useful working document.</p> <p>The induction check sheets used by all new starters and their managers makes explicit reference to the Concordat.</p> <p>CEDARS 2020 data shows a good awareness of the concordat. 24% say they have never heard of Concordat. Not target but a good starting point.</p> <p>No data/feedback for CoP, as not asked as specific question. CoP is linked directly from all information related to Concordat and for future measures we will combine these.</p>

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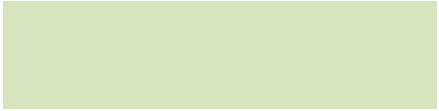
New Actions

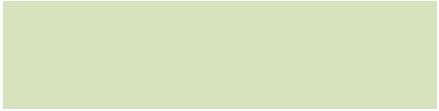
Ensure all researchers are offered career support including PDRs, access to training (included in contracted working hours), access to subject-specific career development workshops (included in contracted working hours).

Concordat
Implementation
Group

90% of all eligible research staff to have had PDRs by the end of the 2021 cycle

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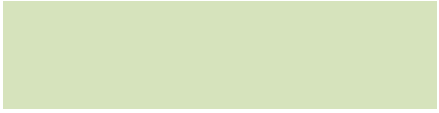




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New Actions: See C3.1 (Prosper) See C3.2 (Abintegro)				
New Actions: See B2.1 (CoP) See C3.2 (Abintegro) See C3.4 (Intranet) See C3.6 (Cohort Induction)				

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<p>New Actions: New cohort style induction for all new Researchers to launch Sept 2019. This is in addition to the departmental and faculty inductions currently in place. This workshop will raise the awareness of; the Concordat; the Code of Practice; the support and development available to them at Lancaster and how they access it.</p>	Organisational Developer (Research and Academic) and Head of Research Quality and Policy	<p>90% of all new researchers to have attended induction programme within 6 months of starting.</p> <p>Positive feedback following programme, from participants and departments.</p>	Annually September	<p>70% attendance reported of those eligible. Based on new (researchers) starters in the period against the number of attendees. COVID-19 interrupted the delivery of the full programme. Induction was moved to an online event and follow up online workshops. Participants appreciated that we had moved this induction online, a high proportion of those attending, were not geographically located near Lancaster and this method of delivery allowed them to attend and experience the networking opportunity not normally available to them. Positive feedback was attained. As this needs continued monitoring, additional feedback will be gathered as part of 'new starter' questionnaire to all staff new starters. Including an explicit question on awareness of the Researcher Development Concordat.</p>

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<p>New Actions: Researchers to be encouraged to access the new <u>Lancaster internal coaching bank</u> for additional personal and career development support.</p>	Organisational Developer (Professional Services)	Applications for and access to the central coaching bank is reported annually. (1% of take up by research staff)	Annually July	2019-2020 9% increase in use of coaching bank by researchers and 2020-2021 a 2% increase. Now that the research community (including line managers) are aware of this option and utilising it, no further action is required. Peer coaching is available to researchers through the Resilient researcher programme. This is a biannual programme.

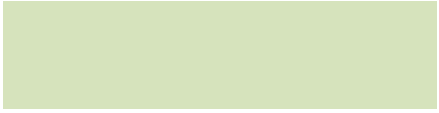


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<p>New Actions: Following the successful pilot scheme in LEC other FST departments are looking at following this good practice and will initiate their own mentoring pools – to be driven by the researchers themselves. Induction programme includes an introduction to peer mentoring followed by regular optional peer coaching opportunities. See C3.7 for in programme mentoring. See C3.8 for One to one coaching opportunities</p>	<p>Faculty ADRs</p> <p>Organisational Developer (Research and Academic)</p>	<p>Details captured by Associate Deans (Research) and reported through CIG.</p> <p>Feedback and uptake of peer mentoring by 20% of the new starter cohort.</p>	<p>June 2020</p>	<p>Mentoring is still not widespread. Pockets of good practice. Looking to change the induction checklists – to include the allocation of mentors for all new staff – currently 'recommended'.</p> <p>Outstanding action for OD to work with Associate Deans to push this forward.</p> <p>New inter institutional scheme 2021 – for Mid Career researchers. A pilot cohort with Lancaster, Manchester Metropolitan, Liverpool, Huddersfield and Salford. A review in December 21 to inform future plans.</p>

