

Details

Institution name:	University of Liverpool
Cohort number:	4
Date of submission:	January 2025
Institutional context:	<p>The Concordat continues to be firmly positioned and specified as a core institutional strategic priority in the new University Strategy 2031 which was launched in October 2023. Strategy 2031 states that “We will deliver sector-leading support for the development of research talent at all career stages, as exemplified by our commitment to Prosper, The Concordat and wider initiatives...” (p.5) The Strategy further embeds Concordat action planning and priorities across its key objectives, such as “Continue to invest in early career talent, including through the recruitment of Research Fellows, with diversity, cohort-building and leadership development embedded in the process.” (p.5)</p> <p>This focus of embedding the Concordat across our University Strategy and day-to-day activities is reflected in our transparent approach to internal governance, led by the Pro Vice Chancellor for Research and impact (PVC R&I) who chairs the CSG. The CSG has a diverse, targeted membership. Most notably, there are 6 research staff representatives on the CSG, who ensure the Group’s accountability to Liverpool’s postdoctoral and early career researchers and ensure direct insights into the lived realities of research staff at Liverpool.</p> <p>The CSG reports to the Research and Impact Committee, creating alignment to other R&I activities and, in turn, reports to the Council and the Planning and Resources Committee. In addition, the Concordat is embedded within parallel activities, including the formal management of the Athena Swan Committee, the Technician Commitment, the Race Equality Charter, the Open Research Leadership Group, etc, ensuring that the clear synergies and common aspirations between these activities are recognised and addressed.</p> <p>Please note: 1. This abridged interim action plan includes only the actions and progress on those actions from January 2024-January 2025. The full forward action plan (2024-2027) that was endorsed by RIC and University Council in January/February 2024, can be found here: https://www.liverpool.ac.uk/media/livacuk/research-hub/Appendix_2_UoL_Forward_Action_Plan_24-27.pdf 2. The impact of the actions implemented in the first year of this action plan may not be immediately evident. These continue to be assessed; therefore, further annual action plan reports will highlight these.</p>

The institutional audience* for this action plan includes (only include direct beneficiaries; complete or delete, as appropriate):

Audience (direct beneficiaries of the action plan)	Number of	Comments
Research staff	1400	This includes 920 staff on research-only contracts, such as postdoctoral researchers, research assistants and early career research fellows. There are also 480 PIs who are/ have been in receipt of grant(s) within the last 5 years. This number <u>does not</u> include staff who are considered academics/ lecturers/ research and teaching only staff.
Postgraduate researchers	n/a	
Research and teaching staff	1000	There are a number of cross-overs between this number of research and teaching staff, and those PIs in receipts of grants.
Teaching-only staff	n/a	
Technicians	714	The University has a cohort of highly skilled specialist research technical staff who are essential to the support of our research, such as developing methodology, technology and research facilities. In 2017, the University became a signatory to the Technician Commitment. Recognising that research technical professional expertise and contributions did not necessarily fit the traditional progression route for academics, in 2023, we were the first university across the sector to introduce a comprehensive, dedicated promotion pathway for specialist technical (technologists) colleagues, known as the Research Technical Professional (RTP) Career Pathway. Employed in a wide range of roles, including potentially, some colleagues on research-only contracts, this pathway has been developed to enable the University to reward, retain, provide the recognition and grow our own talent and to give a clearer route for those whose aspirations may not fit the traditional academic career pathway.
Clinicians	n/a	
Professional support staff	n/a	
Other (provide numbers and details):		Note: The direct beneficiaries of the Concordat at Liverpool are those employed primarily to conduct research, i.e postdoctoral researchers, research associates, research assistants, early career research and tenure track fellows. However, we recognise that the benefits of the Researcher Development Concordat activities extend to other groups of individuals who actively engage in research within the University and who are expected to develop their research identity as part of their career progression. These include staff on teaching and research or teaching-only contracts, research-related professional support staff, research technical staff and PGRs.

