

University of Liverpool Concordat Implementation Plan 2011 – 2015
Progress Review as of September 2015

A. Recruitment and Selection				
Concordat Principle 1: Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.				
Actions 2011 & 2013	Progress achieved	Institutional Lead	2015-2017 proposed actions	Status
1.1 Quarterly monitoring of progress against Strategic and Operating Plan (priorities for implementation are reviewed annually)	The Concordat Implementation Group (CIG) has maintained its core and extended presence throughout the period of retaining the Award. Annually, CIG has updated the university's Research and Impact Committee and has maintained links with faculties through researcher representation and professional services staff	PVC for Research and Knowledge Exchange; Director of Research Partnerships & Innovation; Chair of Concordat Implementation Group	The new Strategic Plan of the university (2016) will highlight the priorities of the university's research and impact strategy. CIG will be incorporated in these plans in order to maintain continuous links with the implementation of the Concordat. The development and support for research staff will continue to be a vital part of the implementation of the strategy Success Measure: Continuation of CIG work in the new structure of the university	Ongoing (quarterly in 2016 and 2017); an annual review will take place at the end of each year (December 2016, repeated again in December 2017)
1.2 The University is in the process of reviewing its approach to recruitment and selection, to ensure that selection procedures are sufficiently robust and effective in attracting excellence.	Back in 2012, the university achieved this action. However, since then further reviews have taken place and relevant information and training has been developed for interviewers and line managers. This includes the development of	Human Resources	The HR website will continue to be reviewed for its effectiveness to provide clear information to researchers and other staff	Achieved 2012; further resources (online and training) developed 2014/2015

	how-to-guides on induction; dealing with grievances in the workplace; planning development (Human Resources Intranet)		at the university. In addition, HR managers will continue to engage with research staff through planned workshops and the annual research staff conference	
1.3 The University will continue monitoring the use of fixed-term contracts for Research Staff	This action is constantly monitored and in order to allow contractual opportunities to be discussed and explored, all research staff and their PIs/Heads of Department are contacted by HR eight months before the contract's expiry date. A dedicated website on recruitment for all staff has been developed (Human Resources Intranet) with guidance, training opportunities and contacts information	Human Resources	The HR website provides relevant support and information on contracts and other employment topics. HR managers engage with research staff through planned meetings and as part of the events available through the development programme for research staff	Processes have been in place since 2012 to ensure appropriate consultation between research staff and PIs is taking place
1.4 The university continues to engage in discussions with staff and trade unions on the topic of using fixed-term contracts. Relevant progress and policy is documented in the HR website HR Managers maintain a close awareness of the progress of redeployment cases and maintain consistent contact with individuals throughout the process	The University contacts individuals whose fixed contracts are due to expire 8 months and their PIs/Head of Departments before the end date of their contract to ensure that individual consultation takes place and other options are considered in detail	Human Resources	The University will continue to manage this process and maintain close contact with faculties, unions and monitor development in the HE sector In addition, following the 2015 research staff conference, Human Resources, from 2016, will offer further support for PIs (through online resources and training events) so they are fully aware of contractual arrangements	This is an ongoing process and current position will be reviewed again in first half of 2016 (February to March) The PI development event will be launched in September 2016. A review of the programme will take place in June 2017

			<p>and utilise their resources (including induction; PDR; redeployment procedures) for the benefit of their researchers by engaging them in meaningful discussions and offer ongoing support</p> <p>Success Measure: positive response from PIs on the effectiveness of the new programme and enhancement of their practice following the analysis of the course evaluation forms</p>	
1.5 The university will change recruitment and selection policies to include recommendations over the composition of selection panels, and over the minimum requirement of feedback given to all shortlisted	As far as it is achievable, at least one female member of staff will be in presence in selection panels. This position applies to promotion panels as well	Human Resources	<p>For promotion panels, in addition to Diversity and Equality training that members are receiving already, reviewers will also receive training on 'unconscious bias' (from end of 2015)</p> <p>Success Measure: full compliance</p>	This position has been agreed and relevant information is available on the website
1.6 The University is considering changes to procedures for promotion and progression, including over the composition of panels	The use of HERA roles provides a framework for research staff to be promoted	Human Resources	Human Resources will provide a process by which individual researchers can bring forward their own cases for promotion	Process under development; first expected announcement by February 2016

