

Loughborough University Concordat Action Plan 2018-2020

Progress update – March 2021

This revised Concordat Action Plan was created over the Spring and Summer of 2019 incorporating feedback from the HR Excellence in Research review panel, and in further consultation with Research Staff, including the now well-established LU Research Staff Association (LURSA). The progress/status of each action has been reviewed and updated as of March 2021, with each action marked as complete, ongoing, or delayed.

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 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 newly developed [People Strategy](#), which has been published following our initial report and action plan, 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 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 added in 2019, having been 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 that were added to the plan in July 2019 are marked "NEW", whereas those added since July 2019 are marked "NEW since 2019".

Glossary

ADR	Associate Dean for Research
CALIBRE	Collective Ambition at Loughborough for Building Research Excellence
CEDARS	Culture, Employment and Development in Academic Research Survey
CROS	Careers in Research Online Survey
EDI	Equality, Diversity and Inclusion
HEA	Higher Education Academy
HROD	Human Resources and Organisational Development
LURSA	Loughborough University Research Staff Association
MRDF	Midlands Researcher Development Forum
PDR	Performance and Development Review
PI	Principal Investigator
PIRLS	Principal Investigators and Research Leaders Survey
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	Progress/Status
1-1	Embed Research Staff Employment Code of Practice into recruitment, induction and training for Research Staff and PIs.	Capability People Strategy Priority 5	Human Resources and Organisational Development	March 2020	Research Staff will know the practices related to their employment, measured through CROS and staff surveys (10% increase annually).	Complete and ongoing as embedded activity The Code of practice is embedded into induction as well as in specific training for Research Staff and PIs. In CROS 2019, 47% of respondents had some understanding of the Code of Practice, while a further 31% had heard of it; up from 34% and 39% in 2017, showing a large increase (13%) in familiarity with the code as well as a smaller increase (5%) in overall awareness. These should increase following the publication of the revised code of practice and will be measured in CEDARS 2021.
1-2	Complete the review of Research Staff Employment Code of Practice.	Capability People Strategy Priority 5	Human Resources and Organisational Development	January 2020	Revised Code of Practice updated and approved by LURSA, Research Committee and Human Resources Committee.	Complete Following an initial review by LURSA, the revised text for the Code of Practice was approved by Human Resources Committee and is awaiting upload to the Human Resources and Organisational Development website (in place of the previous text). A news item notifying colleagues of the change and a prompt to remind them of the COP will be released when this has been actioned (expected to be around the time of HREiR submission).
1-3 RS	Explore mechanisms to improve retention	Capability	PVCR, Human Resources and	October 2020	Report to Research Committee and	Delayed

NEW	of highly skilled research staff.	People Strategy Priority 4 CALIBRE – Research Leaders	Organisational Development, Research and Enterprise Office	<i>Revised date</i> October 2022	Human Resources Committee with recommendations.	This work has been delayed mainly due to the pandemic. However, the new Centre for Postdoctoral Development in Infrastructure, Cities and Energy (C-DICE) will be a good platform for exploring mechanisms for retention, including what is implemented at other HEIs.
1-4 RS NEW	Review redeployment policy to determine its effectiveness for retaining highly skilled Research Staff.	Capability People Strategy Priority 3	Human Resources and Organisational Development, Research Staff Working Group	February 2020 <i>Revised date</i> February 2022	Report to Human Resources Committee with recommendations for effective use of redeployment in retaining highly skilled researchers.	Delayed The University has a well-established redeployment process which allows who are on notice of redundancy to apply for vacancies. In our earlier plan we wanted to determine whether this was working effectively for research staff and improving their job security and retention. There have been considerable requirements on data analysis across the university and this was not able to start ahead of the pandemic, and subsequently progress was affected by the pandemic. We still intend to undertake this analysis with a revised target date.
1-5 NEW	Review of accommodation information and provision for new staff moving to Loughborough, including Research Staff.	Community People Strategy Priority 5	Estates and Facilities Management	September 2019	Establishment of a Project Management Board to review current accommodation provision at the University; Reduction in number of queries to the	Complete A Project Management Board has been established to review the University's current housing stock and where more effective use of it can be made. Work has also been done to provide clarity for the Accommodation Centre regarding appropriate accommodation options depending on an individual's

