

Lancaster University Concordat Forward Action Plan 2017-19

Preface

Lancaster's Concordat Implementation Group (CIG) has formal oversight for implementation of Vitae's Concordat to Support the Career Development of Researchers (the 'Concordat'). The CIG is chaired by the Director of Human Resources & Organisational Development and membership comprises representatives from Human Resources (HR) and Organisational and Education Development (OED), Research and Enterprise Services (RES), the Careers Service, and the Research Staff Association (RSA) Steering Group.

Responsibility for reviewing, refreshing and implementing the institutional Action Plan rests with the CIG. The Group meets termly to review progress and reports to the University Research Committee. Individual members take responsibility for leading and driving actions within the Plan, with the active involvement of other stakeholders across the institution.

The Concordat Action Plan is updated continually, and provides an outline of actions undertaken and progress to date. Actions are initiated and reported against specific principles laid out in the Concordat. Lancaster's Concordat Forward Action Plan 2017-19 builds on the successes of previous Action Plans and is structured such that a response is made against each clause of the Concordat, to ensure completeness and eliminate gaps. Future actions are outlined, identifying evidence required, timescale and responsible lead. A summary of the institution's current compliance with the clauses of the Concordat is also provided. A crucial vehicle for implementing many of the actions within the Plan is the creation of a Code of Practice for the Development of Research Staff which seeks to embed the principle of the Concordat and is referenced throughout the plan.

Background to the Concordat

The UK Concordat to Support the Career Development of Researchers is based on an agreement made in 1996 (updated in 2008) between funding bodies and universities, which aimed to improve the support for research staff on fixed-term contracts in their career development.

Since 1996, UK researchers' expectations regarding career development and working conditions have grown. The interests and responsibilities of research funders and institutions have also changed in response to new legislation, amendments to terms and conditions of grants and the publication of the [European Charter for Researchers and Code of Conduct for the Recruitment of Researchers](#) in 2005.

The Concordat now provides a single, unambiguous statement of the expectations and responsibilities of research funders and institutions with respect to the management of researchers. The seven principles of the Concordat are specific to the UK context and is the primary mechanism for UK institutions to participate in the [European HR Excellence in Research Award](#).

Concordat Principles

A: RECRUITMENT AND SELECTION

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

B: RECOGNITION AND VALUE

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.

C: SUPPORT AND CAREER DEVELOPMENT

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.

D: RESEARCHERS' RESPONSIBILITIES

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

E: DIVERSITY AND EQUALITY

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

F: IMPLEMENTATION AND REVIEW

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.

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	Action to be undertaken	Evidenced by	Lead [Contact]	Timescale	Current level of compliance/Additional notes
A: RECRUITMENT AND SELECTION					
Principle 1: Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.					
<i>A1.1 – All members of the UK research community should understand that researchers are chosen primarily for their ability to advance research at an institution.</i>					
1.1.0	No specific action identified for 2017-19.	n/a	n/a	n/a	<p>The University is committed to open and transparent processes for the recruitment, selection and retention for all employees, including research staff. This commitment is articulated in the University's Our People Strategy 2020 which, in respect of researchers, states that the University will:</p> <ul style="list-style-type: none"> • “Develop a culture and environment that enables the best research globally to be undertaken by staff and students at Lancaster, including the encouragement of multi and inter-disciplinary work across the University”. • “Continue to support our research students and researchers, especially during the early stages of their careers and in support of career progression”. <p>A recently introduced service level agreement HR and Payroll Service Standards seeks to ensure that all prospective employees are treated fairly and receive a consistent, effective and efficient service from the HR Service Delivery Team.</p> <p>The University is also proactive in developing and implementing schemes that attract and then support early career researchers, such as the 50th Anniversary Lectureship scheme.</p>
<i>A1.2 – Employers should strive to attract excellence and respect diversity (see Principle 6). Recruitment and selection procedures should be informative, transparent and open to all qualified applicants regardless of background. Person and vacancy specifications must clearly identify the skills required for the post and these requirements should be relevant to the role.</i>					
1.2.1	No specific action identified for 2017-19. [2015-17 Action: A1]	n/a	n/a	n/a	<p>The University has developed a Code of Practice on Recruitment and Selection that applies to all aspects of recruitment for all staff groups including part time and short-term appointments. This has been communicated to senior stakeholders and includes a series of tools which recruitment managers have at their disposal.</p> <p>All chairs of recruitment panels are required to attend recruitment</p>

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					<p>and selection training. During 2017/18 a programme of Unconscious Bias training is also being rolled out, starting with the senior leadership team in October 2017.</p> <p>The University employs competency-based recruitment where appropriate – the basis by which a candidate will be selected is made clear on the Person Specification.</p> <p>The draft Code of Practice for the Development of Research Staff includes reference to recruitment and selection good practice.</p>
1.2.2	<p>To development cross-institutional actions that respond to a review of how Faculties retain high quality research staff across short breaks in research contracts.</p> <p>Code of Practice for the Development of Research Staff to reference researcher retention and provide best practice guidance.</p> <p>[2015-17 Action: A2]</p>	<p>Establishment of specific good practice actions– results of which evidenced through the results of the LU Staff Survey and CROS.</p> <p>Increase in number of contracts per researcher at this institution (CROS).</p>	Dir.HR, Dir.RES [RSD]	30 June 2019 (Following closing date of next CROS survey)	<p>Evidence-gathering in respect of the retention of ‘high quality’ researcher is ongoing. One issue identified related to what constitutes a ‘high quality’ researcher and how some forms of retention activity may be viewed as a tacit form of recognition, value, and or promotion.</p> <p>Findings indicated an ad hoc approach to retaining ‘high quality’ researchers. The Code of Practice for the Development of Research Staff seeks to pick this up and provide consistent guidance.</p>
<i>A1.3 – Research posts should only be advertised as a fixed - term post where there is a recorded and justifiable reason.</i>					
1.3.1	<p>The University will seek to minimise the instances where research posts are advertised as fixed-term without a justifiable and recorded reason by continuing to seek alternatives to recruiting research staff on a fixed-term contract (FTC) basis.</p> <p>Development of a range of options available across the institution to encourage and facilitate retention of research staff on fixed term, externally funded research contracts.</p> <p>Options referenced within, and accessible from, Code of Practice for the Development of Research Staff.</p> <p>Principal Investigators to include reason for fixed-term contract role on HR staff requisition proforma and recorded on HR management system.</p> <p>[2015-17 Action: B5]</p>	<p>Post implementation and communications analysis of CORE HR management system data to indicate:</p> <p>1) reduction in numbers of research staff employed on fixed-term contracts.</p> <p>2) insights into reasons for continuing to use FTCs.</p>	Dir.HR [OD]	Review date: September 2018	<p>Following on from previous work outlined in 2015-17 Action Plan, further internal consultation over the proposed ‘Policy on the use of Fixed Term Contracts’ is now required to reach a satisfactory outcome. An implementation and communications plan will follow.</p> <p>The Director of Human Resources and Organisational Development is also commissioning a review to take place in the Lent Term on the use of fixed-term research contracts and whether there is scope to create a flexible bank of permanent research associates.</p>

