

LJMU Action Plan (Concordat Implementation Strategy) 2018-2020

Backwards Looking Plan: January 2021

CONCORDAT PRINCIPLE(S)	PROPOSED ACTION	LEAD/s	TIMESCALE	SUCCESS MEASURE/S	PROGRESS
A. Recruitment & Selection					
Principle 1: Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research					
1.	The current People and Organisational Development (P&OD; see glossary on page 5) Strategy (2017-22) asserts a core aim to ensure processes for recruitment, induction and the on-going development of staff reflect the highest possible standards.				
	1) Complete a full-cycle of monitoring of the effectiveness of the three-year probation, induction and transition system for academics who are new to higher education that was introduced in September 2016, and evaluate participant satisfaction. Since implementation, 130 academic members of staff have commenced this process out of 208 academic starters (it is only a requirement to undertake the induction process if this is your first job in academia). Over the last two years 54% of probation reviews have been completed on time and over 99% of new starters	P&OD	By Oct 2019	This ongoing activity will establish baseline measures whereupon measures of success will be defined. These are likely to include: staff engagement in the full 3-year process; numbers completing probation review on-time; % completing probation review; positive responses on the effectiveness of the new programme and participant satisfaction.	Data for the time period 1/9/2018 to 1/10/2020 shows that 108 academic only staff in permanent roles completed an induction out of 209 starters (52%). In the same period, 16% of probation reviews have been completed on time and over 99% of new starters have passed their probation period. The induction process for contract researchers has not been consistently reported. Our revised Concordat Action Plan includes induction actions that are specific to new staff on externally-funded research contracts. This includes an induction from the head of their department that will include reference to the Researcher Development Concordat and the LJMU Code of Practice for Research. This action was not specifically identified in the previous action plan but has been a part of LJMU practice previously. We will ensure that information about induction process and probation reviews are routinely collected in each Faculty/School and put processes in place to report this to HR, so that it can be collected and reported on collectively. Relevant to our induction processes, our revised Concordat Action Plan also aligns with wider LJMU strategic initiatives relevant to this principle, including working towards our Silver Athena Swan award that involves the

	<p>hires have passed their probations period.</p> <p>NB: the above monitoring and evaluation relates to the induction of permanent academic staff. There is a parallel induction process for newly appointed contract researchers that is implemented at a local (faculty/school) level.</p>				<p>development, implementation and monitoring of open, transparent and merit-based recruitment processes (e.g. as part of our actions to address obligation EC12).</p>
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B. Recognition & 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

2.	<p>The current P&OD Strategy (2017-22) asserts a core aim for the University to have a positive performance culture driven by open, well-defined and consistently applied policies for recognition, reward and performance management. A revised appraisal scheme is to be implemented during this Action Plan period.</p>				
	<p>2) To monitor and evaluate both the implementation process and impact of the University-wide roll-out of the new workload allocation model (WAM), specifically in relation to the process of designating a time allowance for staff with significant responsibility for undertaking research. NB the WAM applies to academic 'teaching & research' and 'teaching-only' staff and not contract researchers).</p> <p>The process for assigning time allowances for staff to undertake research is</p>	RIS with PVC-R	By Sep 2020	<p>The proportion of staff with significant responsibility for undertaking research to increase to 60% (from 56%) by September 2020.</p>	<p>The proportion of staff with significant responsibility for research (SRIR) stood at 58% (including both academic and research-only staff) at September 2020. A separate equality impact assessment of staff on research-only contracts is being developed and will be reviewed as part of our revised Concordat Action Plan, with action taken where required.</p> <p>The WAM is no longer in use, having been withdrawn in 2018/19. Although a workload allocation model is still used to award research hours for SRIR, this is not relevant for researchers who are on externally funded contracts. Our revised Concordat Action Plan includes a suite of actions to support fixed-term researchers to develop responsibility for undertaking research.</p>