<p>1.7. An obligatory training framework has been developed at the university to outline role specific training to meet legal requirements. This expectation is communicated to all staff at the welcome event as part of the induction process. Ongoing review of the effectiveness of these modules will take place</p>	<p>The obligatory training framework continues to be reinforced through discussions at induction events and PDRs. Information on the website has been updated and provides relevant information</p>	<p>Human Resources</p>	<p>The new information management system that the university introduced earlier in 2015 will allow members of staff to monitor the training elements they have completed as part of the obligatory training framework</p>	<p>Further updates early in April 2016</p>
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<p>B. Recognition and Value</p>				
<p>Concordat 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.</p>				
<p>Actions 2011 & 2013</p>	<p>Progress achieved</p>	<p>Institutional Lead</p>	<p>2015-2017 proposed actions</p>	<p>Status</p>
<p>2.1 Use of CROS and PIRLS surveys to monitor progress and opinions of research staff and their line managers</p>	<p>The university continues to participate to both surveys and has developed reporting mechanisms for data collected to be analysed and disseminated to university committees and reps of research staff associations</p>	<p>Human Resources; Educational Development Division; Research Policy</p>	<p>The expectation to participate to future CROS/PIRLS surveys</p>	<p>2015 surveys have been completed and data has been analysed and reported</p> <p>The university is expected to participate to the 2017 surveys</p>
<p>2.2 The PDR process is currently being revised to enhance its effectiveness as a tool for individual development.</p>	<p>1. The PDR has been online since 2011/2012. The university continues to invest in the way PDRs take place and monitors its effectiveness towards research staff development</p>	<p>1. Human Resources</p>	<p>1.a Departments in January and February of each year will set dates for every member of staff to have their PDR. PDRs will be undertaken and will have to be completed by September of that year.</p>	<p>1.a Starting in January 2016</p>

	<p>2. The training of PDR reviewers has gone online since 2013</p>	<p>2. Human Resources</p>	<p>Thematic analysis of data collected will be made and appropriate actions will be taken in relation to promotions, allocation of resources for developing staff or dealing with highlighted issues</p> <p>1.b Through the PDR process, PIs will be supported to engage with their research staff to develop appropriate research plans which will then be added to the Portfolio of Activity</p> <p>2. Supplementary face to face training for PDR reviewers will be made available</p> <p>Success Measure: All PDR reviewers are trained</p>	<p>1.b Starting February 2016</p> <p>2. From February/March 2016</p>
<p>2.3 The university will monitor and review related development programmes for PIs to ensure that enhancement of existing practice in relation to research career development and supervision is appropriate and relevant to the needs of research staff</p>	<p>A structured development programme for PIs has been developed to support them in their roles as research managers in relation to their responsibilities for management of researchers</p> <p>A Researcher Hub website was launched in 2014 and provides information for PIs in relation to university based support mechanisms as well as</p>	<p>Human Resources</p>	<p>As a result of the 2015 research staff conference and from information gathered from CROS and PIRLS (2013/2015), the university will offer broader training with PIs about how they manage their research staff. The broader training will include areas identified</p>	<p>From September 2016</p>