					Accommodation Centre and to People & Organisational Development where information linked to arrivals for new staff is not easily available online.	circumstances. New and updated website content for incoming staff and visitors has also been drafted.
1.6 NEW since 2019	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	Community People Strategy Priority 5	Change Team and Vice-Chancellor's Office	September 2021	Increase in positive feedback from new arrivals regarding their experience of first weeks at Loughborough, as measured via questions in CEDARS and other staff surveys.	Ongoing A process for administration of the scheme is being developed by the University's Change Team, with a view to conducting a pilot in Summer 2021 (Covid-19 restrictions permitting) prior to launching in Autumn 2021.

Principle 2 – Recognition and Value

Code	Action	Strategy	Responsibility	End Date	Success Measures	Progress
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.	Capability People Strategy Priority 1 CALIBRE – Research Leaders CROS recommendation 4	Human Resources and Organisational Development, Research and Enterprise Office	January 2020	Website completed and reviewed by LURSA, with review and feedback every 6 months. Increase in the quantity and variety of development opportunities undertaken by Research Staff.	Ongoing Work to consolidate and clarify the opportunities available through the Research and Enterprise Office has been completed. The development of the one-stop shop website is ongoing, but its content has progressed substantially. Current focus is to provide clarity over development opportunities for academic and research staff, and develop a “one-stop-shop” website through which they can be accessed (cross refer to 3-1). In the 2017/18 Academic year, research staff undertook 1246 development course instances via the University’s booking system; this increased to 1457 course instances in the 2018/19 academic year, an increase of 17%. There was no significant variation in the research staff population in that time, so the increase is purely overall uptake of development opportunities. The total remained at 1450 course instances for the 2019/20 academic year, in spite of the pandemic disrupting face-to-face delivery of training.
2-2	Develop bespoke research staff induction practices at School level. Recognising the	Community People Strategy Priority 5	ADRs in Schools	January 2020	Schools to monitor induction uptake via School action plans (Action 7-1). Increase	Ongoing In early 2020, the University initiated a holistic review of induction practices for all staff, which includes not just

	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.	CROS recommendation 1			of 10% in researchers reporting local induction in CROS and other staff surveys.	centralised induction practices but also localised induction. This will align induction with the entire recruitment procedure and ensure consistency across schools and job families. Research Staff have been considered in the process and are explicitly identified within the working project document. Once the institution-level induction principles have been set, ADRs will be supported to shape school-level interventions for their research staff (following the REF submission round of 2021).
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	Community People Strategy Priority 2 CALIBRE – Research Leaders CROS recommendation 1	ADRs in Schools, Research Staff Working Group	March 2020	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).	Ongoing Research Staff and ADRs have held formal meetings in four of the nine Schools, with some informal meetings taking place in other schools. Experiences and examples of good practice will be shared between schools at the regular ADR forum.
2-4	Review current practice relating to conversion of long-serving staff from fixed-term to	Capability People Strategy Priority 5	Human Resources and Organisational Development	June 2020	Current practice reviewed and any recommendations for change put	Complete Previously, research staff would need to contact HR and request a move to an open-ended contract once eligible. A