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Environment and Culture									
Awareness and engagement									
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.									
EC16	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.	Include late stage PGRs/ very early postdoctoral equivalent stage researchers in discussions and raise awareness of early stage research staff issues.	No	February 2024	The Academy/ RSA/ PGRDevNet	Ensure that at least one research staff representative is included in all relevant faculty decision-making leadership groups and/or committees.		There are research staff representatives on the institutional Staff Wellbeing Steering Group, Athena Swan Working Group and Race Equality Charter Steering Groups. Further, there are research staff representatives on Faculty Research and Impact committees.	Completed
		Identify existing effective practices and new initiatives to ensure a supportive and inclusive research	No	December 2024	CSG members (with secretariat for CSG)	Include representation from at least 3 late-stage PGR/ very early postdoctoral equivalent stage researcher community on the CSG to feed into institutional practices and policies (in addition to existing 6 RSA representatives).		Three PGRs are representatives on the CSG .	Completed

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		culture, in which our researchers are able to meet their ambitions.		Depending on CEDARS2024 Research Culture focused pilot timeline	meetings provided by the Academy) The Academy and CSG members	- Led by PVC R&I, redesign CSG meetings to be held quarterly such that there is more targeted sharing and discussion about effective practices and new initiatives at local levels that are cascaded across faculties. - At least 30% completion rate in the CEDARS 2024 pilot with a focus on Research Culture to establish benchmarks for ongoing effective practice at both local levels and institution-wide.		in addition to the 6 RSA representatives. The new design of meetings includes sharing of best-practice from different action leads + new biannual strategic meeting with APVCs and PVC R&I will start in January 2025. Following consultation with the APVC for RE&PR and Faculty leads, the Research Culture pilot was not conducted because the University is running an internal pilot to look at the REF PCE element. This will enable full alignment with the Concordat and REF 2029.	Completed Carried Forward as part of the PCE for REF 2029 internal pilot (new completion date May 2026)	
ECR1	Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students.	RSA, Academy and VC's Office to rewrite language for the University Early Career Researcher of the Year Award to be more inclusive of postdoctoral researchers.	No	February 2024	RSA/ The Academy/ VC Office	At least 2 more postdoctoral researchers to apply for ECR Award in 2024 (based on a baseline of 1 in 2023)		10 postdoctoral researchers were nominated for the ECR award in 2024.	One postdoctoral researcher was a commended winner at the University Staff Awards ceremony: https://staff.liverpool.ac.uk/our-workplace-and-community/employee-experience/staff-awards/past-winners/2024-winners/ [staff intranet]	Completed
		Continued investment in recognising the achievements of research staff and their contribution to the research culture and environment at Liverpool.	No	July 2024 (and annually thereafter)	The Academy/ RSA	Mobilise at least 30 nominations across the institution from PIs, PGRs and peers to nominate research staff for 'Research Staff Champion' recognition awards that are ringfenced for research staff: - Research Culture Champion - Research Staff Community Champion		34 nominations were received for the Celebrating Researchers event in 2024, as highlighted here: https://www.liverpool.ac.uk/researcher/celebrating-success/path-to-independence-2024/	All nominees were celebrated at the 'Celebrating Researchers 2024 – Your Path to Independence' event in July 2024, where nominees took part in a workshop that helped to consider how their strengths (and nominations) could be utilised in their career and professional development. The Research Culture and Research Staff Community Champion prizes were awarded by the PVC&R&I at this event.	Completed
Wellbeing and mental health										
The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.										
ECI3	Promote good mental health and wellbeing through the effective management of workloads and people.	Implement the new wellbeing strategy which has been designed to promote a positive working environment, taking into consideration specific needs of research staff	No	September 2026	The Academy (OD team)	Ensure at least one research staff representative on the Staff Wellbeing Steering Group		A member of research staff is a representative on the Staff Wellbeing Steering Group and regularly reports updates to the RSA SC and feeds back to them as the voice of research staff.	Completed	
		Faculty priority activities to enhance research staff awareness of policies and ways of reporting bullying and harassment.	No	September 2024	Faculty APVCs R&I / HRDD/ Deans / HoDs / HoOps working with Faculty EDI leads	Increased visibility of Faculty provision for research staff of mental health and wellbeing support, and the reporting of bullying and harassment, including: - Host at least one annual wellbeing and mental health-themed session that is targeted at research staff and PIs - Ensure Faculty webpages signpost appropriately to the central Wellbeing Hub and the University's Report+Support tool		Faculty of Health and Life Sciences have a monthly network meeting with staff, including PIs and research staff, to provide peer support for those who are promoting a positive work environment and mental health.	Completed	
		Launch the peer Mental Health wellbeing ambassador scheme, which has now been expanded to include all academic and PS staff, as well as	Yes	December 2024	HLS APVC R&I and HRDD	- At least 5 peer Mental Health Wellbeing Ambassadors recruited to the scheme - Submit a case study about the Mental Health Wellbeing Ambassadors to the		Faculty of Science and Engineering have promoted positive mental health and wellbeing in their faculty newsletter with spotlights on		

