

Statement on how the organisation creates, maintains and embeds a research culture that upholds a positive and inclusive environment for researchers at all stages of their careers (*max 500 words*)

Concordat implementation group (CIG). This group meets twice a term to ensure progress against the HR EIR action plan. It is a subcommittee of the Institutional Research Committee and currently chaired by the Director of People and Organisation Effectiveness Division (POED). Other members include: Research Staff Association (RSA) (ideally one member of research only staff from each faculty), Institutional Dean for Research, 4 x Associate Deans for Research, Reward and Performance Manager, (POED) Service

broader institutional activities, as they feel under pressure to ensure they complete their research on time.

A report was also commissioned by the library services. This looked through an open research lens. There were several issues highlighted in both reports for further investigation, particularly around lack of information sharing.

People and Culture Plan: Launched in March 2022, the People and Culture Plan outlines the journey that everyone will go on together, to support the achievement of the Strategic Plan. Lancaster celebrates the characteristics that make it distinctive, including a strong tradition of interdisciplinary research founded upon strong subject areas, a commitment to excellence and inclusivity, its status as a pioneer institution and a desire to act as a force for good, committed to creating a better world. The plan uses the three values listed below as the central core with activities attached to each.

Provide a short summary of the institution's strategic objectives and implementation plans for delivering each of the three pillars of the Concordat (environment and culture, employment, and professional development of researchers) for your key stakeholder groups together with your measures for evaluating progress and success *(max 600 words)*

We will sustain our commitment to the Concordat to Support the Career Development of Researchers and further develop our Doctoral Academy as a key element of our enhancement of the postgraduate research student experience.

Relevant supporting initiatives:

Resume for Researchers – Lancaster is working to introduce the format and terminology of the Resume for Researchers in several areas, including promotions criteria, within PDR and guidance for the use of the researchers 10 development days.

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Recruitment and Selection - A comprehensive review of all recruitment and selection processes, practice, policy, and guidance are being undertaken within POED. Research staff have been active members of the fact-finding groups and will be involved in the full implementation. A secondary review will follow, looking specifically at the redeployment process, which is currently not working for research staff.

Measure - New joiner survey to show a recognition and satisfaction of new processes. Hiring managers to report that systems and processes are easier to use.

These significant projects will have an impact on the researcher communities, and it has been important to include members of this community in the working

other faculty wide considerations. Impact will be measured CEDARS 2023 and follow up focus groups.

A new work allocation model and PDR software have been introduced during summer 2022. Usage and impact monitoring has yet to be established. These should create a fairer workload monitoring process, looking to decrease reports of inequalities across the institution. The new PDR software will allow for improved reporting on take up. It encourages the narrative CV style of reporting activities for researchers and academics, with a reduced emphasis on publications. (b2 1 Tf8iAs

wanting a refresh. This training will also cover integrity and ethics, currently being delivered as an online training resource.

Mentoring: This Autumn all 4 faculties have adopted the mentoring guidance designed and implemented by FASS (Faculty of Arts and Social Sciences). This gives guidelines for setting up mentoring schemes and practical considerations. Most departments are now reporting that they have a scheme in place for new starters.

The institution is a partner in the Mid-career mentoring group with Liverpool, Huddersfield, Salford, SOAS, Sheffield Hallam and Bradford. This scheme offers established researchers an opportunity to access a mentor from a partner institution, expanding their network and opportunities. This scheme was showcased at the Vitae conference this year.

Measure: New starter survey and CEDARS data to show all new researchers have been allocated a mentor from outside of their research group.