	open-ended contracts, identify potential actions to improve transparency of the process and facilitate conversion where it is appropriate to do so.				forward to the appropriate committees. Eventual increase in number of eligible research staff moving from fixed-term to open-ended contracts.	new process is now in place, where a member of the HR team will inform the Dean of School when a staff member becomes eligible and discuss with them whether the individual could be transferred to an open-ended contract, with the staff member informed of the outcome. This process has been written into the revised Research staff employment Code of Practice. Conversion will be monitored annually by the research staff working group.
2-5	Develop specific guidance on the PDR process for Research Staff and their reviewers	Culture People Strategy Priority 1 CROS recommendation 2	Human Resources and Organisational Development	January 2020	Provide guidance to reviewers and reviewees in the form of training and supporting documentation prior to the forthcoming PDR round in January-March 2020. Minimum 10% increase in Research Staff satisfaction with PDR process as measured by CROS and internal surveys.	Ongoing Specific guidance was issued to reviewers during the 2020 PDR round to emphasise the eligibility of research staff to be identified as “Exceeds Expectations” and then put forward for the reward review process. Revised PDR guidance has been drafted and revised in consultation with LURSA to ensure it is fit for purpose and to revise for future years. PDR emphasis for 2021 is on wellbeing and support due to pandemic.
2-6 NEW	Raise awareness of reward and recognition programmes and opportunities to researchers and managers.	Culture People Strategy Priority 3	Human Resources and Organisational Development	June 2020	A 10% increase in positive feedback in questions relating to reward and recognition in CROS and Staff Surveys,	Complete The University issued a personalised “Total Reward Statement” in paper copy to all staff in July 2019, this statement set out the value of the benefits available to each individual as well as

					greater number of Research Staff being put forward for recognition awards.	signposting to other benefits on offer such as discounts and services. It was intended that this would be replaced by an automated system however this has been deprioritised due to other pressures including the pandemic. There is currently no set date to resume this project. Awareness of reward and recognition was not directly assessed in CROS 2019 but will be examined in future surveys.
2-7 RS NEW	Ensure that Research Staff are explicitly included in existing mechanisms that provide development and funding opportunities, where appropriate.	Capability People Strategy Priority 2 CALIBRE – Research Leaders	Research and Enterprise Office, Human Resources and Organisational Development	January 2020	Review of development opportunities across Organisational Development, resulting information to be made explicit on Research Staff website. Research Staff to be explicitly invited to presentations from funding providers (e.g. UKRI, Wellcome) and included in other Development opportunities.	Complete and ongoing as embedded activity The Research and Enterprise Office run a series of sessions on applying for funding including Fellowships; one such session was run as part of the National Postdoc Appreciation Week events. The University participated in the ESRC Review of Doctoral Education, which included ESRC-funded students and ECRs. We have recruited to 2 cohorts of Doctoral Prize Fellows (19) and supporting applications for them for external funding. The annual themes for the Institute of Advanced Studies specifically includes ECRs in the leadership teams, which is an important element of the selection process. We now routinely invite ECRs to participate in internal managed processes for funding applications to provide a development opportunity. Through ERA

						Skills we are planning an event on EPSRC Postdoctoral Fellowships, with input from EPSRC. C-DICE will provide funded opportunities for Research Staff.
2-8 RS NEW	Schools to develop individual policies for research staff participation at School staff meetings and committees and make public.	Culture People Strategy Priority 2 CROS recommendation 1	ADRs in Schools, Research Staff Working Group	January 2020	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.	Delayed This work has been delayed due to the pandemic and REF pressures.
2-9 NEW since 2019	Develop a series of Research Staff events for the National Postdoc Appreciation Week (NPAW) that is celebrated in the US.	Community People strategy Priority 1	Research and Enterprise Office, Human Resources and Organisational Development, Library, Careers Network	September 2020	Deliver at least three events across the week with overall attendance of at least 15% of Research Staff.	Complete Several events were run across this week: "Funding Opportunities for Research Staff", "Fellowship of the Higher Education Academy: what is it and how can I get it?", and a Fellowship Inaugural Lecture. More than 45 research staff (15%) were involved in the events with several of them volunteering to join LURSA.