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	[2017-19 Key Priority: KP6]				
A1.4 – To assure fairness, consistency and the best assessment of the candidates’ potential, recruitment and progression panels should reflect diversity as well as a range of experience and expertise. In order to promote these values, individuals who are members of recruitment and promotion panels should have received relevant recent training. Unsuccessful applicants should be given appropriate feedback if requested as this may be of assistance to the researcher in considering their further career development.					
1.4.0	No further specific action identified for 2017-19	n/a	n/a	n/a	University recruitment and progression panels are formed at departmental level and seek to reflect diversity in addition to the range of experience and expertise required to fairly assess candidate’s suitability for a role, or for progression within a role, as outlined in the University’s Recruitment Code of Practice .
A1.5 – The level of pay or grade for researchers should be determined according to the requirements of the post, consistent with the pay and grading arrangements of the research organisation.					
1.5.0	No further specific action identified for 2017-19.	n/a	n/a	n/a	<p>University pay grades for research staff are determined according to an established HR recruitment framework that applies to all University staff.</p> <p>Pay grades are determined by job evaluation, and each grade has a range of normal and contribution points associated with it. Job evaluation determines grade, but not position within grade. Detailed information is available on the HR website, and specifically, the document Guidance on Starting Salaries.</p> <p>The University also observes national pay bargaining and any research staff based in London (such as those based at the Work Foundation) attract a London weighted allowance.</p> <p>Pay levels within grade are determined by HR and the Principal Investigator upon appointment, recognising an individual’s skills, competencies, circumstances and market forces.</p>
B: RECOGNITION AND VALUE					
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.					
B2.1 – Employers are encouraged to value and afford equal treatment to all researchers, regardless of whether they are employed on a fixed term or similar contract. In particular, employers should ensure that the development of researchers is not undermined by instability of employment contracts. This approach should be embedded throughout all departmental structures and systems.					
2.1.1	Complete final development of the Code of Practice for the Development of Research Staff, ensuring references to mentoring, access to teaching opportunities and wider professional	Completed Code of Practice, disseminated and implemented.	Dir.HR, Dir.RES [RSD]	Complete develop- ment and dissem- ination of Code	The development of a Code of Practice for research staff [2015-17 Action: B1] is ongoing. Code of Practice principles are presently under consideration and review by faculties, and recommendations have been made to the University Research

	Action to be undertaken	Evidenced by	Lead [Contact]	Timescale	Current level of compliance/Additional notes
	development. [2015-17 Action: B1, B2] [2017-19 Key Priority: KP2]	Effectiveness evidenced by: 1) questions included as part of LU Staff Survey and CROS/PIRLS, 2) feedback provided by Faculty Research Committee meetings and Associate Deans (Research) meetings, 3) Research Staff Association (RSA) research staff focus group events.		of Practice by October 2017. Implementation and embedding by September 2019.	Committee. The development of a Code of Practice for principal investigators [2015-17 Action: B2] as a separate document has been reviewed by Concordat Implementation Group (CIG). Roles and responsibilities for principal investigators will be incorporated into Code Of Practice for the Development of Research Staff.
2.1.2	Further embed the Concordat principles across all departments, ensuring pro-active support from senior research management (including PVR(R) and ADRs), reinforced and encouraged by continuation of a 'conversational tour' with Faculties. [2015-17 Action: B3]	Results from Staff Survey, CROS/PIRLS, and RSA focus groups benchmarked against previous years' responses. Reports by Associate Deans (Research) to PVC(Research) based on Faculty Research Committee feedback.	Dir.HR, Dir.RES [RSD]	Complete by September 2019	Initial 'conversational tour' with faculties, senior management, professional services (research support), research staff and principal investigators complete, informing Code of Practice and generating input for the institution-wide action plan. Further 'conversations' are planned throughout 2017 and 2018.
2.1.3	Include Concordat as a regular session at the University's Leadership Group meeting (VC, PVCs, Deans, HoDs, ADs and professional services leads will all be present). [2017-19 Key Priority: KP1]	Minutes of Lancaster University Leadership Group.	PVCR [OD]	December 2017	
2.1.4	Appoint/select a Concordat lead in each Faculty	Nominated Concordat leads appointed for each Faculty.	ADR [OD]	January 2018	
2.1.3	Maintain RSA representation on CIG and develop greater connection between the Research Staff Association Steering Group and Lancaster's structures for research governance, ensuring research staff representation on relevant committees and decision-making bodies at all levels within the organisation strengthen. Identify relevant committees with/for research staff representation.	All researcher representatives on departmental/faculty /university research committees are members of the Research Staff Association Steering Group.	Dir.HR, [OD]	April 2018	Presently the RSA Steering Group is represented on the Concordat Implementation Group (CIG). Representatives on institutional research committees and researcher groups are not necessarily members of the RSA Steering Group.