	<p>research staff are classed as academic or professional services. This has an impact on promotions, PDR etc.</p> <p><i>Researcher Voice</i> - ensuring researchers are always integrated into Departmental and Faculty communications and activities and encouraged to take part in decision making committees.</p> <p>Measure: CEDARS 92.2% now report receiving all department comms.</p> <p>Updated action: New researcher representatives have been recruited to a range of committees. There are still gaps and a lack of volunteers. More encouragement and support are still needed by managers of researchers to enable them to take up these opportunities. Consistent monitoring of where committees (at department, faculty and institutional level) have a research staff representative, or a vacancy for such, to be established.</p> <p><i>Equity and consistency</i> - Consistency in application of policies e.g., funding for conferences and development, across all faculties and departments.</p> <p>Updated action: Associate Deans for Research (from each faculty) working together to look for synergies.</p> <p>Measure: satisfaction increase reported through CEDARS</p>
<p>Employment (<i>max 600 words</i>)</p>	<p><u>Institution</u></p> <p>All existing and new researchers are now employed on indefinite (with funding end date) contracts. The main benefit of this approach is intended to be increased stability for researchers and access to enhanced re-deployment options. There are still some issues, as raised by the RSA and research staff feedback, in relation to the operation of this change and the transparency of any benefits.</p> <p>2022/2023 POED are undertaking a full review of recruitment and selection to ensure transparency, with equitable and inclusive practice. This review includes focus groups from all</p>

categories of staff. Recommendation for improvements to policy and practice will be published early in 2023.

Academic

New programmes are introduced as a response to feedback from researchers, for example, following feedback that existing mentoring workshops were too generic and did not resonate with academic and research staff, last year a new workshop was introduced, looking specifically at mentoring skills for academia. The same process was undertaken with the Project Management programme, a new facilitator designed a bespoke programme for Lancaster's researchers, to help support them with their research projects.

RSO: A review of induction processes for those new to grant management has been undertaken by RSO resulting in an enhanced package of support for Research Managers being developed for 2023.

Measure: Attendance by researchers at these sessions is high, with most sessions running at full capacity. Further data on impact will be measured in 2023 CEDARS survey. Exit questionnaires and follow up impact statements will be gathered for the OD programmes review annually.

Library: An area of Lancaster's library extension has been re-designed, providing a dedicated space where researchers can gather to network and collaborate. It will also host

	<p style="text-align: center;">New library/research skills</p> <p>All researchers are requested to use the new PDR software to capture their development activity requests and career options. The new system will link to Pure records, encouraging this method of recording publications and other research outputs for use in future career planning.</p> <p>Researchers are encouraged to attend all our internal programmes that they feel are relevant. Current listing here.</p> <p>Measure – CEDARS survey to identify that researchers have been able to participate in a full range of development opportunities. Both within and without the University and that departments/research managers have responded positively to all development requests.</p>
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Comment on any lessons learned from the activities undertaken over this period and any modifications you propose to make to your action plan and measures of success as a result. (max 500 words)

CEDARS: Very low uptake this year by research-only staff. Improvements to be made to communications showing what a good opportunity the survey is for researchers (and research managers) to influence policy, practice, and culture.
 New communication plan

Lesson learned: Clearer communications on impact of proposed policy changes, more involvement with broader research community at an earlier stage.

Success measure: Positive feedback on communication from focus groups, RSA and CEDARS

Redeployment process:

Further work is ongoing to support the fair and transparent operation of indefinite with funding end date contracts for research staff.

Ongoing pursuit of an appropriate mechanism to record the 10 development days researchers are entitled to. Ensuring that these days are of real value to the individual researcher's professional and career development and that a wide range of opportunities are available.

Equality: CIG is looking for synergies with EDI, REC and AS action plans, giving more weight to the individual action plans. Using the same measures and actions across all three. One activity that is in focus now is the Bullying and Harassment policy review. Communicating the changes to this policy will become part of each action plan once completed.

Engagement: There is still a lack of engagement by the Researcher Community themselves, with vacancies on several committees. Research Directors, and department HoDs need to monitor these vacancies and encourage research managers to articulate the benefits to their research teams and to support participation in the broader Institutional business. CIG will work with Research Managers and Leaders to ensure they are communicating the benefits of these opportunities and actively encouraging participation in decision making processes

Please provide a brief statement describing your institution's approval process of this report prior to sign off by the governing body (*max 200 words*)

Report compiled by OD for academic and research, supported by Concordat Implementation Group members, including research staff representatives. Submitted to Concordat Implementation group for agreement/approval. University Research Committee, Chaired by ProVC for Research for final sign off.

Signature on behalf of governing body:

Prof Louise Heathwaite CBE FRSE FRSB
Pro-Vice-Chancellor for Research & Enterprise

Contact for queries: Jean Bennett –

This annual report will be analysed by Universities UK, secretariat for the Concordat to Support the Career Development of Researchers, to identify good practices,