

## Loughborough University Concordat Action Plan 2021-2022

The actions described are intended to fulfil the University's Research Staff Vision. Loughborough University is working to create an environment for Research Staff that provides the:

**Capability** for Research Staff to succeed in their roles at Loughborough University and in their future careers, whether at Loughborough or beyond, providing appropriate development and support;

**Culture** that values Research Staff and their contribution to the University's success, recognising the skills and capabilities they bring and the important contribution that they make;

**Community** for Researchers at discipline, School and University level to enable researchers to thrive as members of their research discipline, as active participants within their academic Schools and to the broader University community, for example through our CALIBRE Research Strategy.

In working towards this vision, the actions in this plan have also been mapped to and where possible built into two key elements of the University's strategy: the [People Strategy](#), and, where appropriate, the [CALIBRE Research Strategy](#). Those actions marked "CROS recommendation" align to the recommendations from an analysis of the data from CROS2019 and PIRLS2019, which were approved by the University's Research Committee in June 2020. The actions described within the plan have originated from multiple sources and reflect changing priorities of the sector, the University and of Research Staff themselves. Actions originating from Research Staff (marked "RS" in the code column) were elicited through specific engagement with LURSA to identify new actions for the plan, and also via the Careers in Research Online Survey, which ran in May 2019 and is the most current barometer for Research Staff Experiences at Loughborough. Actions new to this iteration of the plan are marked "NEW".

### Glossary

ADR	Associate Dean for Research
CALIBRE	Collective Ambition at Loughborough for Building Research Excellence (University Research Strategy)
CEDARS	Culture, Employment and Development in Academic Research Survey
EDI	Equality, Diversity and Inclusion
HROD	People and Organisational Development (formerly Human Resources and Organisational Development)
LURSA	Loughborough University Research Staff Association
PDR	Performance and Development Review
PI	Principal Investigator
PVCR	Pro Vice-Chancellor for Research
RA	Research Associate
ResQuE	Research Quality Enhancement Sub-Committee

## Principle 1 - Recruitment and Selection

Code	Action	Strategy	Responsibility	End Date	Success Measures
1-3 <b>RS</b>	Explore mechanisms to improve retention of highly skilled research staff.	<b>Capability</b> People Strategy Priority 4 CALIBRE – Research Leaders	PVCR, People and Organisational Development, Research and Enterprise Office	October 2022	Report to Research Committee and Human Resources Committee with recommendations.
1-4 <b>RS</b>	Review redeployment policy to determine its effectiveness for retaining highly skilled Research Staff.	<b>Capability</b> People Strategy Priority 3	People and Organisational Development, Research Staff Working Group	February 2022	Report to Human Resources Committee with recommendations for effective use of redeployment in retaining highly skilled researchers.
1-6 <b>NEW</b>	Creation of a Rent-a-Room scheme to provide short-term accommodation of up to 6 weeks for incoming research staff, academic visitors, and Doctoral Researchers	<b>Community</b> People Strategy Priority 5	Change Team and Vice-Chancellor's Office	September 2021	Increase of 10% in positive feedback from new arrivals regarding their experience of finding accommodation, to be measured via CEDARS and future accommodation surveys.

## Principle 2 – Recognition and Value

Code	Action	Strategy	Responsibility	End Date	Success Measures
2-1	As outlined in the emerging Organisational Development Strategy, develop a “one-stop-shop” website for development opportunities for all staff at the University, containing specific training and development opportunities for Research Staff in a single location.	<b>Capability</b> People Strategy Priority 2 CALIBRE – Research Leaders  CROS recommendation 4	People and Organisational Development, Research and Enterprise Office	December 2021	Increase in the availability of development opportunities for research staff to enable career progression and broader development. Content of development frameworks to be reviewed every 6 months by the Research Staff Working Group and other stakeholders.
2-2	Develop induction practices at School level that are inclusive of and contain elements bespoke to research staff. Recognising the variation in Research Staff populations in Schools, each School to ensure new Research Staff receive a formal induction process within 3 months of joining the School.	<b>Community</b> People Strategy Priority 5  CROS recommendation 1	ADRs in Schools	December 2021	Schools to monitor induction uptake via School action plans (Action 7-1). Increase of 10% in researchers reporting local induction in CROS and other staff surveys.
2-3	Create framework for all ADRs to meet with Research Staff or a LURSA-affiliated representative on a regular basis, and representation of their views at School Research Committees	<b>Community</b> People Strategy Priority 1 CALIBRE – Research Leaders CROS recommendation 1	ADRs in Schools, Research Staff Working Group	March 2022	All ADRs to provide the opportunity to meet with Research Staff or a LURSA-affiliated representative on a regular basis, with information relayed to the School’s Research Staff population. To be monitored quarterly by the Research Staff Working Group (Action 7-2).
2-5	Review the effectiveness of the PDR process for Research Staff and their reviewers. Make adjustments prior to the forthcoming PDR rounds starting in January 2022.	<b>Culture</b> People Strategy Priority 2 CROS recommendation 2	People and Organisational Development	December 2021	10% increase in satisfaction scores for PDR process based on CEDARS questions, as measured between 2021 and 2022.