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	[2015-17 Action: B4] [2017-19 Key Priority: KP7]				
<i>B2.2 – Commitment by everyone involved to improving the stability of employment conditions for researchers and implementing and abiding by the principles and terms laid down in the Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations(2002) and Joint Negotiating Committee for Higher Education Staff (JNCHES) guidance on the use of fixed-term contracts will provide benefits for researchers, research managers, and their organisations</i>					
2.2.1	Continue negotiation and reach agreement with campus trade unions on the policy relating to the use of fixed-term contracts and how transitional funding for fixed term researchers can be better used. Implement agreed policy – development of a communications policy to roll-out and embed the policy. [2015-17 Action: B5]	Agreement with campus trades unions. Analysis of CORE HR management system to indicate reduction in numbers of research staff employed on fixed-term contracts.	Dir.HR [OD]	Union agreement: Ongoing CORE Analysis: January 2018 (year on year data set)	Following on from previous work outlined in 2015-17 Action Plan, further internal consultation over the proposed ‘Policy on the use of Fixed Term Contracts’ is now required to reach a satisfactory outcome. An implementation and communications plan will follow. Pilot projects to minimise the impact of fixed-term contracts and retain research staff are underway in Faculty of Health & Medicine. See Clause 2.4.
2.2.2	Evaluate the opportunities for enhancing employment stability offered by RESAVER , the pan-European Retirement Savings Vehicle for professionals employed by research organisations.	Assess the institutional potential for membership of RESAVER as saving vehicle for research professionals.	Dir.HR [OD]	June 2018	Existing pension provision for research staff is sourced through Universities Superannuation Scheme (USS). This scheme states that “If there is more than one calendar month between posts you will be classed as having left the scheme and your options will be the same as for any other leaver”.
<i>B2.3 – Research managers should be required to participate in active performance management, including career development guidance, and supervision of those who work in their teams. Employers should ensure that research managers are made aware of, and understand their responsibilities for the management of researchers and should provide training opportunities, including equality and diversity training, to support research managers in doing this. Institutions will wish to consider how research managers’ performance in these areas is develop and how effectively this supports good research management.</i>					
2.3.1	Extend the reach and breadth of Principal Investigator (PI) engagement via a new Research Leadership Development programme designed to enhance PI expertise in managing and developing research teams and equip them in supporting researchers about career options. [2015-17 Action: C3] [2017-19 Key Priority: KP2, KP3]	Run two cohorts each with 30 participants during 2017-19. Effectiveness evidenced by: 1) questions included as part of LU Staff Survey and CROS/PIRLS, 2) feedback provided by Faculty Research Committee meetings and Associate Deans (Research) meetings, 3) Research Staff Association (RSA) research staff focus	OD [OD]	1 st cohort: June 2018 2 nd cohort: June 2019	Principal Investigator Development Programme launched 2015/16 with a first cohort of 18. The Programme was evaluated positively and refreshed for 2016/17. Following an internal review in July 2017, the programme has been further developed and relaunched as the ‘Research Leadership Development Programme’.

	Action to be undertaken	Evidenced by	Lead [Contact]	Timescale	Current level of compliance/Additional notes
		group events.			
2.3.2	Rollout of new institution-wide PDR scheme scheduled for 2018 with mandatory training for all managers, including research managers.	100% of research managers participated in training. Effectiveness of PDR process reflected in LU Staff Survey 2018.	Dir.HR [OD]	Roll-out scheduled for March 2018	
2.3.3	The creation of new Group Lead roles within the Faculty of Science and Technology to support Heads of Department in the management of academic staff. This initiative is accompanied by a bespoke Group Lead Development Programme.	Evaluation of the bespoke Development Programme and the effectiveness to date of the Group Lead structure scheduled for November 2017.	Dir.HR [OD]	December 2017	
2.3.4	Implementation of new Code of Practice for the Development of Research Staff aims to embed the principles of the Concordat and reinforce research leaders, research staff and institutional responsibilities.	See 2.1.1	Dir.HR, Dir.RES [RSD]	See 2.1.1	
2.3.5	Develop future research leaders through raising awareness and promotion of Research Fellowships. [2017-19 Key Priority: KP3]	Increase the number of research fellowship applications by 10%.	Dir. HR [OD]	September 2019	
2.3.6	Evaluate the effectiveness of the 50th Anniversary Lectureship Scheme to explore wider opportunities for research talent development. [2017-19 Key Priority: KP3]	Evaluation complete and report to PVCr and senior management.	Dir. HR [OD]	Annual review September 2018 & 2019	
<i>B2.4 – Organisational systems must be capable of supporting continuity of employment for researchers, such as funding between grants, other schemes for supporting time between grant funding, or systems for redeploying researchers within organisations where resources allow. Funders are expected to make it a priority to consider how their policies, guidance and funding can be enhanced to help employers to achieve this objective.</i>					
2.4.1	To establish and refine a range of measures for the retention of research staff on externally funded research contracts. [2017-19 Key Priority: KP6]	Development of a range of options available across the institution to encourage and facilitate retention of research staff on fixed term, externally funded research	Dir.HR [OD]	July 2018	Guidance and support is available from the University's HR webpages including Redeployment Policy , Redundancy Policy . The University maintains a Redeployment Register which Research Staff at risk of redundancy are offered as part of the redundancy process, (refer to the University's Redeployment Process Chart).

	Action to be undertaken	Evidenced by	Lead [Contact]	Timescale	Current level of compliance/Additional notes
		contracts. Options outlined within, and accessible from, Code of Practice for the Development of Research Staff.			The University is actively seeking ways by which the challenges of fixed-term contracts may be mitigated. A number of options are under consideration following the 'conversational tour' aimed at supporting the development of a Code of Practice for the Development of Research Staff and the implementation of the institutional Concordat Action Plan: <ul style="list-style-type: none"> • researcher pools • centrally-held bridging fund • funding levy to cover bridging (e.g. a percentage of all awards) • a standard post-project 'extension' during which the researcher produces papers/publication etc. of direct interest and value to the institution • generic researcher roles (i.e. that are not discipline/sector specific) Pilot projects to minimise the impact of fixed-term contracts and retain research staff are underway in Faculty of Health & Medicine.
<i>B2.5 – Pay progression for researchers should be transparent and in accordance with procedures agreed between the relevant trade unions and the employers nationally and locally. In HEIs, pay progression will be in accordance with the Framework Agreement, though recognising the flexibility that institutions have in implementing the Framework</i>					
2.5.0	No further specific action identified for 2017-19.	n/a	n/a	n/a	See Clause A1.5.
<i>B2.6 – Researchers need to be offered opportunities to develop their own careers as well as having access to additional pay progression. Promotion opportunities should be transparent, effectively communicated and open to all staff. It is helpful if clear career frameworks for early stage researchers are outlined in organisational HR strategies.</i>					
2.6.0	No further specific action identified for 2017-19.	n/a	n/a	n/a	Promotion opportunities for researchers on fixed-term contracts are necessarily limited where a post is entirely dependent on the support of an external funding body. The University has a mechanism where research staff may apply for re-grading where circumstances apply, for example moving from one contract to another – or where contracts overlap. Guidance for research managers is accessible through nominated HR Partners and the ' Promotions, job evaluation and contribution pay ' section of the HR website.
C: SUPPORT AND CAREER DEVELOPMENT					
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					