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		postdocs and technicians using Wellcome ISSF funding to support dedicated EDI & Wellbeing post for co-ordinating.				national Concordat Platform of Practice [new success measure].		<p>the Faculty EDI Lead and the Athena Swan and Wellbeing Coordinator, in May 2024.</p> <p>Further Faculty of Humanities and Social Sciences have a dedicated Mental Health First Aid webpage that signposts staff and students to the Employee Assistance Programme and trained Mental health First Aiders. These staff have dedicated lanyards and logos on their email signatures to further ensure that their roles are visible.</p> <p>In October 2024, a lunch and learn session was delivered titled 'Supporting disability and wellbeing in yourself and others' that was specifically targeted at research staff and PIs. This was attended by 14 staff.</p> <p>- Following consultation with the faculty EDI leads, the peer Mental Health wellbeing ambassador scheme was further developed into a more comprehensive Mental Health Support Project [staff intranet] within which 100 staff were identified as mental health ambassadors, having training in Mental Health Awareness. Additionally, 16 staff were trained as Mental health First Aid Champions and 14 staff underwent Mental Health First Aider training.</p>		Completed
									- A mental health network and peer matching buddy system has been set up to support all staff who have had Mental Health Awareness and/or First Aid training.	Completed
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	Promote the updated family-friendly policy provisions of the University, revised in Summer 2023, with a particular emphasis on the Maternity, Adoption, and Paternity Leave Policies, targeting their relevance for research staff.	No	January 2024	HR	- Based on feedback from research staff and their managers, generate clearly defined maternity leave flowcharts delineating specific options for individuals whose contracts conclude: (i) prior to the conclusion of the anticipated maternity leave period and (ii) promptly or shortly after the expected maternity leave period.		A fixed term employee maternity flowchart has been created to highlight the different options for those whose contracts ends 1.) prior to the expected maternity leave starts; 2.) prior to the conclusion of the maternity leave period; or 3.) promptly or shortly after the expected maternity leave period.		Completed
				March 2024	The Academy/ RSA	- Disseminate information on parental leave policies and the maternity leave flowchart for research staff/ fixed-term contracts through the RSA's quarterly wellbeing e-bulletins (to which managers of research staff are also subscribed).		This flowchart has been highlighted in the weekly RSA e-bulletin on a rotational basis and specifically highlighted in the quarterly wellbeing e-bulletins.		Completed
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	Quarterly dedicated e-bulletins to all research staff that focus on wellbeing resources. (Also see EC13)	No	April 2024	RSA	Publicise the University of Liverpool's Wellbeing Campus Map (including both Liverpool and Leahurst campuses) across quarterly wellbeing e-bulletins which highlights the locations of services and activities that research staff can access to help promote positive wellbeing and contains information on where research staff can find places to Be Active, to Connect, to find Support, To Take Time Out and to Eat Well.		Weekly e-bulletins continue to be sent to all research staff and managers or researchers, with quarterly Wellbeing editions now being included. The most recent Wellbeing Edition (November 2024) included the following information:		Completed
								<ul style="list-style-type: none"> Wellbeing Hub where you will find resources to support staff wellbeing 		