	<p>undertaken annually (March-May) to inform WAM allocations for the following academic year. Allocations were assigned to 56% of eligible academic staff in 2018/19. The data are further examined in terms of the equality impact assessment (EIA) of introducing this process and LJMU's Athena SWAN Working Group oversees and manages actions arising from the EIA.</p> <p>The University requires consistent and transparent application of the process and each faculty will agree and work to formal terms of reference.</p>				
3)	<p>L&DF in conjunction with T&LA is preparing to roll-out an Academic Leadership Development Programme for Programme/Subject Leaders. The CTG wishes to ensure breadth in its scope and content to include the importance and significance of the Programme/Subject Leader role in supporting research and research career development.</p>	L&DF T&LA	By Sep 2020	<p>A 10% increase in the proportion of academic and research staff agreeing that their training, learning or development has helped them to do their job more effectively (57% in 2017).</p> <p>Increased researcher engagement with development activities,</p>	<p>Staff Survey Outcomes: Data captured via our 2018 staff survey found that 61.4% of staff agreed that "My training, learning or development has helped me to do my job more effectively". The survey has not been run since 2018.</p> <p>ACTivator training outcomes: Data captured via an online survey following all core ACTivator workshops found that staff (across all training, learning and development workshops) reported the following:</p> <ul style="list-style-type: none"> • Was the session a good use of your time? 98.4% yes • Did you benefit from the activities, facilitation and way time was used? 96.9% yes • Would you recommend this session to others? 97.4% yes

	<p>NB whilst this development programme is for academic staff only, contract researchers are intended beneficiaries as support for research career development cascades line management structures</p>		<p>specifically core ACTivator workshops with 20% of academic staff attending at least one workshop per academic year (currently 16%).</p>	<p>Staff engagement with ACTivator workshops:</p> <ul style="list-style-type: none"> • 2018: 229 staff attended • 2019: 334 staff attended (46% increase since 2018) • 2020: 396 staff attended (18% increase since 2019; 73% increase since 2018) <p>Staff engagement with ACTivator workshops by role:</p> <table border="1"> <thead> <tr> <th>Role</th> <th>2018</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>Lecturer/Senior Lecturer</td> <td>158</td> <td>215</td> <td>250</td> </tr> <tr> <td>PGR/PhD Student/ PhD Researcher</td> <td>0</td> <td>0</td> <td>20</td> </tr> <tr> <td>Postdoctoral Researcher/Research Assistant/Research Associate</td> <td>17</td> <td>49</td> <td>24</td> </tr> <tr> <td>Professor</td> <td>4</td> <td>9</td> <td>14</td> </tr> <tr> <td>Reader</td> <td>7</td> <td>16</td> <td>21</td> </tr> <tr> <td>Other e.g. Programme Leader, Technician, Administrator</td> <td>43</td> <td>45</td> <td>67</td> </tr> <tr> <td></td> <td>229</td> <td>334</td> <td>396</td> </tr> </tbody> </table> <p>Staff engagement with ACTivator workshops by Faculty:</p> <table border="1"> <thead> <tr> <th>Faculty</th> <th>2018 (n)</th> <th>2019 (n)</th> <th>2020 (n)</th> </tr> </thead> <tbody> <tr> <td>Arts, Professional and Social Studies</td> <td>34</td> <td>79</td> <td>90</td> </tr> <tr> <td>Engineering and Technology</td> <td>69</td> <td>70</td> <td>61</td> </tr> <tr> <td>Nursing and Allied Health/ Education, Health and Community</td> <td>29</td> <td>66</td> <td>72</td> </tr> <tr> <td>Business and Law</td> <td>32</td> <td>48</td> <td>60</td> </tr> <tr> <td>Science</td> <td>50</td> <td>70</td> <td>98</td> </tr> </tbody> </table> <p>We do not collect specific information about contract type, but data suggest that engagement by staff who are on research-related contracts (e.g. Postdoctoral Researchers, Research Assistants and Research Associates) has been inconsistent; thus we have included actions within the revised Concordat Action Plan to address this (e.g. PCDI1).</p>	Role	2018	2019	2020	Lecturer/Senior Lecturer	158	215	250	PGR/PhD Student/ PhD Researcher	0	0	20	Postdoctoral Researcher/Research Assistant/Research Associate	17	49	24	Professor	4	9	14	Reader	7	16	21	Other e.g. Programme Leader, Technician, Administrator	43	45	67		229	334	396	Faculty	2018 (n)	2019 (n)	2020 (n)	Arts, Professional and Social Studies	34	79	90	Engineering and Technology	69	70	61	Nursing and Allied Health/ Education, Health and Community	29	66	72	Business and Law	32	48	60	Science	50	70	98
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					We have also identified the need to collect more robust data to comprehensively evidence the outcomes of the LDF workshops, and to capture specific information about the staff who attend (e.g. by contract type). A plan to implement an enhanced data collection has been included as an action (see PCDI6) within our revised Concordat Action Plan.
	4) All five faculties to have developed (LBS, EHC) or updated (APSS, FET, SCI) their researcher induction handbook that is routinely supplied to all new starters. Handbooks highlight areas such as institutional and local research strategy, the individual's role within that strategy, support and career development opportunities including appraisal. Handbooks advocate for engagement with CROS and PIRLS and set-out the University's commitment to the Principles of the Concordat to Support the Career Development of Researchers. NB Handbooks are for all staff i.e. contract researchers and academic staff.	AD-R's	Review Sep 2019	Increased researcher engagement with development activities, specifically core ACTivator workshops with 20% of academic staff attending at least one workshop per academic year (currently 16%). Completion rate for CROS to meet the sector benchmark (24% in 2017). Completion rate for PIRLS to meet the sector benchmark (21% in 2017)	LJMU did not implement CROS and PIRLS in 2019. As noted above (Section 2.3), staff engagement with development activities, specifically core ACTivator workshops has increased year, on year. As highlighted in Section 2.3, we do not collect specific information about contract type, but data suggest that engagement by staff who are on research-related contracts (e.g. Postdoctoral Researchers, Research Assistants and Research Associates) has been inconsistent. Our revised Concordat Action Plan include a suite of activities to specifically encourage and support staff on externally-funded fixed-term contracts to engage with this provision (e.g. PCDI1) and collect more robust data on engagement and outcomes of all staff development activities (PCDI6).
C. Support & 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					
3 & 4	To guarantee institutional provision supporting researcher development across all career stages, in-line with the University's core strategic aims and P&OD Strategy 2017-2022.				