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career.					
<i>C3.1 – It is recognised that positions of permanent employment are limited in the UK research and academic communities and that not all researchers will be able to obtain such a position. It is, therefore, imperative that researcher positions in the UK are attractive in themselves (and not, for example, solely as potential stepping stones to permanent academic positions). This requires that they provide career development which is comparable to, and competitive with, other employment sectors.</i>					
3.1.0	No further specific action identified for 2017-19.	n/a	n/a	n/a	<p>Research Staff are encouraged to make use of the information, advice and resources available from the University's Careers Service. A specialist Careers Consultant is available for appointments; who is also a member of the Concordat Implementation Group.</p> <p>The Careers Service participates in the annual RSA Christmas Fayre, a showcase of University resources available to research staff and other researchers.</p>
<i>C3.2 – A wide variety of career paths is open to researchers, and the ability to move between different paths is key to a successful career. It is recognised that this mobility brings great benefit to the UK economy and organisations will, therefore, wish to be confident that their culture supports a broad-minded approach to researcher careers and that all career paths are valued equally.</i>					
3.2.1	<p>Further develop the Researcher Development Programme as a means of promoting increased self-awareness, confidence and sense of independence amongst research staff.</p> <p>[2015-17 Action: C1]</p>	<p>Effectiveness evidenced by:</p> <p>1) course evaluation,</p> <p>2) questions included as part of LU Staff Survey and CROS/PIRLS.</p>	OD [RSD]	<p>Course evaluation: July 2018</p>	<p>A refreshed Researcher Development Programme was launched for 2016/17, and has been reviewed July 2017.</p> <p>The RDP specifically promotes increased self-awareness and sense of independence as part of its personal development offer.</p> <p>Recruitment to RDP 2018 opens on 16 October 2017.</p> <p>All research staff will be directly targeted.</p>
3.2.2	Seek ways of supporting research staff mobility including international, national, inter-sectoral, interdisciplinary and virtual.	Analyse CORE HR management system data to determine extent and nature of research staff mobility.	OED [OD]	September 2019	<p>OED's Organisational Developer is leading the development of a RSA NW Forum, and has hosted a meeting of North West HEIs to progress this agenda. The establishment of a NW RSA Forum is perceived as key element in facilitating researcher mobility within and without the region.</p> <p>The University was represented at the 2017 Vitae conference, where the OED researcher support team design and facilitated a joint workshop with UKRSA and Marie Curie Alumni Association (MCAA). The workshop was entitled 'Leveraging researcher support networks to facilitate mobility'.</p>

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3.2.3	Retain 'career pathways' as a key ongoing theme for the Research Staff Association future activities. [2015-17 Action: C4] [2017-19 Key Priority: KP5]	A minimum of three Research Staff Association events scheduled which address different aspects of career pathway.	OD [RSD]	September 2019	'Careers pathways' remain a popular and productive RSA theme (see Research Staff Association annual report 2016). Theme continues for 2017/18.
3.2.5	Engagement with Faculties through new Faculty Concordat Leads to identify appropriate, discipline-specific career pathways. [2017-19 Key Priority: KP5]	Report to Dir.HR.	ADR [OD]	January 2018	Liaise with Faculty researcher groups, Research Staff Association, new Faculty Concordat Leads to identify and collate discipline-specific career pathways.
3.2.5	Develop a long-term sustainable operational plan for Lancaster University Research Staff Association.	Review terms of reference. Update strategic plan for 2017-19. Identify and appoint officers to key roles.	OD [RSD]	October 2017	Lancaster University Research Staff Association was established in 2012. The Association is supported by senior management and offers a range of activities aimed establishing a research staff community; sense of personal independence; career development and networking opportunities. The Association also provides a voice for research staff, and is key element in the implementation of the Concordat.
<i>C3.3 – Employers, funders and researchers recognise that researchers need to develop transferable skills, delivered through embedded training, in order to stay competitive in both internal and external job markets. Therefore, as well as the necessary training and appropriate skills, competencies and understanding to carry out a funded project, researchers also need support to develop the communication and other professional skills that they will need to be both effective researchers and highly-skilled professionals in whatever field they choose to enter.</i>					
3.3.1	No further specific action identified for 2017-19.	n/a	n/a	n/a	The University provides a wide range of training and skills development opportunities to develop the communication and other professional skills that research staff need. These include writing, presentation, confidence-building skills.
<i>C3.4 – All employers will wish to review how their staff can access professional, independent advice on career management in general, particularly the prospect of employment beyond their immediate discipline base, or offering training and placements to broaden awareness of other fields and sectors.</i>					
3.4.1	Increase awareness amongst researchers of the independent advice offered by Lancaster Careers Service. Direct communication with research staff to raise awareness of Careers Service. Access to Careers Service information and resources facilitated via the Code of Practice for the Development of Research Staff.Careers	20% increase in take-up of Careers Service by research staff.	OD [CIG/ Careers]	September 2019	The University's Careers Service is promoted at RSA events, also within the Researcher Development Programme. A representative from the Careers Service is a member of the Concordat Implementation Group.

	Action to be undertaken	Evidenced by	Lead [Contact]	Timescale	Current level of compliance/Additional notes
	Service to be promoted at relevant RSA careers events. [2015-17 Action: C5] [2017-19 Key Priority: KP5]				
<i>C3.5 – Researchers benefit from clear systems that help them to plan their career development. Employers and funding bodies should assist researchers to make informed choices about their career progression by ensuring that their own policies and processes for promotion and reward are transparent and clearly stated and that all researchers are aware of local and national career development strategies</i>					
3.5.1	In order to enable researchers to develop sustainable career options, further enhance understanding of challenges facing researchers, to include those considering leaving the institution and/or research and their reasons for leaving. Encourage the use of exit interviews by PIs/HoDs. Develop short survey for research staff leaving the university. [2015-17 Action: C7]	Effectiveness evidenced from: 1) questions included as part of LU Staff Survey and CROS/PIRLS, 2) feedback provided by Faculty Research Committee meetings and Associate Deans (Research) meetings, 3) Research Staff Association (RSA) research staff focus group events.	HR E&D [RSD]	September 2018	Staff Survey results (2016/17) for research staff have been analysed and assimilated with FHM RCAD survey and CROS/PIRLS to gauge the extent of the challenges facing research staff in developing their own career options. Research staff are encouraged to take responsibility for their own career options. This is reflected in the content and delivery of Researcher Development Programme and the theme/activities of the RSA. Exit interviews, are at present voluntary, and have to be requested by the person leaving.
<i>C3.6 – Researchers benefit from clear systems that help them to plan their career development. Employers and funding bodies should assist researchers to make informed choices about their career progression by ensuring that their own policies and processes for promotion and reward are transparent and clearly stated and that all researchers are aware of local and national career development strategies</i>					
3.6.1	Enhance the induction and support for all new research staff to enable them to fully understand their responsibilities, particularly in relation to research governance and ethics, health and safety, personal development and career planning, data management and lone working. Improve induction support through the development and implementation of new induction materials, and include as key aspect of Code of Practice for the Development of Research Staff.	Improved induction support materials, reference within Code of Practice for the Development of Research Staff. Effectiveness evidenced by induction-specific questions within LU Staff Survey and CROS/PIRLS.	Dir.HR [OD]	September 2018	University policies and processes for promotion and reward are available on the HR website. HR partners provide information, advice and guidance to research managers and other staff responsible for research staff. A bespoke session for research staff and academics at the ‘Welcome to Lancaster’ event is proving effective. Exploration of local practice in departments has been picked up during the ‘conversational tour’.