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								<ul style="list-style-type: none"> For mental health support - our Employee Assistance Programme is a confidential counselling and information service available to assist you with personal or work-related problems that may be affecting your health, wellbeing or performance Curated wellbeing resources Researcher Wellbeing Week - This week was run in 2021 to support researcher wellbeing and highlight its importance. This includes several videos to help you reflect on your well-being. Staff Benefits scheme offers discounts and special offers on shopping, restaurants, bars, leisure activities, health & beauty and much more The University's Sports & Fitness Centre offers discounted membership to staff and has excellent facilities Wellbeing map is a great resource for two campuses (Liverpool and Leahurst) and contains information on places to Be Active, Connect, Support, Take Time Out and Eat Well. 		
Bullying and harassment										
The aims of these obligations are to eliminate bullying and harassment in the research system, tackled through progressive policies and secure mechanisms to address incidents.										
ECI3	Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.	<p>Explicit clarification and integration of Concordat Commitments related to the advancement and sustenance of a respectful and positive working environment focused on the research staff experience.</p> <p>See also our range of actions and commitments as relate to ECI3 under the Wellbeing and Mental Health ECI3 sub-section of this document, that cover the promotion of good mental health and wellbeing through the effective management of workloads and people.</p> <p>Also see ECM3 and ECR4 for actions related to the mechanisms in place to support the reporting of inequitable behaviour.</p>	No	August 2024 (and annually thereafter)	RSA	RSA Terms of Reference to be annually reviewed and updated to clarify Concordat Commitments related to the promotion of a healthy working environment.		The RSA Terms of Reference have been updated in September 2024 to include explicit mention of their role in promoting a healthy working environment: https://www.liverpool.ac.uk/researcher/uol-rsa/terms-of-reference/	The University Report and Support tool has been promoted in the weekly RSA e-bulletin. The RSA organised Charity Wellbeing walk for 26 th September to support a positive working environment and wellbeing. This raised donations of £117.50 for the University Live to Give charities. The aim is to repeat this again in AY 2025.	Completed
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	Regular review of themes arising from CEDARS, all-staff survey (with a focus on research staff) and additional pulse surveys.	No	September 2024 (and annually thereafter)	Faculty APVCs R&I / HRDD/ Deans / HoDs / HoOps	Themes arising from multiple surveys are addressed through discussion at regular FLT meetings (frequency of FLT meetings vary between faculties) and implementation of agreed actions with a focus on research staff.		Faculties are committed to reviewing this in appropriate Fora, such as in the Faculty Management Groups and ECR Steering Group (Faculty of Humanities and Social Sciences), Athena Swan Steering Group and Faculty Forum (Faculty of Health and Life Sciences), Faculty Early Career Academics Leadership	An interactive Tableau is being created to represent the CEDARS quantitative data from 2021- ongoing to support faculties in analysing the themes arising from this survey. This will be completed by March 2025.	Completed

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								Group (Faculty of Science and Engineering)		
Equality, diversity and inclusion										
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and adopt practices enhancing equality, diversity and inclusion.										
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	In support of the alignment of Athena Swan and Race Equality Charter actions, including the embedding of key equality principles into induction processes, communication that all research staff should adhere to EDI policies and principles.	No	October 2024	D&E Team/ AS and REC leads/ RSA	- EDI overview Lunch and Learn session organised as part of RSA's annual programme of activities.				
Research Integrity										
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and maintain high standards of research integrity, and are able to report infringements or misconduct.										
ECI5 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.	Ensure an integrated approach to the development, promotion, and assessment of open research practices across the university.	No	March 2024	Open Research Team/ APVC RE&PR	- Set up the University's Open Leadership Group (ORLG) that meets quarterly with an objective of embedding a culture of open research practices. - Membership of the group to include at least one research staff representative		There has been good progress with this action; the ORLG has been set up and is now meeting (two held to date).	Terms of Reference are set, with two projects underway. Research staff from all faculties are represented in the membership	Completed
		Design and organise a conference on 'The Future of the Monograph', which will bring together academic, library and publishing colleagues to discuss the future of the monograph considering the changing nature of scholarship, the implementation of the UKRI Open Access policy for long-form publications, and opportunities for creative output.	No	October 2024	HSS APVCs R&I and HRDD and Libraries Museums & Galleries (LMG) team	At least 50 research staff stakeholders engaged in the event		The University hosted a collaborative symposium to discuss the future of the monograph in April 2024, which included the PVC R&I, APVC RE&PR, and speakers from funding councils, Research Libraries, and HSS APVCs, with over 50 research staff stakeholders in attendance. The Trailblazers Open Access initiative was promoted to maximise the opportunities for ECRs to publish their work	Further links were forged within and beyond the institution to discuss open access longform publications and how to ensure benefits to all stakeholders. A summary of the event can be found here: https://news.liverpool.ac.uk/2024/05/09/liverpool-hosts-collaborative-symposium-to-discuss-the-future-of-the-monograph/	Completed
Policy development										
The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.										
E17	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making.	Integrate research staff across various Faculty fora (such as Faculty committees, Away Days, etc) wherein there will be decision-making and operationalisation of Strategy 2031.	No	September 2024	Faculty APVCs R&I / HRDD/ Deans / HoDs / HoOps	All Faculties to develop and roll out Liverpool 2031 Action Plans with specific consideration of the research staff voice and contexts.	The University launched its new strategy, Liverpool 2031, at the end of October 2023, so Faculties are at various stages of readiness in terms of action planning for Liverpool 2031. The strategic commitment to the Concordat is a key feature of Strategy 2031 that will be embedded across local action plans.	All Faculties have sought to ensure that there is a research staff voice included in the development and roll out of Liverpool 2031 action plans. This has been undertaken in the following ways: Faculty of Science and Engineering: A postdoctoral research associate (PDRA) representative is present on the Faculty Research and Impact Committee, with an advert soon to be circulated for second PDRA representative. Further, a PDRA representative is present on the Faculty Equality, Diversity, and Inclusion Committee. Faculty of Health and Life Sciences: All research staff are invited to the Faculty fora		Completed