2-8 <b>RS</b>	Schools to develop individual policies for research staff participation at School staff meetings and committees and make public.	<b>Culture</b> People Strategy Priority 1 CROS recommendation 1	ADRs in Schools, Research Staff Working Group	October 2021	Each School to publish a policy based on fair access for Research Staff, to be reported as part of individual action plans to ResQuE Sub-Committee.
2-10 <b>NEW</b>	Examine effects of Covid-19 Pandemic on Research Staff employment at Loughborough University. To be undertaken by review of HR data and inclusion of question set in CEDARS 2021.	<b>Community</b> People Strategy Priority 4	People and Organisational Development	December 2021	Report created and passed to Research Staff Working Group for consideration; any recommended actions to be sent to the appropriate University Committee.
2-11 <b>NEW</b> <b>RS</b>	Alert both existing and new research staff to external networks (such as the UKRI Early Career Researcher Forum) and encourage them to take part.	<b>Culture</b> People Strategy Priority 4	People and Organisational Development	April 2021	Include information on external networks in the “new research staff” email, encouraging them to take part. Promote new networks via the Research Staff Bulletin. Highlight networks during training and events aimed at Research Staff and in LURSA meetings. 10% of researcher population to report as involved in such networks (to be measured via CEDARS).

### Principle 3 – Support and Career Development – Supporting Researchers

Code	Action	Strategy	Responsibility	End Date	Success Measures
3-1	As part of University-wide needs-analysis, review Research Staff Development opportunities and participation on an annual basis. Ensure clear and unambiguous information on the development opportunities available to Research Staff via the “one-stop-shop” and signposted from the Research and Enterprise Office website.	<b>Capability</b> People Strategy Priority 2 CROS recomm- endation 4	People and Organisational Development, Library, Research and Enterprise Office	April 2021, with annual review dates prior to each academic year and ongoing development of opportunities	Development opportunities (both in the Leadership and Management framework and broader Organisational Development offering) to be clearly available to staff and reviewed on an annual basis by key staff groups and committees. Participation of research staff in development opportunities to increase by 10% over 2 years. Expanded range of development opportunities provided in line with identified priorities and needs of both staff and the institution.
3-2	Monitor PDR uptake on an annual basis. As part of an institutional learning needs analysis, examine resulting PDR data including developmental needs and requests for support, to ensure Development opportunities reflect development needs.	<b>Culture</b> People Strategy Priority 2	People and Organisational Development, Research Staff Working Group	June 2021, and annually thereafter	All eligible members of Research Staff continue to participate in PDR, Research Staff Working Group will review development requests made through PDR process.
3-6	Within Research and Enterprise, undertake a ‘task and finish’ project to investigate the inclusion of the training and professional development of Research Staff development on grants, where possible.	<b>Capability</b> People strategy Priority 2	Research and Enterprise Office	March 2022	Evaluation undertaken of existing practice regarding inclusion of researcher development costs within eligible grants. Recommendations for any required improvements put forward to Research Committee.
3-7 <b>NEW RS</b>	Research and Enterprise Office to provide guidance of funding opportunities where researchers can be named as Principal Investigators or Co-Investigators.	<b>Capability</b> People strategy Priority 2	Research and Enterprise Office	December 2021	Creation of a resource accessible to research staff that identifies key funding opportunities where researchers can be named as Principal Investigators or Co-Investigators.

**Principle 4 – Support and Career Development – Recognition and Promotion**

<b>Code</b>	<b>Action</b>	<b>Strategy</b>	<b>Responsibility</b>	<b>End Date</b>	<b>Success Measures</b>
4-2	Develop mentoring for Research Staff, starting with Research Fellows, including creating procedures and best practice for mentoring. Incorporate Research Staff into the University-wide Coaching and Mentoring Scheme that is currently under development.	<b>Culture</b> People Strategy Priority 4	People and Organisational Development, Research and Enterprise Office, Academic Schools	September 2021	All Research Fellows and Doctoral Prize Fellows to be provided with the opportunity to be assigned a mentor outside of their line management structure and be meeting on a monthly basis over 12 months. Mentoring guidelines to be created and shared with mentors and researchers.
4-6 <b>NEW</b>	Provide targeted mentoring opportunities for minoritized groups within the University	<b>Culture</b> People Strategy Priority 4	People and Organisational Development in collaboration with staff groups	November 2021	Positive uptake of the schemes by research staff in line with the proportion of their representation in these staff networks; positive feedback from mentees regarding progress towards agreed developmental goals (promotion, job interviews, etc.) to be gathered at evaluation stage