Principle 3 – Support and Career Development – Supporting Researchers

Code	Action	Strategy	Responsibility	End Date	Success Measures	Progress
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.	<p>Capability People Strategy Priority 1</p> <p>CROS recommendation 4</p>	Human Resources and Organisational Development, Library, Research and Enterprise Office	January 2020 then annually thereafter	<p>Updated Development guide to be published and distributed to Research Staff by the start of each year.</p> <p>Participation of research staff in development opportunities through one-stop-shop, 10% increase over 2 years. Expanded range of development opportunities included, 5% increase over 2 years.</p>	<p>Ongoing</p> <p>As part of broader work in HROD to create an institutional Leadership and Management framework, a specific academic lens has been created, outlining both available development opportunities and new opportunities to be developed. The content contains explicit offerings for research staff and will be launched in Spring 2021. The development of a website will follow (cross refer to 2-1). An audit of researcher development opportunities across the professional services has begun, which will also inform the one-stop-shop project.</p> <p>Research and Enterprise office undertook a gap analysis of their training and updated their programme in Summer 2020. The revised programme is available to all staff and includes a session specifically for research staff on finding research funding, focussing on Fellowships.</p> <p>In the 2017/18 Academic year, research staff undertook 1246 development courses via the University’s booking system; this increased to 1457 courses in the 2018/19 academic year, an increase of 17%. There was no</p>

						significant variation in the research staff population in that time, so the increase is purely overall uptake of development opportunities. The total remained at 1450 courses for the 2019/20 academic year, in spite of the pandemic disrupting face-to-face delivery of training.
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.	Culture People Strategy Priority 1	Human Resources and Organisational Development, Research Staff Working Group	January 2020, then June 2020 & 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.	Complete and ongoing as embedded activity All eligible members of research staff must undertake a PDR in the first quarter of each year. PD are monitored through the Senior Review Group in each school. They ensure that there has been completion of all eligible PDRs. There would be discussions with PDR reviewers regarding any non-completions, which would then go on to be completed. Refusal to engage appropriately in the PDR process can lead to disciplinary action, which would be instigated through the Senior Review Group if not already picked up by Deans and Directors.
3-3 NEW	Develop a Fellowship pipeline, including funding and developmental support for selected Early Career Researchers (internal and external) to develop their research to the	Culture People Strategy Priority 1 CALIBRE – Research Leaders	Human Resources and Organisational Development, Research and Enterprise Office	October 2019	Creation of Doctoral Prize Fellowship scheme, recruiting minimum of five 2-year independent Fellowships per year. Alongside	Complete and ongoing as embedded activity The University has recruited 19 Doctoral Prize Fellows to date, with 2 cohorts recruited more recently (2018-2020, and 2019-2021). These cohorts have included 9 individuals from minority ethnic backgrounds (47%). This includes a Fellow Development scheme and

	stage of a research fellowship application.				this, create a Fellow development scheme with spaces to be made available to other research staff via a competitive application process. Pilot scheme with Doctoral Prize Cohort currently underway (April – Oct 2019).	mentoring from senior academics. This has contributed to the success of the overall Fellowship Pipeline, which has resulted in award of 39 external research fellowships to LU staff since September 2016; of these, 28 of the awards were to individuals from the BAME community.
3-4 RS NEW	Provide Research Staff-specific development opportunities for public engagement and publishing research.	Capability People Strategy Priority 1	Human Resources and Organisational Development, Library	March 2020	One new development opportunity to be delivered in each of public engagement and publishing research.	Complete Loughborough University was a financial sponsor of Standing up for Science’s “Voice of Young Science” programme in 2019/20; this gave the opportunity for 16 researchers to take part in the programme over that year, and Sense About Science’s Dr Hamid Khan gave a keynote presentation at the Loughborough’s 2019 Research Conference on “Making Sense of Science and Evidence”, with over 180 researchers in attendance. A session was run online in December 2020 “How to address some of the most pressing questions that researchers have (with Scopus)” to help researchers identify appropriate manuscripts and strategies