	<p>sector wide information that is relevant</p> <p>Data collected from the 2015 PIRLS survey will inform the changes made to the support available for PIs</p>		<p>in both surveys relating to employment relations and how staff should be treated; engagement in formal consultations when contracts are coming to an end or as part of induction of newly appointed research staff.</p> <p>Information available on the Researcher Hub website will be reviewed to ensure its clarity and relevance</p> <p>Success Measure: maintain the website as a valuable resource for all researchers and recognise its role as a one-stop shop</p>	<p>Two planned reviews in January 2016 and January 2017; including updates to content and structure of the website</p>
<p>2.4 Develop better workforce planning for the identification and retention of key researchers.</p>	<p>The faculty of Health and Life Sciences has operated a tenure-track fellowship scheme in order to nurture future academic leaders. Existing research staff have been successful in gaining these fellowships that after five years in post and following review of progress made against specific criteria, can lead to tenured academic posts. The faculty of Science and Engineering is developing a similar scheme</p>	<p>Faculties; Human Resources</p>	<p>Review of the effectiveness of the scheme and how staff going through these fellowships meet review criteria will continue to take place. The University is looking into ways to identify internal funding streams to attract and sponsor high profile researchers from the faculty of Humanities and Social Sciences as part of a similar scheme to that used</p>	<p>In progress as part of discussions taking place with each faculty's senior management; further information to be made available from June 2016</p>

			in the other two faculties Success Measure: Expand the scheme in the other two faculties and continue to attract high calibre candidates	
2.5 Workforce planning is currently held back by the constraints of our existing IT systems. We are currently considering options for addressing these issues, to allow better Management Information and a greater responsiveness in securing and managing research posts.	A working group on work force planning has been established in order for university wide planning templates and IT processes to be developed. Relevant metrics that underpin these templates and information needed are under development	Human Resources	The design and development of templates is about to begin	To be in place from start 2016/2017 academic year
2.6 The PDR is used to identify possible career development opportunities. The discussion at the PDR should highlight all the options that exist for academic career opportunities	Continue effectively to communicate development opportunities to Researchers, PIs, HoDs and School Managers	Human Resources	No further action	Completed in October 2014
2.7 The University continues to develop the role expectations for researchers. Discussions with trade unions are in progress. The aim is to develop role expectations that are meaningful across broad areas of specialism	Researchers are made aware, through the relevant websites, of advertised posts and they are required to demonstrate	Human Resources	The University is developing role expectations documentation to embrace the full range of academic career pathways, including researchers	Processes to continue and progress made to be reviewed at the end of 2016 (November/December)

C. Support and Career Development

Concordat Principle 3: Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.

Actions 2011 & 2013	Progress achieved	Institutional Lead	2015-2017 proposed actions	Status
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<p>3.1 A research staff development programme has been developed to offer a range of training opportunities in research related/transferable skills and specialist career advice.</p>	<p>The programme continues to be aligned to the Researcher Development Framework (RDF) and a skills needs analysis based on evidence collected from CROS continues to provide useful information on developing the effectiveness and reach of the programme</p>	<p>Educational Development Division; Human Resources; Concordat Implementation Group;</p>	<p>Continue to review the effectiveness of the programme based on feedback received from the CROS survey and the reps of research staff associations</p> <p>Based on the areas and priorities identified in the new strategic, the research staff development programme will be revised accordingly in terms of its aims and focus</p>	<p>Review to take place at the end of each academic year June 2015/2016; June 2016/2017. The review will include the analysis of feedback collected from training events and future CROS data (expected in May 2017)</p>
<p>3.2 All future development provisions will continue to be aligned to the RDF. Bimonthly workshops on the use of the RDF will continue to run to allow researchers to engage productively with the framework. At the institutional induction, new researchers will receive a pack that will contain information about the RDF and other relevant initiatives that are available at the University</p>	<p>This has been achieved fully; the bimonthly workshops continue to grow and researchers are given the opportunity to explore the RDF in small groups.</p>	<p>Educational Development Division</p>	<p>Embed relevant RDF content to the online PDR portal to make information easily available to PDR reviewers and reviewees (this will be done in partnership with Human Resources). This will allow for the reinforcement of the Concordat principles as part of the PDR process for PIs and research staff roles and responsibilities</p>	<p>January/February 2016 as part of the new information management system that was launched in 2015</p>
<p>3.3 Mentoring for research staff remains an important area that requires further development. Through the new information management system and work that is already in progress through Athena Swan Awards, mentoring initiatives will be developed further</p>	<p>Various mentoring models have been developed across the schools and institutes of the university. A central mentoring programme is in place in collaboration with the university of Manchester. Feedback from staff who have gone through this programme have been</p>	<p>Faculties; Schools and Institutes; Human Resources</p>	<p>Further development of mentoring programmes will continue to take place. Numbers in the central mentoring programme need to increase and</p>	<p>Process is ongoing; further review will take place from Spring 2016</p>