## Principle 5 – Researchers’ Responsibilities

Code	Action	Strategy	Responsibility	End Date	Success Measures
5-2	Run networking events for Research Staff, across the campus, throughout the year	<b>Community</b> People Strategy Priority 4	People and Organisational Development, LURSA	July 2022	Annually hold three networking events, either online or on campus, to be advertised to and open to all Research Staff. Attendance to be monitored, 15% of population to attend an event.
5-3	Increase engagement and attendance of research staff at Annual Research Conference. Further engage with LURSA and ADRs to select topics and define activities, and to aid in promotion of events.	<b>Community</b> People Strategy Priority 4	People and Organisational Development, LURSA, Academic Schools	November 2021 and annually thereafter	LURSA and Research Committee invited to join planning meetings for Annual Research Conference. Notification of events to Research Staff via the Bulletin. 10% increase in Research Staff participation per year.
5-5 <b>RS</b> <b>NEW</b>	Research Staff to participate in external networks (such as the UKRI Early Career Researcher Forum).	<b>Community</b> People Strategy Priority 4	LURSA	December 2022	Members of LURSA to provide feedback on external networks in LURSA meetings and where appropriate convey the views of LURSA in external meetings and discussion. At least 2 members of LURSA to take part in UKRI Early Career Researcher Forum.

## Principle 6 – Diversity and Equality

Code	Action	Strategy	Responsibility	End Date	Success Measures
6-1	Create a portal for researchers to access face-to-face and online resources for English and Academic language skills.	<b>Capability</b> People Strategy Priority 2	People and Organisational Development, Student Services	June 2021	Creation of new resource on the University's VLE to allow on-demand access to recordings and materials on academic language. Advertised to research staff and added to research staff website.
6-2	Review, enhance and embed flexible working practices for all staff, ensuring that Research Staff are included.	<b>Culture</b> People Strategy Priority 4 CROS recommendation 5	People and Organisational Development	September 2022	Increase of 20% in awareness of flexible working opportunities at the university, increase of 10% in flexible working amongst research staff, as measured in 2022 versus 2018 data.
6-4	Work towards achieving Athena SWAN recognition in schools.	<b>Culture</b> People Strategy Priority 1	Planning	October 2022	Seven out of nine schools to have achieved a level of Athena SWAN recognition.
6-6 <b>NEW</b>	Make a University submission for a Race Equality Charter bronze award; ensure that research staff are included in other initiatives to support BAME staff as they arise.	<b>Culture</b> People Strategy Priority 1	Race Equality Charter Champion; Planning	Submission by end of July 2021	Submission of an application for a Race Equality Charter Bronze award; further initiatives to support BAME staff to be added to this Concordat Action Plan as additional actions.

## Principle 7 – Implementation and Review

Code	Action	Strategy	Responsibility	End Date	Success Measures
7-1	Create individual Concordat action plans for each School, taking account of results from CROS and PIRLS, and views of Research Staff via LURSA and Research Staff representatives. Progress against plans to be scrutinised at Research Quality Enhancement (ResQuE) Sub-Committee chaired by Pro Vice-Chancellor for Research.	<b>Community</b> People Strategy Priority 2	People and Organisational Development, Research and Enterprise Office, Academic Schools	November 2021	Plans created for each individual school, shared with ADRs and Research Committee. ResQuE to feedback progress to Research Staff Working Group to consider during quarterly review meetings. Progress with School actions prior to HR Excellence review period in October 2020 (Action 7-5).
7-2 <b>RS</b>	Research Staff Working Group to meet quarterly to monitor progress against Action Plan.	<b>Community</b> People Strategy Priority 4	Research Staff Working Group	Quarterly	Research Staff Working Group to review Action Plan Progress at each meeting, with any concerns or further actions to be reported to the following Research Committee by the Working Group Chair.
7-5 <b>NEW</b>	Sign up to the new Concordat, complete all obligations required under this including gap analysis and creation of a new Concordat action plan (to subsume and supersede this action plan).	<b>Culture</b> People Strategy Priority 4  CROS recommendation 6	Vice-Chancellor's Office	November 2021	Letter of assent lodged with Vitae by May 2021, with progress review and new Action Plan approved and submitted to University Council for November 2021 meeting.
7-6 <b>NEW</b>	Take part in CEDARS 2021. Run a short barometer survey repeating a subset of questions from CEDARS 2021 by the end of June 2022.	<b>Culture</b> People Strategy Priority 4  CROS recommendation 6	People and Organisational Development, Research and Enterprise Office	June 2022	Response rate to CEDARS of greater than 35% for Researchers and 25% for Principal Investigators, with representation from across the University. At least 30% response rate to barometer survey.