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C3.7 – Employers and funders will wish to consider articulating the skills that should be developed at each stage of their staff development frameworks and should encourage researchers to acquire and practise those skills. For example, researchers may be given the opportunity to manage part of the budget for a project, or to act as a mentor or advisor to other researchers and students.					
3.7.0	No further specific action identified for 2017-19.	n/a	n/a	n/a	Research staff are encouraged, through the Personal Development Review process to discuss, with their manager and/or PI, the development of skills and engagement in activities that extend beyond their present role.
C3.8 – Employers also should provide a specific research career development strategy for researchers at all stages of their career, regardless of their contractual situation, which should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers. All researchers should be familiar with such provisions and arrangements.					
3.8.0	No further specific action identified for 2017-19.	n/a	n/a	n/a	OED has a organisational and education strategy that includes a comprehensive provision for both research staff and research managers, integrated with other staff development initiatives. See Development for Researchers at Lancaster University .
C3.9 – Research managers should actively encourage researchers to undertake Continuing Professional Development (CPD) activity, so far as is possible within the project. It should be stressed that developmental activity can often have a direct impact on the success of the project, by distributing work, taking advantage of individual strengths and talents, and increasing the skill and effectiveness of researchers in key areas such as writing for publication or communicating with a wider audience. Funding bodies acknowledge that the training of researchers is a significant contribution to research output and they encourage employers and mentors to adopt these practices.					
3.9.0	Principal Investigators will be encouraged, through the Code of Practice for the Development of Research Staff, to ensure that opportunities are provided to discuss such activities with their research staff as both as part of the PDR process and as part of routine project development and management. [2017-19 Key Priority: KP2]	Include access to CPD support materials within Code of Practice for the Development of Research Staff. Effectiveness evidenced by CPD-specific questions within LU Staff Survey and CROS/PIRLS.	Dir.HR [OD]	September 2018	Research staff are encouraged, through the activities of the Research Staff Association, Library 'Research Bites', and other initiatives, to develop further skills and other developmental activity that not only provide a personal benefit but also make a direct contribution to research output e.g. through publications, papers, conference presentations and wider dissemination activities.
C3.10 – Researchers should be empowered by having realistic understanding of, and information about, their own career development and career direction options as well as taking personal responsibility for their choices at the appropriate times. Employers should introduce appraisal systems for all researchers for assessing their professional performance on a regular basis and in a transparent manner. It is important that researchers have access to honest and transparent advice on their prospects for success in their preferred career.					
3.10.1	Implementation of new Personal Development Review (PDR) policy as part of the implementation of CORE HR management system. [2015-17 Action: C10]	Designed, trialled, and implemented revised PDR process.	Dir.HR [OD]	Roll-out scheduled for March 2018	A revised policy for the Personal Development Review process was presented to the Joint Negotiation and Consultation Committee (JNCC) in November 2016, and was signed off by JNCC November 2016. Roll out is dependent on the implementation of CORE, the internal HR management system.

	Action to be undertaken	Evidenced by	Lead [Contact]	Timescale	Current level of compliance/Additional notes
<i>C3.11 – Employers will wish to ensure that development activities open to researchers include preparation for academic practice. Employers should take measures to ensure broad recognition of CPD schemes from other employing organisations as far as possible, so that researchers are not duly disadvantaged when moving from one employer to another</i>					
3.11.0	No further specific action identified for 2017-19.	n/a	n/a	n/a	The University offers CPD processes and opportunities that are consistent and compatible with other HEIs. The University recognises CPD as an essential part of staff development and as such, ensures that its competency-based recruitment and selection processes recognise as far as possible the CPD schemes from other employing organisations.
<i>C3.12 – Employers will ensure that where researchers are provided with teaching and demonstrating opportunities as part of their career development, suitable training and support is provided.</i>					
3.12.1	Clarify expectations around opportunities for teaching, and the training and support available. Use Code of Practice to disseminate teaching opportunities open to, and expectations of, research staff. [2015-17 Action: C9]	Clarification and information provided to research staff and research leaders within new Code of Practice for the Development of Research Staff. Effectiveness evidenced by questions relating to teaching opportunities within LU Staff Survey and CROS/PIRLS.	Dir.RES [RSD]	October 2017	Opportunities for teaching are provided at local, departmental, level in response to the needs of department and Faculty. The University provides support for teaching and academic development through Organisation and Educational Development, specifically through its Educational Development offer including PGCert, Associate Teacher Programme, ATLAS and PGCert Academic Practice (International). Support for specific skills for demonstrating is closely aligned with the skillset of individual researchers and is provided locally by the relevant department.
<i>C3.13 – Employers and researchers can often benefit if researchers have an input into policy and practice through appropriate representation at staff meetings and on organisation and management committees.</i>					
3.13.0	No further specific action identified for 2017-19.	n/a	n/a	n/a	Research staff have the opportunity, through the activities of the RSA, and at local level, to take part, and be represented, in the governance of the institution at all levels. These include the RSA Steering Group (representation from all four Faculties, as a minimum); Faculty Research Committees; and other departmental and Faculty research development and organisational committees.
<i>C3.14 – Mentoring arrangements should be supported by employers as a key mechanism for career development and enhancement</i>					
3.14.1	Continue to pro-actively offer mentoring as part of OED programme participation. [2015-17 Action: C6] [2017-19 Key Priority: KP4]	Increase by 10% increase the number of mentor-matches made within relevant development programmes (e.g. Researcher	OD [OD]	September 2019	Pro-active offer of mentoring as part of OED programme participation undertaken during 2015/16 and has proved successful. The University's Principal Investigator Development Programme ensures that research managers are aware of, and understand the