over the next two years	positive about it		<p>therefore further communications and resources will be added for this to be achieved</p> <p>Success Measure: Continue to grow attendance to RDF information workshops (as shown in review report)</p> <p>The university as a whole and schools/institutes have made significant progress in achieving Athena Swan awards and clear plans have been put in place to grow further in areas that are yet to follow in receiving the appropriate award status. Further information on progress made since 2013 has been added in the review report. Institutional websites provide appropriate information that is accessible to all staff across schools and institutes</p>	
3.4 Due to funding shortage, the provision of career advice for research staff has moved away from the University's careers office. In response, new careers focused workshops are on offer by the central research staff development programme and faculties. These workshops provide support for academic and non-academic	The central development programme for research staff continues to offer a range of workshops that address careers options. The implementation of the RDF allows for gaps in the provision to be identified and dealt with as effectively as possible. In addition, the presence of research staff associations in schools and	Faculties/research staff associations; educational development division; concordat implementation group; Human	A paper prepared by research staff through their research staff associations (and a survey to collect relevant data) has been discussed at CIG. Further discussions will continue as	Review of current position in November 2015; follow up discussions from January 2016; Further discussions and review of progress made will take place at the next research staff

career destinations	institutes of the university has created further opportunity for careers related events to take place	Resources	part of the review of the strategic plan in order to highlight the issue of systematic career support for research staff as an important area for further development	conference (June 2016)
3.5 The University is developing role expectations documentation to embrace the full range of academic career pathways; built into these plans is the expectation of movement between career paths, for example researchers moving to Teaching & Research roles or to Teaching & Scholarship, as appropriate	These are now in place for academic staff however for research staff the process is continuing in terms of reviewing the documents as a result of funding arrangements and opportunities for progression available at the institution. Relevant discussions should be facilitated through the PDR process	Human Resources	The university has developed role expectations (to be endorsed). This is a process under continuous review and appropriate changes are made so role expectations remain relevant and continue to reflect what researchers are doing in their jobs	Review to take place at the end of 2016 (November) and beginning of 2017 (by February)
3.6 The university will continue to engage with strategic initiatives relating to funding arrangements	The University will meet the needs and action plans of research councils as laid out in their strategy for employer engagement and the research environment	PVC for Research and Impact; Research Policy	The new strategic plan will set the priorities in relation to this area	Throughout 2016 following the development of the university's new strategic plan
3.7 Monitor the effectiveness of induction at all levels	A corporate e-induction is in place and provides new staff with an institutional overview and an introduction to the obligatory training framework. A representative from the research staff development programme attends these events and meets new research staff providing them with information about the development options available to them. Research Staff associations are running events to welcome new researchers to their local environments.	Educational Development Division; research staff associations in schools/institutes	Induction processes will continue to be monitored for their effectiveness	Ongoing process; first review to take place in February 2016; second review in September 2016

3.8 The University has developed what is now known as 'university values and a code of ethics' for all staff. Continuous monitoring and review of this work will take place to ensure relevance with university ambitions	These processes are in place	Human Resources	The code of ethics will be revisited regularly to ensure it represents current institutional expectations	Throughout 2016 as part of periodic review and in particular following the development of the university's new strategic plan; further review is expected early in 2017 (January/February)
3.9 Expand on European Research Council funding success	New processes are being developed to support research and academic staff in becoming more aware of funding opportunities at European level in order to increase funding success rates	Faculties; Research Policy	<p>Implement a long-term strategy that will include ongoing support to European funding applicants and build internal capacity and expertise through support networks, mentoring, mock interviews and named points of reference</p> <p>Success Measure 1 - 2: Observe a clear increase in shortlisted and successful applications; Achieve shortlisted/successful applications in all faculties</p>	First review of progress made September 2016; Further review of existing plans in first quarter of 2017

C. Support and Career Development (continued...)

Concordat Principle 4: The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.