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<p>New Actions:</p> <p>Engagement with RSA and cross disciplinary groups to be encouraged as part of new Cohort Induction – new opportunities offered to researchers as part of committee representation</p>	<p>Organisational Developer (Research and Academic</p>	<p>Positive feedback through new starter survey data.</p>	<p>July 2021</p>	<p>Good practice implemented to ensure the researcher community is included in IQ384.13 307.38 49.25</p>

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<p>New Actions: See C3.6 (Cohort Induction) On-line Ethics training monitor and reporting, being developed by the Research Services Office</p>	<p>Head of Research Quality and Policy</p>	<p>Participation measured by increase in usage by 10% from September 2019 to report date.</p>	<p>Annual May 2019</p>	<p>Ethics support is often provided one on one and there is limited data from the online modules available to staff. University Research Ethics Committee (UREC) currently undertaking a survey about existing training provision in departments and faculties.</p>
<p>New Actions: See C3.2 (Prosper) Lancaster Academic event - previously this event was focussed on 'Making Professor'. Redesigned programme will look at all levels and promotion within academia and external career options and opportunities, to also include researcher career options.</p>	<p>Organisational Developer (Research and Academic)</p>	<p>Lancaster academic event – attendance breakdown to include a higher proportion of researchers.</p>	<p>December 2019</p>	<p>Attendance figures for Making Professor for the last few years show a gentle increase in attendance by researchers. 1.6% (2017) 5% (2020) and 10.8% (2021). This event is to be rebranded for 2022 and will become 'Gaining Academic Promotion' (GAP). Our research shows that this change in branding should appeal to the broader research community.</p>

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<p>New Actions: Review and update the University's flexible working policy, informed by Athena SWAN and the 2018 Staff Survey working group focused on improving Work Life Balance. Acknowledgement that some flexible working requests are granted locally and are not recognised officially through HR process. The importance of recording such arrangements needs to be more widely communicated.</p>	Deputy Director of HR	Increase in number of requests submitted to CORE for flexible working (5%) for all staff from June 2019 to June 2021.	June 2020 and June 2021	Reporting currently not possible centrally – this is done at a local level. Changes to be made for future central reporting.

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<p>New Actions: Ensure all research managers are aware of <u>New University Bullying, harassment and sexual misconduct policy</u></p>	Director of HR & OD	Increase in reporting of instances through formal and informal routes (initially). Success will then be to address those reports.	Spring 2021	<table border="1" data-bbox="1167 304 1966 448"> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Bullying & Harassment</td> <td>7</td> <td>3</td> <td>10</td> </tr> </table> <p>With an increase in publicity around the new policy, an increase in reports was anticipated (as shown as a success measure). The reason for the drop is unknown, but is supported by a corresponding drop in the number of reports directly through the HR partnering system. Suggestions that this may be linked to the changes in working practices having a positive impact on working conditions and relationships. Future follow up will be undertaken by the AS team.</p>					Bullying & Harassment	7	3	10
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<p>New Actions: Lancaster is currently aiming to have Athena SWAN awards for all departments and existing Bronze award holders to aim for Silver. E.g. <u>For details of Chemistry's application</u></p>	PVC (R)	Athena SWAN charter mark for all academic Departments	2021	Results of final award submissions due later this year. All on track.								

New Actions:
EDI Impact and Implementation

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<p>New Actions: Concordat Implementation Group - Terms of reference to be refreshed. Additional membership considered including a Faculty EDI representative.</p>	Concordat Implementation Group	Revitalised and refocussed activities – inclusion of EDI representative	Dec 2019	Updated and agreed by Research Committee (Senior EDI rep from FHM appointed to CIG)

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