	Action to be undertaken	Evidenced by	Lead [Contact]	Timescale	Current level of compliance/Additional notes
		Development Programme/Research Leadership Development Programme)			value of mentors, both involved in providing support and guidance for the personal and professional development of both principal investigators and researchers. Similarly, the Researcher Development Programme also encourages research staff to take up a mentor.
3.14.2	Departments should also encourage members of staff to take up mentors, particularly [2017-19 Key Priority: KP4]	Enrolment in the first cohort of the new 2017/18 Odyssey Mentoring Programme to comprise 50% research and academic staff.	ADR [OD]	September 2019	The new Odyssey Mentoring Programme is designed to enable staff to access mentors/mentees outside their normal circle and support them throughout the relationship.
D: RESEARCHERS' RESPONSIBILITIES					
Principle 5: Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development and lifelong learning.					
<i>D5.1 – Researchers are employed to advance knowledge and should exercise and develop increased capacity for independent, honest and critical thought throughout their careers</i>					
5.1.1	PIs to encourage researcher engagement in professional and career development through increased participation by research staff in Personal Development Reviews (PDRs). [2015-17 Action: D1]	Evidenced by: 1) questions included as part of LU Staff Survey and CROS/PIRLS, 2) Research Staff Association (RSA) research staff focus group events.	ADRs, HR Partners [OD]	September 201	
5.1.2	Encourage research staff sense of independence and self-reliance through activities of the RSA and the dissemination of Lancaster's new Code of Practice to Support the Development of Research Staff.	Feedback on effectiveness of Code of Practice in supporting this action -LU Staff Survey, RSA focus groups, research committees	OD [OD]	June 2018	
5.1.3	Gap analysis of existing researcher training and development provision across the institution and refreshed in order to enhance research skills and and researcher practice.	Gap analysis report	OD [OD]	June 2018	
<i>D5.2 – Researchers should develop their ability to transfer and exploit knowledge where appropriate and facilitate its use in policy making and the commercialisation of research for the benefit of their employing organisation, as well as the wider society and economy as a whole.</i>					
5.2.0	Refresh the researcher training and development offer to promote internal services which support	Creation of three new training and development	OD [OD]	Available from January	This action builds on current provision which included 'Engaging with the media', 'Engaging parliament and policymakers with

	Action to be undertaken	Evidenced by	Lead [Contact]	Timescale	Current level of compliance/Additional notes
	consultancy, contracts, IP, licences and spin-out companies.	events covering industrial engagement, public and community engagement, IP and consultancy. Effectiveness measured through feedback and evaluation. Increase in research staff participation measured through CROS.		2018	engaging research'.
<i>D5.3 – Researchers should recognise their responsibility to conduct and disseminate research results in an honest and ethical manner and to contribute to the wider body of knowledge.</i>					
5.3.1	No further specific action identified for 2017-19.	n/a	n/a	n/a	Research Service Office (RSO) supports research ethics and integrity across the institution, including the Research Ethics Committee. Events and workshops on the awareness of appropriate ethical practice have been held – e.g. the Library regularly hold 'Research Bites' which cover topics of specific value to researchers. The university has recently had a renewed focus on ethics and progress has been made on awareness of ethics and the responsibilities of research staff in this regard. Continued awareness will be raised through the Code of Practice.
<i>D5.4 – Researchers should also be aware that the skills and achievements required to move on from a research position may not be the same as the skills and achievements which they displayed to reach that position.</i>					
5.4.0	See 5.1.1				
<i>D5.5 – Researchers should recognise that the primary responsibility for managing and pursuing their career is theirs. Accordingly, they should identify training needs and actively seek out opportunities for learning and development in order to further that career and take personal responsibility for their choices. Research managers and employers also have a responsibility to provide honest advice and appropriate structures, and to equip researchers with the tools to manage their own careers. Research managers should encourage research staff under their supervision to attend appropriate training and career development courses and events.</i>					
5.5.0	See 2.3.4 [2015-17 Action: D4]				
<i>D5.6 – Researchers should ensure that their career development requirements and activities are regularly discussed, monitored and evaluated throughout the year in discussion with their research manager and mentor, and that they commit themselves fully to all such activities. Researchers are encouraged to record their Personal Development Planning (PDP) and CPD activities, a log of which maybe presented to current and future employers as appropriate.</i>					

	Action to be undertaken	Evidenced by	Lead [Contact]	Timescale	Current level of compliance/Additional notes
5.6.0	No further specific action identified for 2017-19.	n/a	n/a	n/a	<p>In addition to the University's induction programme for all new staff, the Research Staff Development Programme ensures that research staff are aware of, and understand the value of PDRs in providing support and guidance for their personal and professional development.</p> <p>Research staff are encouraged to take a pro-active attitude to the PDR process, preparing adequately and ensuring that their PI carry out the PDR in a timely fashion.</p> <p>A revised policy for PDRs has been developed and will be implemented as soon as possible (see 3.8.0).</p> <p>Mandatory training and resources will support the roll-out of Lancaster's new PDR scheme in 2018.</p>
<p>E: DIVERSITY AND EQUALITY</p> <p>Principle 6: Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.</p>					
<p><i>E6.1 – The UK legislative framework outlaws discrimination on the basis of age, disability, sex, sexual orientation, race or religion. It also requires public bodies to take positive steps to promote equality, based on evidence and priorities, and to develop specific schemes and action plans related to gender, race and disability to address specific issues of underrepresentation or lack of progression</i></p>					
6.1.0	No further specific action identified for 2017-19.	n/a	n/a	n/a	<p>Lancaster University's Equality and Diversity Plan 2016-2020 supports its Equality, Diversity and Inclusion EDI Strategic Vision 2020, which reflects its commitment to “celebrating the diversity of members of the University and maximising their potential, underpinned by an emphasis on equality of opportunity and equality of treatment”.</p> <p>The university has set out eight priority objectives aligned to the EDI Strategic Vision 2020, and contained in EDI Priority Objectives 2017-2018.</p> <p>The Vision, Plan and Objectives apply to <i>all</i> staff and students and all roles – including research academic and professional – and are supported by policies and procedures outlined on the HR website.</p> <p>The University has recently set up an LGBT Staff Network, which is open to LGBT and non-LGBT defining colleagues</p>
<p><i>E6.2 – As is the case for society as a whole, UK research will benefit from increasing equality and diversity in the recruitment and retention of researchers. The Concordat encourages the recruitment and retention of researchers from the widest pool of available talent, including those from diverse backgrounds.</i></p>					
6.2.0	No further specific action identified for 2017-19.	n/a	n/a	n/a	See 6.1.0
<p><i>E6.3 – It should be emphasised that the demanding nature of research careers has a disproportionate effect on certain groups. We strongly recommend that all members of the UK research</i></p>					