Actions 2011 & 2013	Progress achieved	Institutional Lead	2015-2017 proposed actions	Status
4.1 An accredited 'Teaching for Researchers' qualification has been developed offering a	The course remains popular, so much so that a waiting list is in place as the course is available	Educational Development	An evaluation project for the course is currently in	By April 2016 to check progress made in relation to the

<p>training opportunity to researchers to develop teaching related skills. The course is accredited by the Higher Education Academy</p>	<p>to both research staff and research students.</p>	<p>Division</p>	<p>progress in order to establish the impact of the course to researchers' career progression.</p> <p>Success Measure: Publish findings in IJR academic journal</p> <p>Due to the demand for the course a case for further human resource to be added to the existing course team has been made to the university and is currently under review</p> <p>Success Measure: Expand the course team and maintain current levels of quality and participant satisfaction; in addition the course is up for reaccreditation in 2016 – as a result successful reaccreditation should be seen as a successful outcome</p>	<p>evaluation of the project. Outcomes of the review will inform the planning for the 2016/2017 academic year</p>
<p>4.2 Membership with Vitae</p>	<p>The university has subscribed to the new membership model of Vitae and continues to support relevant initiatives that happen on regional and national level. A member of the Concordat Implementation Group is actively engaging with the CROS/PIRLS Steering Group of</p>	<p>Concordat Implementation Group</p>	<p>Continue to engage and support where necessary initiatives from Vitae in relation to research staff development processes</p>	<p>Ongoing throughout 2016 and 2017</p>

	Vitae			
4.3 Implement researchers' forums in all Schools and Institutes	Since 2013, six research staff associations have been developed offering opportunities for researchers' views to be represented via the Concordat Implementation Group	Research staff associations in schools/institutes; Concordat Implementation Group	<p>a. Continue to work closely with research staff associations in order to collect relevant information and inform future developments in supporting research staff</p> <p>b. As a result of the positive developments in the way research staff associations have been developed and the way the engage with central services, a new training theme will be offered to representatives of researchers on understanding the wider university and communicating views and representing their peers</p>	<p>a. Throughout 2016; first review of progress made in February 2016 during extended CIG meetings; Similar model to be maintained throughout 2017 (second review of progress in February 2017)</p> <p>b. Currently under development; launch is expected in February 2016</p>
4.4 Research staff have been actively consulted in the development of the University's Strategic Plan and in a recent Strategic review (2011). They are represented on committees in Schools and Institutes, but practice is clearly uneven here.	This process remains relevant and important. Findings from previous CROS and PIRLS surveys have been reported to university committees (Research and Impact Committee) and as part of discussions between faculty representatives and the Concordat Implementation Group	PVC for Research and Impact; Concordat Implementation Group; Research Policy	<p>The development of the new strategic plan (2015/2016) for the university allows for all research staff to engage with consultation processes that have been put in place across the university</p> <p>In addition, the analysis of the CROS and PIRLS surveys have been disseminated in</p>	Throughout 2016 as part of the development of the new strategic plan