<p>5) Provision for PGRs:</p> <ul style="list-style-type: none"> Deliver, evaluate and review the Researcher Development Programme run through the Doctoral Academy <p>Engage PGRs with PRES in 2019 and develop an associated action plan</p>	DA	<p>By Oct 2019</p> <p>PRES to run Spring 2019</p>	<p>Sustain PGR engagement with DA RDP at a level comparable with 2016/17. The 2016/17 data (92 events, 1,343 attendees) represented significant growth on 2015/16.</p> <p>Completion rate for PRES to match or exceed 2017 response (61%).</p>	<p>Our data show sustained engagement with DA RDP:</p> <ul style="list-style-type: none"> 2017/18: 85 events, 1229 attendees; 2018/19: 85 events, 1225 attendees; 2019-20: 95 events (46 of which were online), 1210 attendees. <p>Our 2019 PRES results show an improving narrative in training and development since 2017. The results showed a significant increase in satisfaction with research skills and professional development since 2017. Confidence in both of these areas is in the highest quarter compared to the sector, and satisfaction with professional development was ranked 5th out of 103 institutions taking part in PRES.</p>
<p>6) Provision for academic staff (including contract researchers, early to mid-career):</p> <ul style="list-style-type: none"> Deliver, evaluate and review the ACTivator programme run through Research & Innovation Services Engage staff with CROS in 2019 and develop an associated action plan 	RIS CF	Review Jan 2019	<p>Increased researcher engagement with development activities, specifically core ACTivator workshops with 20% of academic staff attending at least one workshop per academic year (currently 16%).</p> <p>Completion rate for CROS to meet the sector benchmark (24% in 2017).</p>	<p>As detailed in relation to progress with action 2.4 (above) LJMU did not implement CROS and PIRLS in 2019. As noted in Section 2.3, staff engagement with development activities, specifically core ACTivator workshops has increased year, on year.</p> <p>We do not collect specific information about contract type, but data suggest that engagement by staff who may be contract researchers (e.g. Postdoctoral Researchers, Research Assistants and Research Associates) has been inconsistent and have included actions within the revised Concordat Action Plan to address this (e.g. PCDI1).</p> <p>We have used our evaluation and gap analysis to develop an extensive action plan that is specifically aimed towards staff on externally-funded research contracts throughout; this includes those at the early and mid-stages of their career.</p> <p>Key actions within the revised Concordat Action Plan include activities to specifically encourage and support staff on externally-funded fixed-term contracts to engage with this provision and collect more robust data on engagement and outcomes of all staff development activities (e.g. PCDI1).</p>