						for publication, with 41 researchers in attendance. In addition, a new suite of media training resources has been launched by the PR team to support researchers in raising their profile with external audiences.
3-5 NEW	Staff supporting researchers to attend regional and national meetings and conferences relating to Research Staff issues.	Capability People Strategy Priority 1	Human Resources and Organisational Development, Research and Enterprise Office	September 2019	Support staff to attend and engage with Research Staff-specific sessions at the Vitae Conference, attend MRDF, plus other conferences and events as appropriate. Attendance and participation a minimum of 5 external events/meetings per year, and report Research Staff Working Group.	Complete The Research Staff and Student Development Adviser took part in the 2019 Vitae Researcher Development International Conference, joining the Research Staff specific sessions of the conference. Other relevant meetings attended include: the SRHE event “New approaches to the teacher training of researchers”, as well as regular attendance across the team at the Midlands Researcher Development Forum and the East Midlands Doctoral Network (EMDoc), which discusses collaborative researcher development projects. A major new initiative being led by Loughborough is C-DICE, which will create additional opportunities for influencing and developing good practice in research staff development and the project to date has involved discussions with a variety of stakeholders from industry partners to academic colleagues and others such as funders to create development opportunities for postdoctoral research staff. The Head of Researcher

						Development participated in the selection panel for the Vitae Connections week 2020.
3-6 NEW	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.	Capability People strategy Priority 1	Research and Enterprise Office	March 2020	Evaluation undertaken of existing practice regarding inclusion of researcher development costs within eligible grants. Recommendations for any required improvements put forward to Research Committee.	Ongoing A meeting with UKRI 'talent' team was held in Feb 2021 to explore how the C-DICE project can work with funders to improve expectations and funding for the development of researchers on grants.
3-7 NEW since 2019	Inclusion of Research Staff in the Energy Research Accelerator (ERA) Skills programme .	Capability People Strategy Priority 1	Research and Enterprise Office	September 2020	Invitation to Energy-related Research Staff at Loughborough to join the network; participation of research staff in ERA events, including the annual ERA Early Career Researcher Conference.	Complete Since 2016 Loughborough has led, the Energy Research Accelerator (ERA) Skills programme . This initiative initially concentrated on creating a cohort of doctoral researchers based across the 8 ERA partners (all Midlands Innovation Universities), providing bespoke doctoral skills training over and above that which is available at individual institutions, with a focus on Energy. ERA Skills now extends to postdoctoral researchers, with 4 members of Loughborough University research staff actively engaged in the ERA Early Career

						Researcher Conference. ERA Skills frequently provides development opportunities and profiles their work, such as during National Postdoc Appreciation Week.
3-8 NEW since 2019	Lead a bid for a new Centre for postdoctoral development in Infrastructure, Cities and Energy, alongside the UK Collaboratorium for Research in Infrastructure, and Cities (UKCRIC) and other UK strategic partners.	Capability People Strategy Priority 1	Research and Enterprise Office	January 2020	Submit a full funding application to Research England.	Complete Loughborough University led on a successful £4M application to Research England. joint initiative, the Centre for postdoctoral development in Infrastructure, Cities and Energy (C-DICE), with the Universities of Birmingham and Cranfield as Co-leads. The partnership spans 18 HEIs, industry and other partners, with £3.4M co-investment. The programme will provide opportunities to postdoctoral skills and careers through training, secondments, sandpits and Fellowships, with the vision to create a step change in postdoctoral development in the UK. C-DICE supports 10FTE staff across the partner Universities to deliver this ambitious programme.