			relevant university committees for further discussion and in order to identify good practice and issues that exist in the way PIs and research staff are supported and developed	
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D. Researchers' responsibilities				
Concordat Principle 5: Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.				
Actions 2011 & 2013	Progress achieved	Institutional Lead	2015-2017 proposed actions	Status
5.1 The University's has established a number of centres of specialist expertise, focused on meeting the requirements of business, industry and public sector organisations. We also have a range of facilities and laboratories which organisations can use on a one-off or regular basis.	This process remains relevant and appropriate workshops have taken place exploring links with industry; commercialisation of research; exploitation of IP and patenting. The university has appointed an Enterprise Coordinator (since 2014) and new developments in this area, including events will start appearing in 2016	Educational Development Division; Business Gateway; PVC's Office	Continue to develop appropriate support in the area of entrepreneurship and establishing partnerships with industry and businesses. Evaluate the benefit of this activity in terms of offering career alternatives and relevant support for researchers as part of their career development	Throughout 2016 and following the development of the university's new strategic plan
5.2 The revised Portfolio of Activity encourages all research active staff to develop their research plans and identify new areas for development. These plans should form the basis for discussions to take place at individual research	The Portfolio of Activity is in place and provides the space for this information to be captured	Human Resources	Continue to support PIs and research staff to utilise their research planning meetings and PDRs for developing future plans in	Throughout 2016 (launch of PI support programme in September 2016) and following the development of the

planning meetings and the PDR			terms of their research and wider career plans and priorities	university's new strategic plan
<p>5.3 The University is committed to maintaining high ethical standards in the research undertaken by its staff and students.</p> <p>Research ethics feature in new staff induction, and in the Research Leaders Programme. The University offers training courses in how to publish research, which includes ethical issues.</p>	<p>This process remains relevant and appropriate workshops have taken place exploring ethics and research governance</p> <p>A new Research Data Management process and website has been developed with relevant information, videos and training events being made available to all research staff</p>	Concordat Implementation Group; Legal, Risk and Compliance; CSD	<p>Promote further ethics and RDM initiatives as part of the university's expectations in maintaining high standards in these areas</p> <p>Success Measure: Successful appointment of RDM manager to continue with the development of support events for all researchers</p>	Throughout 2016 and 2017; this process will be under continuous review on a quarterly basis
<p>5.4 A range of development opportunities and support services are in place for Research staff. All these options are highly recommended and ultimately it is up to the researcher to decide whether to engage or not. The existing support is regularly reviewed and research staff are invited to offer feedback and make suggestions for improvement where necessary.</p>	<p>This position remains unchanged and the central research staff development programme has been supplemented by development events taking place through the research staff associations in schools and institutes</p>	Educational Development Division; Research staff associations in schools/institutes	<p>Continue to work closely with research staff associations in order to collect relevant information and inform future developments in supporting research staff</p>	First review to take place in January 2016; second review and reflection on progress made a year later (January 2017)

D. Diversity and Equality

Concordat Principle 6: Diversity and Equality must be promoted in all aspects of the recruitment and career management of researchers.

Actions 2011 & 2013	Progress achieved	Institutional Lead	2015-2017 proposed actions	Status
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<p>6.1 To assure fairness, consistency and the best assessment of the candidate's potential, the University has in place the following procedures (the following policies are now incorporated under the Equalities Act):</p> <ul style="list-style-type: none"> - Positive Action Statement - Dignity at Work and Study Policy - Race Equality Scheme - Gender Equality Scheme - Age Equality Policy Statement - Religion and Belief Equality Policy Statement - Disability Equality Policy - Sexual Orientation Equality Policy Statement - Two ticks Disability Scheme <p>The University has signed the Mindful Employer's Charter for Employers Who Are Positive about Mental Health</p> <p>The University is taking part in the Stonewall Workplace Equality Index, a tool used to evaluate workplace practices on sexual orientation equality</p>	<p>The university maintains its active engagement with these procedures. In addition, the university has, since 2014, launched a Wellbeing framework as a result of the work done by various working groups representing key stakeholders from across the university, the Guild and external partners.</p> <p>Since April 2015, the university has also developed, for all staff, a shared parental leave policy for staff working at the university (or one parent working elsewhere). Staff are eligible for this leave from the day they join the university</p>	Human Resources	Continue to monitor the implementation of these policies; unconscious bias training will be introduced from 2016 for all recruitment and promotion review panels	Ongoing throughout 2016 and 2017; review in January of each year
<p>6.2 The University has in place information and processes on Health and Welfare of employees</p> <p>Every policy in the University is impact assessed.</p>	<p>Continuous monitoring of the implementation of all procedures on Diversity and Equality of Opportunity</p> <p>Information at induction events has been revised to ensure new researchers are aware of these processes and are enabled to raise concerns</p>	Human Resources	Continue to monitor the implementation of these policies and review information available on the website	Ongoing throughout 2016 and 2017; review in January of each year
<p>6.3 The University is developing a Workload Balancing Tool, linked to the Portfolio of Activity and PDR; this will allow for a better calculation</p>	<p>This project is still in progress and further work will take place throughout the year (2016)</p>	Human Resources	A universal model on workload management will	Ongoing throughout 2016 and 2017; review in January of each