<p>7) Provision for future research leaders (including post-doctoral contract researchers):</p> <ul style="list-style-type: none"> ▪ Deliver, evaluate and review leadership development provision for future research leaders ▪ Engage staff with PIRLS in 2019 and develop an associated action plan 	L&DF RIS CF	Review Sep 2019 PIRLS to run Spring 2019	A minimum of one cohort annually to complete the 'Research Team Leadership programme'. Completion rate for PIRLS to meet the sector benchmark (21% in 2017).	The Research Team Leadership Programme (a two-day externally facilitated course run by the Leadership Foundation for Higher Education) has been run three times, with the last session being in November 2019. A total of 14 delegates attended each course. Plans are underway for LJMU to develop an internal course (plans for this had started to be developed but were put aside due new priorities needing attention as a result of COVID-19).												
<p>8) Continue to run the University's annual Research & Innovation showcase event:</p> <ul style="list-style-type: none"> ▪ Grow participation (internal, including contract researchers, and external) ▪ Re-design the format and content to facilitate an increased emphasis on learning/development outcomes ▪ Involve the Concordat Forum in the design, planning and running of the event ▪ Establish robust measures to evaluate outcomes and satisfaction. 	RIS CF	Review May 2019 and May 2020	Increase researcher participation up from 12% staff to 25%.	<p>The University held a Research and Innovation Showcase event in June 2019, with a total of 228 attendees. Information on contract type was not collected, but of the information gathered, less than 10% had described their role as 'Researcher', 'Postdoctoral Researcher' or Research Associate':</p> <table border="1" data-bbox="1265 718 1780 1165"> <tr> <td>Lecturer/Senior Lecturer</td> <td>66</td> </tr> <tr> <td>PGR/PhD Student/ PhD Researcher</td> <td>50</td> </tr> <tr> <td>Postdoctoral Researcher/Research Assistant/Research Associate</td> <td>21</td> </tr> <tr> <td>Professor/Reader</td> <td>18</td> </tr> <tr> <td>Other e.g. Programme Leader, Technician, Administrator</td> <td>73</td> </tr> <tr> <td></td> <td style="border-top: 1px solid black;">228</td> </tr> </table> <p>In addition to the Research and Innovation Showcase event, our LJMU Institute for Health Research have implemented two conferences which have both had dedicated sessions for Early Career Researchers to present their work with prizes, with approximately 150 LJMU staff attending both events. This will be continued as part of the suite of activities to support our</p>	Lecturer/Senior Lecturer	66	PGR/PhD Student/ PhD Researcher	50	Postdoctoral Researcher/Research Assistant/Research Associate	21	Professor/Reader	18	Other e.g. Programme Leader, Technician, Administrator	73		228
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					researchers, and engagement from all, particularly those on externally-funded, fixed-term contracts, will be encouraged. Our revised Concordat Action Plan includes opportunities for researchers on externally funded fixed-term contract to engage with dissemination and showcase activities, including presenting at our LJMU Research Cafes, our University Research and Knowledge Exchange Day and internal conferences and seminars (e.g. as an action to address obligation EC11).																											
9) To grow the involvement of research leaders in mentoring. Implement a competitive application process in 2018 and 2019 designed to support less experienced researchers realise their potential to become independent researchers. Outcomes for mentees include enhancements to research output quality profiles, and mentee conversion to being in receipt of a time allowance for research in the workload allocation model. NB This scheme is currently open to academic members of staff only. Contract researchers are assigned a mentor (who is not their line manager), as part of the local induction process (Action 1 above).	PVC-R RIS L&DF	Review Sept 2019 and Sept 2020	A minimum of 20 mentor-mentee relationships supported annually in 2018/19 and 2019/20. The proportion of staff with significant responsibility for undertaking research to increase to 60% (from 56%) by September 2020. Increase academic staff participation in the Institute of Leadership and Management Coaching and Mentoring skills programme by 30% in 2018/19 (12 in 2017/18).	<p>We have implemented an extensive mentoring programme across range of areas and have a large number of mentor-mentee relationships that are currently in place:</p> <table border="1"> <thead> <tr> <th>Scheme</th> <th>Scheme start date</th> <th>Mentors (total)</th> <th>Mentees (total)</th> </tr> </thead> <tbody> <tr> <td>Academic New Starters</td> <td>Sep-16</td> <td>68</td> <td>82</td> </tr> <tr> <td>Professional Services</td> <td>Jun-18</td> <td>30</td> <td>9</td> </tr> <tr> <td>Supporting Women's Career Progression - Readership and Professorship</td> <td>Oct-19</td> <td>21</td> <td>19</td> </tr> <tr> <td>Aurora</td> <td>Dec-19</td> <td>12</td> <td>12</td> </tr> <tr> <td>REF</td> <td>Jul-19</td> <td>71</td> <td>87</td> </tr> <tr> <td>TOTAL</td> <td></td> <td>202</td> <td>209</td> </tr> </tbody> </table> <p>We do not currently collect robust data about the types of staff roles that participate in this mentoring process and, as part of our revised Concordat Action Plan, have developed plans to collect information about the outcomes of our mentoring activities (e.g. PCDR2).</p> <p>As highlighted in Section 2.2, the proportion of staff with significant responsibility for research stood at 58% (including both academic and research-only staff) at September 2020. A separate equality impact assessment of staff on research-only contracts is being developed and will be reviewed as part of our revised Concordat Action Plan, with action taken where required.</p>	Scheme	Scheme start date	Mentors (total)	Mentees (total)	Academic New Starters	Sep-16	68	82	Professional Services	Jun-18	30	9	Supporting Women's Career Progression - Readership and Professorship	Oct-19	21	19	Aurora	Dec-19	12	12	REF	Jul-19	71	87	TOTAL		202	209
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D. Researchers' Responsibility