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								(occurring three times a year) where the Faculty Strategic action plan has been discussed as it has developed. Faculty of Humanities and Social Sciences: The ECR Steering Group was launched in July 2024 to provide a direct link into decision making processes at the faculty level for ECRs. There is ECR representation on all HSS School Research & Impact Committees. Each School has action plans arising from institutional Staff Survey.		
ECM5	Encourage managers to engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	Strategic investment in and implementation of the new Research in and Inclusive and Sustainable Environment (RISE) Contributions Framework and associated career stage guidance as the approach for which colleagues with responsibility for research are recognised for all types of contributions, including research staff.	No	February 2024 March 2024 June 2024 August 2024 December 2024	HR RISE leads RPI and APVC RE &PR RPI/HR Faculty APVCs R&I / HRDD/ Deans / HoDs / HoOps in conjunction with the Narrative Statement Working Group	Recruitment of a dedicated HR Business Partner to shape and develop existing HR processes to reflect the new RISE Contributions Framework. Establish a Narrative Statement Working Group Develop a 'living' Best Practice Guide to writing a Narrative CV New PDR guidance and training to be developed for reviewers and reviewees participating in the pilot. The narrative statement is implemented on an opt in/ pilot basis for the 2024-2025 PDR year to establish a benchmark for rollout across the institution.	The RISE Contributions Framework was approved by the University's SLT in September 2023, launched to broader University community in November 2023. Work around this strategic initiative continues to evolve.	Following the completion of a successful pilot involving all three Faculties, Senate approved the adoption of a new Narrative approach to PDR for all academic staff including Research, Teaching and Research and Teaching and Scholarship, from 5 November 2024 for the 2024-25 PDR year. This process resulted in the Research and Impact Contributions Framework that enables staff to have a broader discussion in their annual review conversations and support them in identifying the contributions they have made across three different categories: Supporting People, Knowledge Generation, and Knowledge Exchange and/or Research Environment.		Completed
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	Design various initiatives and protocols to ensure fair, transparent policies to support REF preparations with focus on equality and diversity and reflecting shift in emphasis of exercise towards assessment of People, Culture and Understanding.	No	December 2024	RPI	- Development of a new institutional Code of Practice for internal output evaluation.		A Code of Practice for the Evaluation and Selection of Research Outputs for REF 2029 has been approved and following guidance from Research England, a University of Liverpool REF Code of Practice has been developed [staff intranet] which follows the principles of the Research in an Inclusive and Sustainable Environment (RISE) project outcomes.		Completed.
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	See related actions under EI7, ECM5, EM5 and ER4 about how research staff can harness opportunities to lend their voice to policy in recognition of their roles as key stakeholders across the community.								
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	RSA representation on the CSG is championed in recognition of their lived experiences and views as the university's future research leaders.	No	September 2024 (and annually thereafter)	CSG	- The CSG Terms of Reference (updated annually) quorum shall reflect the inclusion of at least two RSA (research staff) representatives.		The CSG Terms of Reference have been updated to widen the definition of the representation from research staff from postdoctoral researcher to academic research-only staff to recognise the diversity of research staff roles at the University		Completed