of workloads and ensure that all academic staff's workloads are within safe limits.			be acquired	year
6.4 The University of Liverpool has been awarded the 'Two Ticks' disability symbol by the Jobcentre Plus for its proactive approach and positive commitment towards the employment, retention, training and career development of disabled employees.	The University continues to engage with this process	Human Resources	Ongoing process	Ongoing throughout 2016
6.5 The University is actively engaged with Athena Swan	As of November 2013, the university has achieved the Athena SWAN Bronze award. From 2013 till 2014, three research institutes achieved Silver awards. Moreover, from 2013 to 2015, six Schools and Research Institutes have been successful in receiving Bronze awards	Human Resources; Faculties/Schools/Institutes	Continue to offer support to schools/institutes developing processes to apply for the award Success Measure: All successful schools and institutes renew their applications	Ongoing throughout 2016 and 2017 based on new submissions and renewals of existing awards

E. Implementation and Review

Concordat 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.

Actions 2011 & 2013	Progress achieved	Institutional Lead	2015-2017 proposed actions	Status
7.1 The University is establishing a Concordat Implementation Group to review all aspects of the University's compliance and to maintain an action plan. It also has responsibility for engaging in national developments, debates and initiatives in relation to the Concordat and the	The Concordat Implementation Group has continued to function throughout the four year period. A core group of four members has been meeting on a monthly basis to maintain the implementation of the action plan. Three times a year, an extended group with input from	Concordat Implementation Group	The current development of a new strategic plan will provide new opportunities and new structures in order to continue developing processes to support	Throughout 2016 and following the development of the university's new strategic plan

support and development of researchers	professional services divisions, faculties and representatives of research staff associations, meet to discuss progress made, identify good practice and plan for future actions		research staff and their PIs at the university	
<p>7.2 The University is committed to the implementation of existing practice as described in previous paragraphs in the pages of this action plan and the submitted report</p> <p>The University collects data on staff on the following equality strands – age, gender, disability, race, religion and belief, sexual orientation. We use this data to inform our Diversity and Equality action plans and it is available as management information to support all policy development</p> <p>The University continues to monitor research staff and PIs’ opinions in relation to the research environment and staff development through the CROS/PIRLS surveys</p>	<p>The University has continued to engage with national initiatives (subscription to new Vitae model was taken place) and relevant support networks (liaising with other institutions; regional hubs and national steering groups)</p> <p>Over the past four years of the implementation of the HR Excellence in Research action plan, the university has continued to collect data from the CROS and PIRLS surveys and the analysis of data has been communicated to university committees.</p> <p>The Concordat Implementation Group has continued to function and review progress made in the area of research staff support and development</p>	Concordat Implementation Group; Research Policy	<p>Members of the Concordat Implementation Group will continue to engage with relevant national initiatives by attending/presenting at conferences and contributing to working groups</p> <p>The current development of a new strategic plan will provide new opportunities and new structures in order to continue developing processes to support research staff and their PIs at the university</p>	<p>Throughout 2016 and following the development of the university’s new strategic plan</p>