Principle 4 – Support and Career Development – Recognition and Promotion

Code	Action	Strategy	Responsibility	End Date	Success Measures	Progress
4-1	Targeted careers provision for Research Staff: Run an annual Careers event specifically for researchers, rolling programme of Research Staff workshops in Schools, and embed careers consultant into other workshops and events. Events and services to be promoted via email, periodic postcard distribution and posters in schools	Capability People Strategy Priority 1	Careers Network	September 2020	Careers Consultant to engage with minimum of 10% of research staff population per year through events, workshops and consultations.	Complete A programme of events is scheduled for early spring 2021, including two events specifically for Researchers – “Careers in Research” and “What do Doctoral Graduates Do?”. Due to lack of face-to-face opportunities through the pandemic, three careers workshops for researchers have been converted to remote learning modules that can be undertaken at any time, so are more easily accessible to researchers. A special event on “Constructing your Career” was delivered digitally as part of the National Postdoc Appreciation Week during September 2020. Events and services continue to be advertised by email and other electronic means, which has proven the most efficient and inclusive method during the pandemic.
4-2	Develop mentoring for Research Staff, starting with Research Fellows, including creating procedures and best practice for mentoring. Incorporate Research Staff into the	Culture People Strategy Priority 4	Human Resources and Organisational Development, Research and Enterprise Office, Academic Schools	March 2020	All Research Fellows and Doctoral Prize Fellows to be provided with the opportunity to be assigned a mentor outside of their line	Ongoing An institution-wide Coaching, Mentoring and Buddying framework will be rolled out in Autumn 2021, providing access to a mentoring scheme and linking, where appropriate, to existing School-based schemes. Full training and supporting

	University-wide Coaching and Mentoring Scheme that is currently under development.				management structure and be meeting on a monthly basis over 12 months. Mentoring guidelines to be created and shared with mentors and researchers.	resources will be provided to both mentors and mentees. Research Staff will be explicitly included in the scheme.
4-6 NEW since 2019	Provide targeted mentoring opportunities for minoritized groups within the University	Culture People Strategy Priority 4	Human Resources 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	Ongoing Targeted mentoring schemes have been established within the University's women's network, Maia, with positive uptake from research staff. An equivalent scheme is also being progressed with the BAME staff network
4-3 NEW	Review the monthly Research Staff Bulletin to communicate news, events and development/funding	Community People Strategy Priority 2	Human Resources and Organisational Development	November 2019	Canvas researchers to determine the types of content they would find most useful in the bulletin. Updated	Complete A survey revealed that most respondents were happy with the frequency of bulletins (monthly), with Internal Training Opportunities being the most desired content item.

	opportunities from across the university.				bulletin to be distributed to all Research Staff on a monthly basis.	Qualitative feedback has been used to design a new template for the bulletin.
4-4 RS NEW	Create a Research Staff log in to the new Doctoral College Development Portal, to allow access to further development opportunities including methods training.	Capability People Strategy Priority 1 CALIBRE – Doctoral College CROS recommendation 4	Human Resources and Organisational Development	December 2019	Research Staff given the ability to self-register for the Doctoral College’s Development Portal, with target of 15% of Research Staff registered by end of 2019.	Complete The Doctoral College Development Portal log in has been created and currently 55 research staff have created an account, which equates to 18 percent of research staff members. The rate of uptake has reduced slightly due to many development opportunities moving from face-to-face to online, meaning registration with the Development Portal is only required for a small number of training courses.
4-5 RS NEW	Support Research Staff in benefitting from initiatives within the CALIBRE Research Strategy, including engagement with Beacon, Global Challenge and Institute of Advanced Studies activities that will support their professional development.	Culture CALIBRE – Beacons, Global Challenges, Here to Stay (Institute of Advanced Studies)	PVCR, CALIBRE Academic Leads, Research and Enterprise Office	June 2020	Research Staff encouraged to engage with CALIBRE activities including participating in internal funding bids, and Institute of Advanced Studies themes. Measure involvement with CALIBRE initiatives.	Complete IAS has an explicit expectation that ECRS are part of the annual theme leadership teams, as a developmental opportunity. the IAS has also created placement opportunities for doctoral researchers as ‘IAS Doctoral Leaders’ who gain experience of hosting the IAS Fellows, who are leading international researchers, and participating in running the IAS programmes and building legacy.

