HREiR Action plan 2021 - 2023

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	Details
Institution name:	**Lancaster University**
Cohort number:	**Cohort 3**
Date of submission:	**24-Sep-21**

The institutional audience* for this action plan includes (complete or delete, as appropriate):

Audience (beneficiaries of the action plan)	Number of
Research staff	393
Postgraduate researchers	1800
Research and teaching staff	992
Teaching-only staff	138
Technicians	120
Clinicians	
Professional support staff	1438
Other (please provide numbers and details):	

Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result	Action carried over from previous action plan?	Old Concordat principle and clause
Environment and Culture								
Institutions must:								
ECI1 Ensure that all relevant staff are aware of the Concordat	Information on the Concordat/Code of Practice is included in Research Staff Induction and also included in responsibilites as part of new PI development session. Recommend the POED Partners team are briefed on this on a regular basis - the team is new.	Increasing numbers of researchers and research managers reporting that they are aware of the Concordat. As measured through the CEDARS Survey (Q.43.1a). (2020 - 24.3% had never heard of the Concordat, by 2021 this was down to 22.6% - aiming for down to 18% by 2022 survey results). Regular feedback directly from researchers at Research Staff Association events and as part of new starter survey.	Aug-22	OD for research and Academic. All CIG members. HRBP (Research Committee)	Changes in the membership of CIG to include more faculty and department representation. This will broaden the reach of CIG and thus the awareness of the Concordat. CEDARS - knowledge of Concordat has slowly increased 72.4% (2021) 77% (2022) 78.4% (2023) Further actions to include working with POED colleagues to provide more information about the Concordat for new starters, and the RSO new induction for new grant holders.	Carried forward	Yes (A1.1) (B2.1) (C3.6) (F7.4)	New
ECI2 Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Athena Swan - 2019AP MCFW6 - PARS (Parental, Adoption, Research Support) scheme now open to those on fixed-term and indefinite with an end date contracts	a) PARS scheme eligibility criteria reviewed to ensure that "research active" is defined in a manner that applies in all subjects and includes all research staff. b) 100% increase in uptake of PARS scheme, that is, increase from around 2 per year to 4 per year.	a. Oct 21 b. Oct 23	Faculty Deans, HRBP, AS lead (Athena Swan Projects Officer)	PARS scheme reviewed and relaunched in September 2021. Will provide impact report September 2023	Reporting to continue through AS structures.		P2.1 P6.8
	Equity - Consistency in application of policies e.g. funding for conferences and development activities. - 10 development days guidance, career and development activities available to researchers, - allocation of mentor - support and guidance and development programmes for all PI/Cols, covering leadership and management programmes.	All researchers to be offered the same opportunities, and report improved satisfaction (CEDARS). Undertake an assessment of the 10 days development and how they have been used to ensure provision is applied fairly across all departments. Direct researcher feedback at RSA termly events. New questions to be added to new starter feedback responses.	Priority action - Easter 2022 - Easter 2023	Research managers, RSO, Service Delivery manager, Research Directors	Central tracking system of 10 development days introduced in April. No data yet available. Some push back from Academic colleagues that this has introduced another system for Researchers to engage with and take up is currently slow. New programme for new grant holders for Summer 2023, will encourage the use of hte 10 day tracking system and other relevant information. Impact on behaviours to be monitored by CEDARS data. New starter feedback system to be improved for 2024. Current new starter report suggests that 29.9% of new researchers were offered and accepted a mentor, 4.5% were offered but declined and 44.8% were not offered a mentor. This data is at odds with the reports from departments and needs further investigation, as they are claiming that all new starters are offered a mentor.	New starter feedback is proving difficult to report on. Action to be carried forward to allow for improved reporting. Further reports needed from faculties and department to confirm details. Action to carry forward. (under review by SDM)		
	Researcher Voice - Guidance on the inclusion of research staff in all departmental communications - OD to remind departments and faculties annually of the need and importance of including all staff in department communications and activities.	All new and existing research staff to be included in all departmental communications. Made aware of broader opportunities and included in departmental meetings. Feedback direct through RSA event in Spring term and monitoring within departments.	Priority action - Easter 2022 - Easter 2023	OD, Faculty and Dept managers	CEDARS 2022 suggest 92.2% receive departmental communication. Verbal feedback at researcher forum, majority now happy with communications from departments and the centre.	No further action		
ECI3 Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	Introduction of Simitive software to manage workloads, planned for 2022. Further encouragement for all PIs to attend the PI and management training.	CEDAR (Q14.8a etc) feedback on workload allocation and direct positive feedback through the RSA.	Summer 2022	POED Director	CEDARS - Workload allocation (treated fairly) : 48.7% (2021) 43.8% (2022) 48% (2023). This does show an improvement but there is still work do be done in this area, as this % is still disappointing. The new software has been slow to roll out with only a few departments currently using this system, so very little usable data available. Attendance data to be monitored in future actions.	Carried forward	Yes (E6.4)	P6.9

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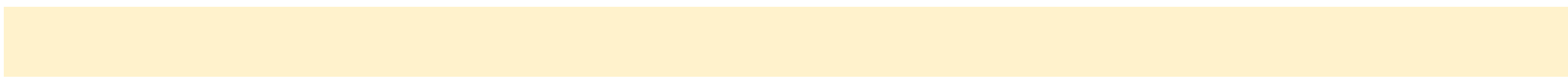|						
		Review of Bullying and Harassment policy - under review			Employment relations team	Plans are underway to launch a new Anti-bullying and harrassment network. With a new statement Respect, Support, Report. A new lead appointed. Reporting tool which will sit alongside the Uni safe (reporting tool for students) will include a case management system, allowing themes and trends analysis.	As this is still in planning reports will not be available until 2024/25. Reporting through University Executive Board and EDI committee. Carried forward.
		Introduction of regular thematic pulse surveys	These will provide valuable data on the views of all staff groups. Help to monitor trends and highlight issues for action. Report to CIG for further actions if needed.	Termly reports	Associate Director People, Culture and Inclusion	Pulse suveys have not had a good take up. Isolating researcher responeses is difficult due to low numbers. However overall patern is similar to that of other staff groups. Pulse surveys to be paused. (20.04.22) To recommence Spring 2024	No further action
ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	Athena Swan 2019 AP C8 - mandatory EDI training				

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| EM3 | Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers | Good practice sharing and continued attendance at development activities. Baseline recruitment and promotions data to be established to understand the current situation. | New starter survey and feedback to show researchers are satisfied with their local induction process. Increase in reports of researcher promotions. | Termly report to CIG | HR service delivery manager, Reward and recognition manager | New starter survey data shows that 84% of new starters were happy with their departmental induction. This survey is to be refreshed and would provide a useful barometer for the future.
Promotions: There has been an upwards trend in overall researcher promotions: 7 in 2018-19, 9 in 2019-20 and 11 in 2020-21. | Carried forward. | P6.3 |
| EM4 | Actively engage in regular constructive performance management with their researchers | New PDR online system introduced 2022 - monitoring of usage by academic departments. Follow up by HR partners for departments not taking part. | CEDARS Satisfaction data (CEDARS 2021 (Q16.2), Institution value on your contribution to | | | | | |
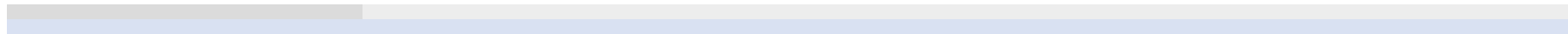
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Managers to be made aware of the new facilities in
the Library extension, providing physical, digitally-
equipped spaces for the library to co-deliver