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

5.	All stakeholders named in this Action Plan have a responsibility to raise awareness of the work of the Concordat Task Group and the Concordat Forum and promote their activities to researchers right across the University.				
	10) Design and launch Concordat update and information sessions for delivery within the RDP, ACTivator programme, SRAs, SDF. Such advocacy is essential to raise awareness amongst PGR and academic communities and ensure maximal engagement with relevant surveys (CROS, PIRLS, PRES). NB This activity involves and affects both academic staff and contract researchers.	CF	By Sept 2019	Annual update to two fora as minimum. Researcher awareness of the Concordat to Support the Career Development of Researchers to exceed the sector benchmarks as measured by CROS (15%).	LJMU did not implement CROS/PIRLS in 2019, but information from our evaluation and gap analysis has shown that awareness of the Concordat is low. We have developed a suite of actions for LJMU as Institution (e.g. see EC11 within our revised Concordat Action Plan) to raise researcher awareness, as well as a suite of actions specifically for Research Managers and Researchers.
	11) Translate the desire of the Concordat Forum to create faculty Staff Research Associations (SRA) into real and engaged entities, with designated academic leaders who are supported by leadership development professionals. The first SRA's will be created in the 2018/19 academic year (SCI and EHC likely) and researcher attendance at SRA events will be tracked to set baseline engagement figures.	CF	By Aug 2019	SRA's established in two faculties in 2018/19. All SRA leaders engage with leadership development programmes (100% uptake).	The description for the SRA's was developed and agreed between 2018/19 but this was not progressed further. Our revised Concordat Action Plan includes a specific action (see actions related to objective PCDI6) to address this and a commitment to develop a Staff Association specifically for staff on externally-funded research contracts (our target cohort for the revised action plan).