	Action to be undertaken	Evidenced by	Lead [Contact]	Timescale	Current level of compliance/Additional notes
<i>community actively address the disincentives and indirect obstacles to retention and progression in research careers which may disproportionately impact on some groups more than others.</i>					
6.3.0	No further specific action identified for 2017-19.	n/a	n/a	n/a	See 6.1.0
<i>E6.4 – Employers should ensure that the working conditions for researchers provide the flexibility necessary for successful research performance in line with legal requirements. Employers should recognise that for parents and others who have taken career breaks, including parental leave, have worked part-time, or have taken atypical routes into research, the “early career” period may be prolonged, and this may be a time where the risk of attrition from the research path is most acute. Working conditions should allow both female and male researchers to combine family and work, children and career.</i>					
6.4.0	No further specific action identified for 2017-19.	n/a	n/a	n/a	See 6.1.0
<i>E6.5 – It is important for employers to respond flexibly to requests for changed work patterns and to resist instant refusals on the assumption that, because research has always been carried out in a particular way, it cannot be done differently</i>					
6.5.0	No further specific action identified for 2017-19.	n/a	n/a	n/a	The University supports requests for changed work patterns as part of its commitment to Athens SWAN and its staff. Five staff case studies (four of which are researchers) demonstrate this commitment on the University EDI website .
<i>E6.6 – Funders should continue to ensure that their funding mechanisms and policies are adapted to changing diversity and equality legislation and guidance, for example in their provision of additional funding and duration of grant to cover paternity and adoptive leave as well as maternity leave.</i>					
6.6.0	No further specific action identified for 2017-19.	n/a	n/a	n/a	HR information and policies (for example those addressing Fixed Term, Equal Opportunities and Redeployment) are available on the HR website and intranet and aims to improve accessibility to guidance for current and potential researchers and their line manager. This includes guidance, policies and support for researchers on parental leave (paternity and maternity) , and adoption leave.
<i>E6.7 – Employers should aim for a representative balance of gender, disability, ethnicity and age at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of a transparent equal opportunity policy at recruitment and at all subsequent career stages. Diversity should be reflected on selection and evaluation committees. What is ‘representative’ will vary according to the nature of the institution and the academic research subject, but institutions should aim to ensure that the percentage of applicants, and ultimately appointments, from a particular group to any given level should reflect the percentage in the available pool at the level immediately below.</i>					
6.7.0	No further specific action identified for 2017-19.	n/a	n/a	n/a	See 6.1.0
<i>E6.8 – Account should also be taken of the personal circumstances of groups of researchers. Examples would include researchers who have responsibility for young children or adult dependants, researchers for whom English is not a first language, older or younger researchers, or researchers with disabilities and long-term health issues. Employers and funders should change policies or practices that directly or indirectly disadvantage such groups.</i>					
6.8.0	No further specific action identified for 2017-19.	n/a	n/a	n/a	See 6.1.0
<i>E6.9 – All managers of research should ensure that measures exist at every institution through which discrimination, bullying or harassment can be reported and addressed without adversely affecting the careers of innocent parties.</i>					

	Action to be undertaken	Evidenced by	Lead [Contact]	Timescale	Current level of compliance/Additional notes
6.9.0	No further specific action identified for 2017-19.	n/a	n/a	n/a	The University has a institution-wide policy statement and guidelines in respect of bullying and harassment which applies to all staff and students alike which can be accessed here .
<i>E6.10 – Employers should also consider participation in schemes such as the Athena SWAN Charter, the Juno Project and other initiatives aimed at promoting diversity in research careers.</i>					
6.10.1	Identify and assess existing Diversity & Equality activity across the University, prior to developing specific actions within this Principle that specifically relate to research staff.	Development of complementary actions specific to the D&E needs of research staff.			<p>The University holds Athena SWAN Award Bronze at institutional level awarded in 2008, and renewed in 2012 and 2015. At faculty and departmental level, the following have been achieved:</p> <ul style="list-style-type: none"> • Lancaster's Physics Department (Silver, 2017) • Faculty of Health and Medicine (Bronze 2013; Silver, 2017) • Lancaster Environment Centre (Bronze, 2013) • Psychology Department (Bronze, 2015) • Chemistry Department (Bronze, 2016) • Maths Department (Bronze, 2017) <p>LGBTQ+ Equality 2017-18</p> <p>The University has recently become a member of the Stonewall Global Diversity Programme, for Lesbian, Gay, Bisexual and Trans (LGBT) equality, and has been developing an action plan for 2017-18.</p> <p>The University is submitting for assessment against the Stonewall Workplace Equality Index, and will soon be inviting staff to complete the Stonewall Staff Feedback Survey.</p> <p>Membership of Stonewall gives the University access to expert advice on LGBT inclusive practices; objective assessment and feedback against a comprehensive equality assessment framework; direct access to best practice organisations within and outside of the sector.</p> <p>Stonewall also provide country briefings on LGBT equality in Stonewall Guidance – Malaysia (where Lancaster has entered into an academic partnership with Sunway University Kuala Lumpur) and Stonewall Guidance – China (where Beijing Jiaotong University has established a new Lancaster University campus).</p> <p>In September 2017, information on Lancaster University policies and working practices were submitted for assessment against the Stonewall Workplace Equality Index.</p> <p>Early in 2018, the University will receive feedback, benchmarked against other organisations within and outside of the sector, with</p>