Principle 5 – Researchers’ Responsibilities

Code	Action	Strategy	Responsibility	End Date	Success Measures	Progress
5-1	Provide organisational and financial support for LURSA to run bespoke, Research Staff-specific events throughout the year.	Community People Strategy Priority 4	Human Resources and Organisational Development	October 2019	Member of staff allocated to provide dedicated support to LURSA; ring-fenced funding for LURSA to run events and activities.	Complete Organisational support All budgetary requests are now examined on a case-by-case basis, if LURSA requires funding to support events then it will be considered through the central budget for projects within HROD.
5-2	Run networking lunches for Research Staff, across the campus, throughout the year	Community People Strategy Priority 4	Human Resources and Organisational Development, LURSA	July 2020	Annually hold three networking lunches, each in a different part of the campus, to be advertised to and open to all Research Staff. Attendance to be monitored, 15% of population to attend an event.	Ongoing A networking lunch was held in October 2019, with 14 research staff in attendance (5% approx.), however further events were halted by the pandemic and have not yet restarted.
5-3	Increase engagement and attendance of research staff at Fellowship Inaugural Lectures and Annual Research Conference. Further engage with LURSA and ADRs to select topics and define	Community People Strategy Priority 4	Human Resources and Organisational Development, LURSA, Academic Schools	November 2019 and annually thereafter	LURSA and Research Committee invited to join planning meetings for Fellowship Inaugural Lectures and Annual Research Conference.	Ongoing All Fellowship Inaugural Lectures are advertised to research staff via the bulletin, and ADRs and Deans are involved in the dissemination of details to staff in their school. Attendance is not consistent but the four lectures since October 2019 series have seen 41 research staff join the live events, around 14% of the total population,

	activities, and to aid in promotion of events.				Notification of all events to Research Staff via the Bulletin. 10% increase in Research staff participation per year.	and the lectures have been made available online for on-demand viewing. The Annual Research Conference did not run in November of 2020 but it is anticipated to run in 2021 and all groups will be engaged in the development of the conference programme.
5-4 NEW	Further publicise Vitae events and resources, including dedicated webpages and section in Research Staff Bulletin.	Culture People Strategy Priority 1	Human Resources and Organisational Development	October 2019	Dedicated sections created on website and Bulletin; increase in Research Staff accessing Vitae resources and events, as measured by hits on website and through responses to questions in CROS.	Completed A Vitae section has been added to the revised Research Staff Bulletin, and events and resources are advertised through the Research Staff Development website.

Principle 6 – Diversity and Equality

Code	Action	Strategy	Responsibility	End Date	Success Measures	Progress
6-1	Create a portal for researchers to access face-to-face and online resources for English and Academic language skills.	Capability People Strategy Priority 1	Human Resources and Organisational Development, Student Services	January 2020 Revised date April 2021	Website in place drawing together opportunities in language skills, research staff able to access academic language workshops via Doctoral College Development Portal.	Ongoing Research Staff have been able to access the academic language courses via the Development Portal (see action 4-4), and a new resource is being added to the University's VLE to allow on-demand access to recordings and materials on academic language.
6-2	Review, enhance and embed flexible working practices for Research Staff.	Culture People Strategy Priority 4 CROS recommend- ation 5	Human Resources and Organisational Development	June 2020	Measure as part of People Strategy implementation, ensuring Research Staff are represented in uptake of flexible working practices. Increase in understanding of policies as measured in CROS and PIRLS.	Ongoing Analysis of Flexible working requests made to HR show that research staff are requesting flexible working practices proportionally to the population size at a comparable rate to other job families. Due to the Covid pandemic, flexible working has been the norm for most staff, and HR will be reviewing arrangements for flexible working and developing new guidelines for best practice.
6-3	Make further commitments to improve equality for minority ethnic staff by convening a Self-Assessment Team for the Race Equality	Culture People Strategy Priority 2	Planning	October 2019	Race Equality Charter Self-Assessment Team convened.	Complete The Race Equality Charter Self-Assessment Team has been formed and the University is preparing an application for a Bronze award which will be submitted in 2021. Significant work has been carried out through the journey towards