	NB This activity involves and affects both academic staff and contract researchers.				
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E. Equality & Diversity
Principle 6: Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers

6. LJMU aims to be an exemplar of good practice in equality and diversity; the actions aligned to our P&OD Strategy are underpinned by Equality, Diversity and Inclusivity to create a University where each person is respected equally and where diversity is embraced

12) Pursue accreditation for Athena SWAN for all University schools/departments, with all STEMM departments to submit for an award by April 2020. NB This action is owned by LJMU's Athena SWAN Working Group but with direct input from P&OD, L&DF and RIS.
 NB This activity involves and affects both academic staff and contract researchers.

EDI
 PVC-R

By Apr 2020

Submission by all eight of LJMU's STEMM areas and at least three non-STEMM Schools/departments by April 2020

3 STEMM departments submitted 2018/2019 (Sport & Exercise Science – successful, Public Health Institute – unsuccessful, Built Environment – unsuccessful); 3 STEMM departments preparing to submit 2021/22 (Astrophysics Research Institute, Humanities & Social Science, Pharmacy & Biomolecular Sciences); 2 STEMM departmental submission dates to be confirmed (Nursing & Allied Health, Natural Science & Psychology); 3 non-STEMM departments preparing to submit 2021 (Liverpool Business School, School of Justice Studies, Liverpool Screen School).

Our revised Concordat Action Plan continues to align with wider LJMU strategic initiatives relevant to this principle, including working towards our Silver Athena Swan award that involves the development, implementation and monitoring of open, transparent and merit-based recruitment processes (e.g. as part of our actions to address obligation EC12).

13) Continue to analyse equal opportunities data considered by POD and the Professors and Readers Conferment Panel (most recently July 2017). The success measure in our 2016-18 Action Plan was to take remedial action if the proportion of applications for Professor and Reader conferment from women

EDI

Review Jul 2019

Take remedial action if the proportion of eligible candidates applying for Professorial promotion falls below 6% (males and females).

 Take remedial action if the proportion of eligible candidates applying for Readership

Between 2018-2020 our data show an increase in the number of women applying, being shortlisted and successful at Readership and Professorship conferment, and a sustained number of males:

Professors						
	Total Applicants		Shortlisted Males	Shortlisted Women	Successful Males	Successful Women
	Total	Woman				
2018	5	3	3	2	3	2
2019	7	2	3	0	3	0
2020	15	5	8	5	8	5

	dropped below 33% (of the total number of applicants). However, we now monitor the data in terms of the proportion of applicants from the respective eligible pool of staff.			promotion falls below 3% for female staff and 6% for males.	Readers						
							Total				
						Total Male Applicants	Woman Applicants	Shortlisted Males	Shortlisted Women	Successful Males	Successful Women
					2018	27	9	16	6	13	4
					2019	26	13	16	5	15	5
2020	30	21	16	11	14	10					

As part of our revised action plan, we will capture specific information about contract type, in order to identify how many fixed-term research staff apply for conferment and are successful. We will also explore awareness of these routes with Research Managers and fixed-term research staff as this has not been previously explored (e.g. as part of our actions to address obligation EM3).