	Action to be undertaken	Evidenced by	Lead [Contact]	Timescale	Current level of compliance/Additional notes
					<p>suggested areas for improvement and ranking position. Stonewall will work closely with us to develop a specific action plan that will be communicated in 2018.</p> <p>The University is also taking part in the Stonewall Staff Feedback Survey to gauge the views of both LGBT and non-LGBT defining colleagues within the University. The survey will be open until 03 November 2017.</p>
F: IMPLEMENTATION AND REVIEW					
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.					
<i>F7.1 – The implementation of the Concordat’s principles will lead to greater integration of researchers into the mainstream management and career development structures of their employing organisations. The aim of this section is to promote implementation through a collective commitment to reviewing its progress.</i>					
7.1.1	<p>To continue to review the effectiveness of Lancaster University’s approach to monitoring the implementation of the Concordat e.g. through the Concordat Implementation Group (CIG) and supporting programmes, initiatives and other activities.</p> <p>[2017-19 Key Priority: KP1]</p>	Formal review of the effectiveness of implementing the Concordat.	PVCR [OD]	April 2018	The Concordat Implementation Group (CIG) replaced the Concordat Monitoring Group in 2015. Restructured, and with greater representation from Research Staff through the RSA, the new Group has developed further an approach to implementing the Concordat within the framework of a Code of Practice for the Management of Research Staff.
<i>F7.2 – The signatories agree:</i>					
<p><i>a. to constitute a steering group under an independent chair to oversee the implementation and review of the Concordat with appropriate representation of the funders and sector bodies including the Professional Institutions. This group will inform the UK Research Base Funders’ Forum of progress.</i></p> <p><i>b. to procure an independent benchmarking study to assess the state of the sector at the launch of this Concordat.</i></p> <p><i>c. to contribute an appropriate share of the costs of supporting implementation and review, including the benchmarking report.</i></p> <p><i>d. to draw up an implementation plan for the Concordat, to ensure a coherent and sustained approach by organisations operating in the sector and the appropriate use of survey and monitoring tools such as the Careers in Research Online Survey (CROS).</i></p> <p><i>e. to undertake and publish a major review of the implementation of the Concordat after three years reporting to the signatories and taking account of progress against the benchmark report and the views of researchers and employers (both outside and within the HE sector).</i></p>					
7.2.1	To continue to review the effectiveness of the Concordat Implementation Group (CIG) as the main body for implementing and embedding the principles of the Researcher Concordat.	Formal review of the effectiveness of the Concordat Monitoring Group, identifying appropriate actions for	PVCR [OD]	April 2018	The Concordat Implementation Group (CIG) is the main instrument through which the institutional Concordat Action Plan is implemented. The CIG replaced the Concordat Monitoring Group in 2015. Restructured, and with greater representation from Research Staff through the RSA, the new Group has developed

	Action to be undertaken	Evidenced by	Lead [Contact]	Timescale	Current level of compliance/Additional notes
	[2015-17 Action: F1 [2017-19 Key Priority: KP1]	further development.			further an approach to implementing the Concordat within the framework of a Code of Practice for the Management of Research Staff. The CIG is chaired at senior management level, Director HR, and reports to PVC Research.
<i>F7.3 – The signatory funders will ensure that their terms and conditions of, for example, project grants include the expectation that the Research Organisations that the fund will adopt the principles of the revised Concordat.</i>					
7.3.0	No further specific action identified for 2017-19.	n/a	n/a	n/a	The post-awards team within the Research Support Office (Research and Enterprise Services) ensure that research managers are aware of the Vitae Concordat and the University's commitment to adopt its principles.
<i>F7.4 – The signatories recognise the value of innovation in practices and of sharing practice between institutions and aim to promote these throughout the implementation and review process. The funding The University has membership of Vitae and actively encourages it's researchers to engage with Vitae professional development training and resources. signatories will consider aligning their support for transferable and career development skills. It is expected that Vitae, the national programme dedicated to realising the potential of researchers, funded by the Research Councils, will play a major role in innovating, sharing practice and enhancing the capability of the sector to implement aspects of the Concordat, as well as establishing strategic partnerships between funders.</i>					
7.4.0	No further specific action identified for 2017-19.	n/a	n/a	n/a	The University is an institutional member of Vitae. The University promotes awareness of Vitae to research staff, and actively encourages research staff to engage with Vitae's training and development resources (e.g. Researcher Development Framework) through the University's Researcher Development programme and through the activities of the RSA. The University, through OED/HR, has attended Vitae Researcher Development International Conference 2017 as a contributor, designing and leading a workshop 'Leveraging Research Staff Association networks for researcher mobility'.
<i>F7.5 – Under public sector equality schemes, employers are required to monitor equality and diversity indicators for their researchers. This section focuses on the coordination and enhancement of existing information collection and not on the creation of additional data. There is a strong presumption that in implementing the Concordat, significant emphasis will be placed on the use of existing data and information sources and on the sharing of good practice between institutions and to provide evidence of its impact.</i>					
7.5.0	No further specific action identified for 2017-19.	n/a	n/a	n/a	Existing data sets used include the biennial CROS, PIRLS and Lancaster University's staff survey. These have been run twice as complementary surveys and can be compared with previous years. Lancaster's staff survey permits research staff to be differentiated from other staff, allowing like-for-like comparison with CROS.

Key Priorities

	KEY PRIORITY	SUCCESS MEASURES
G: ADDRESSING LANCASTER UNIVERSITY'S 'HR EXCELLENCE IN RESEARCH' STRATEGIC PRIORITIES		
KP1	Secure greater buy-in to the Concordat agenda & commitment to the 2017-19 action plan	<ul style="list-style-type: none"> -Briefing and discussion of the Concordat agenda at the University Leadership Team. -Appointment of a Concordat Lead in each Faculty. -Develop a reporting structure which facilitates the embedding of actions within faculties. -Identification and sharing of good practice in faculties/departments.
KP2	Reinforce Principal Investigator responsibilities as leaders and managers of research staff	<ul style="list-style-type: none"> -Impact of the new Code of Practice for the Development of Research Staff identified by CIG and reported to University Research Committee. -10% increase in research leader participation in relevant professional development (e.g. Research Leadership Development Programme). -Continued excellent research leadership as recognised through a sub-set of indicators within Lancaster's 2017 Staff Survey.
KP3	Pro-actively identify and develop future research leaders	<ul style="list-style-type: none"> -Increase the number of fellowship applications by 10%. -Evaluate the effectiveness of the 50th Anniversary Lectureship Scheme to explore wider opportunities for talent development. -Effective use of Lancaster's revised Performance and Development Review scheme as evidenced by the Staff Survey/CROS/PIRLS.
KP4	Promote and expand mentoring practice across the research community	<ul style="list-style-type: none"> -50% of the first cohort on the new 2017/18 'Odyssey Mentoring Programme' to comprise research and academic staff. -10% increase in mentor-matches made within relevant development programmes (e.g. Researcher Development Programme/Research Leadership Development Programme) -Promote and encourage mentoring amongst research staff and research leaders.
KP5	Enhance awareness of research career pathways	<ul style="list-style-type: none"> -Engage with faculties to identify appropriate, discipline-specific career pathways. -Increase in positive responses re. career progression in CROS/PIRLS/LU Staff Survey. -Continue 'career pathways' as a central theme for Research Staff Association activity. -20% increase in the number of research staff accessing the Careers Service.
KP6	Enhance Lancaster's practices re. recruitment, retention & development of research staff	<ul style="list-style-type: none"> -Agreement of refined fixed term contract policy with the Trade Unions. -Roll-out and communication plan for this policy developed and implemented. -New initiatives such as researcher 'pools' piloted and evaluated.
KP7	Ensure researcher representation within Lancaster's internal governance structures	<ul style="list-style-type: none"> -Expand the role of the Research Staff Association to enable research staff representation on all relevant university committees.