	Charter by the end of September 2019.					the submission to begin identifying areas where systemic racism is present in order to progress towards equity for minority ethnic students. A training programme covering race, racism and white privilege has been rolled out to senior leadership team staff with further delivery due over the coming year.
6-4	Work towards achieving Athena SWAN recognition in all schools and departments by 2022.	Culture People Strategy Priority 2	Planning	October 2022	All schools and departments to have achieved a level of Athena SWAN recognition.	Ongoing Loughborough University has held the Bronze Institutional Award since 2009. At present, every School has an Athena SWAN and/or EDI committee and 8 of Loughborough's 9 Schools either hold, or are working towards, an Athena SWAN submission. The School of Sport, Exercise and Health Sciences has maintained a Silver Award since 2013. Five Schools also currently hold Bronze Awards: School of Science; Loughborough Design School; School of Architecture, Building and Civil Engineering; School of Social Sciences and Humanities; and Wolfson School of Mechanical, Electrical and Manufacturing Engineering.

<p>6-5 NEW</p>	<p>Ensure that Research Staff benefit from the EDI Action Plan. The University has set out a range of actions in its EDI Action Plan to improve EDI for all staff, these to include reviewing membership of committees and identifying how to accelerate women's progression in the organisation.</p>	<p>Culture People Strategy Priority 2 CROS recommendation 5</p>	<p>Human Resources Committee</p>	<p>December 2020</p>	<p>Ensure that specific communications, actions and outcomes are inclusive of Research Staff and where possible address other aspects of the Concordat Action Plan.</p>	<p>Ongoing The University released its first EDI annual report in Autumn 2020, which was used to inform the revised People Strategy released in January 2021. One outcome has been to embed EDI into the 2021 PDR round, with all staff expected to develop an objective related to EDI for the coming year.</p>
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Principle 7 – Implementation and Review

Code	Action	Strategy	Responsibility	End Date	Success Measures	Progress
7-1 NEW	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.	Community People Strategy Priority 1	Human Resources and Organisational Development, Research and Enterprise Office, Academic Schools	December 2019	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).	Delayed This work has been delayed due to the pandemic and REF pressures.
7-2 RS NEW	Research Staff Working Group to meet quarterly to monitor progress against Action Plan.	Community People Strategy Priority 2	Research Staff Working Group	June 2019 and quarterly thereafter	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.	Ongoing The Research Staff Working Group has met sporadically since June 2019. The group will examine the Action Plan in advance of the application for renewal of the HR Excellence in Research Award in March 2021.
7-3	Participate in the biennial CROS and PIRLS surveys to provide quantitative and	Culture People Strategy Priority 4	Human Resources and Organisational Development	June 2019	Response rate of greater than 35% for CROS and 25% for PIRLS, with	Complete and ongoing as embedded activity

	qualitative data to guide Concordat Implementation.				representation from across the University.	CROS and PIRLS 2019 both had a final response rate of 39%, the highest achieved so far. Responses to the surveys were analysed and a report submitted to Loughborough University's Research Committee, including recommendations, which have been incorporated into the future Action Plan.
7-4	Apply for renewal of the HR Excellence in Research Award in December 2020.	Culture People Strategy Priority 5	Human Resources and Organisational Development, Research and Enterprise Office	December 2020	Research Staff and stakeholder consultation to be completed by October 2020, with progress review and new Action Plan approved and submitted for review by deadline.	Complete (deadline delayed due to pandemic)