F. Implementation & 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

7.	The University signals its commitment to continue to support the career development of researchers through the Concordat and to participate in sector-wide surveys (PRES, CROS, PIRLS)					
	14)	Provide regular updates to the URSKTC and the Strategy Delivery Forum on the progress of staff-related matters including all researcher development activities and action plans. Content is to include longitudinal and sector comparisons of survey results, collating perspectives from all researchers (PGR, contract research staff, academic staff) e.g. CROS, PRES, PIRLS. CTG Annual	RIS DA	Review Sept 2019.	URSKTC approval of CTG annual report.	<p>A review of Concordat processes, the provision of related updates to the University Research Committee and the publication of the revised Researcher Development Concordat has resulted in a change in the governance and reporting arrangements for our Institutional Concordat approach.</p> <p>Where previously a Concordat Task Group provided strategic influence, supported by a Concordat Forum to provide operational support, from 2020 onwards, we now have one Concordat Steering Group (CSG). The CSG is led by a Senior Academic with over ten years' experience of managing externally funded research staff on fixed-term contracts and who reports directly to our University Research and Knowledge Exchange Committee, to Faculties via our Associate Deans for Research and our University Executive Leadership Team.</p>

	Report to be presented to URSKTC.				<p>CSG membership reflects representation across our target cohort and related stakeholders, whilst comprising many of those involved in our previous Concordat activities; thus ensuring consistency and continuity of processes as we transition into the new 2020 CAP. The researchers on the CSG represent Departments with the highest numbers of fixed-term externally funded staff.</p> <p>We have a suite of actions integrated into our revised Concordat Action Plan to ensure that all relevant staff have opportunity to input and influence staff-related matters.</p>
	15) Conduct an annual review of ACTivator and Researcher Development support. Align and grow support activities to reflect researcher needs (contract researchers and academic staff).	DA RIS	By Oct 2018 (DA) By Jan 2019 (RIS)	<p>Increased researcher engagement with development activities, specifically core ACTivator workshops with 20% of academic staff attending at least one workshop per academic year (currently 16%).</p> <p>Sustain PGR engagement with DA RDP at a level comparable with 2016/17. The 2016/17 data (92 events, 1,343 attendees) represented significant growth on 2015/16.</p>	<p>As noted in Section 2.3, staff engagement with development activities, specifically core ACTivator workshops has increased year, on year.</p> <p>We do not collect specific information about contract type, but data suggest that engagement by staff who may be contract researchers (e.g. Postdoctoral Researchers, Research Assistants and Research Associates) has been inconsistent.</p> <p>Our data show sustained engagement with DA RDP:</p> <ul style="list-style-type: none"> • 2017/18: 85 events, 1229 attendees; • 2018/19: 85 events, 1225 attendees; • 2019-20: 95 events (46 of which were online), 1210 attendees. <p>Our 2019 PRES results show an improving narrative in training and development since 2017. The results showed a significant increase in satisfaction with research skills and professional development since 2017. Confidence in both of these areas is in the highest quarter compared to the sector, and satisfaction with professional development was ranked 5th out of 103 institutions taking part in PRES.</p>

Glossary

ACTivator	Attitude & Capability Toolkit: impact, value & assets of researchers
AD-Rs	Associate Dean for Research
APSS	Faculty of Arts, Professional and Social Studies
CF	Concordat Forum
CROS	Careers in Research Online Survey
CTG	Concordat Task Group
DA	Doctoral Academy
EDI	Equality, Diversity & Inclusion Team
EHC	Faculty of Education, Health & Community
FET	Faculty of Engineering & Technology
FRSKTC	Faculty Research Scholarship & Knowledge Transfer Committee
ILM	Institute of Leadership and Management
L&DF	Leadership & Development Foundation
LBS	Liverpool Business School
LS	Library Services
PDPR	Personal Development and Performance Review
P&OD	People and Organisational Development
PGRs	Postgraduate Researchers
PIRLS	Principal Investigators & Researcher Leaders Survey
PRES	Postgraduate Research Experience Survey
PVC-R	Pro-Vice Chancellor for Research, Scholarship & Knowledge Transfer
RDP	Researcher Development Programme (Doctoral Academy)
RIS	Research and Innovation Services
SCI	Faculty of Science
SRA	Staff Research Associations
URSKTC	University Research, Scholarship & Knowledge Transfer Committee