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Employment										
Recruitment and induction										
The aims of these obligations are to ensure recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.										
E11	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	Design of a pan-institutional approach with a comprehensive focus on the attraction, development, and retention of research staff, including: - A five year fellowship - A tailored start-up package of £10k per annum for wet lab research and £5k per annum for all other research. - Bespoke development support offer - Permanent post at the end of the Fellowship (subject to criteria being met)	No	September 2024	RPI	Offer at least 50 fully-funded Vice Chancellor's Research Fellowships over a 5 year period.		Following an inclusive and comprehensive recruitment process seven University of Liverpool Research Fellows were appointed on a 5-year fellowship with tailored start-up packages in 2024. These fellowships include the offer of a permanent post at the end of the 5 years (subject to certain criteria being met). A bespoke development programme was created to support these fellows, which was rolled out to all staff who had started research fellowships in 2024. Working in collaboration with the Research, Innovation and Partnerships teams, the Academy-led programme builds in support to develop research partnerships, apply for grants, build collaborations, and receive leadership development support via mentoring and group coaching.		Completed
E12	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	Pilot of pre-arrival induction for research staff in the Faculty of Humanities and Social Sciences, University of Liverpool Management School.	No	September 2024	HSS APVC R&I and HRDD	Pre-arrival induction process of the pilot to be reviewed based on feedback and best practice shared across faculty and wider university, including via quarterly CSG Effective Practice sharing sessions.		This action is being led as part of the launch of the new ECR Committee in July 2024, including a new Research Staff induction handbook. Further work has been completed to ensure local School research inductions include information about research staff development.		Ongoing
Responsibilities and reporting										
The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.										
EM2	Managers familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding.	Reinforce the University's commitment to defining expectations around responsibilities for the roles of research staff and principal investigators with an emphasis on embedding professional practice.	No	September 2024	CSG feeding into annual reporting to RIC and the University Council.	Annual review of and relevant updates produced to the University's Statement of Expectations for Principal Investigators and Research Staff related to the following categories: - Leadership and Communication - Skills Development - Research Environment - Career Development		The University's Statement of Expectations for Principal Investigators and Research Staff were approved and updated by CSG in October 2024 to include: Managers of Researchers - Encourage and support research staff to undertake professional development beyond the needs of the primary project. Allocate a minimum 10 days pro rata, per year, for their researchers to engage with professional development		Completed

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		Raise awareness amongst PIs of the opportunity to include in their grant proposals the appropriate funding to support the promotion of the research staff, where appropriate and eligible, working on the grant.	Yes	December 2024	RSO	Guidance created and published on intranet webpages, with >50 hits per year.		<p>opportunities, supporting researchers to balance the delivery of their research and their own professional development, recognising that researchers will pursue careers across a wide range of employment sectors - for example by using the Guidance for the Researcher Annual Professional Development Allowance and Prosper portal. (Skills and Career Development).</p> <p>- Support and encourage research staff to find a mentor, either through the University of Liverpool Mentoring Network or independently (leadership and career development)</p> <p>Research Staff</p> <p>- Participate with supervision and teaching, where appropriate, of more junior members of the groups, or by taking part in the PGR-Postdoc Buddy Scheme (Leadership and Communication)</p> <p>- Develop a plan for a career pathway, with support from the PI and using specialist University skills, advice and development, and/or with the advice of a mento (Career Development).</p> <p>The University's new post-award dashboard, LilyPAD, was launched in 2024 to provide an integrated post-award tool to track and manage live projects, including research staff time and costs. Ways to embed guidance on supporting professional development of research staff as part of this tool are being reviewed.</p> <p>The new Collaborative Costing Application (CoCoA) is currently being beta-tested and will be launching in 2025 to accurately cost projects with their Research Support Office. This will include guidance on what to consider (such as professional development activities) when including research staff costs in a grant.</p>		Ongoing
People management										
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.										

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E14	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	Design and launch of new Research Team Leadership induction programme to support managers of researchers in developing skills and knowledge required to lead effective research teams.	No	September 2024	The Academy (OD team)	At least two workshops a year of 20 managers or researchers with representative attendance from across the three faculties		<p>Twenty-places were funded by the Academy for managers of researcher to attend the Advance HE Research Leadership Development Programme in 2024. This included 13 places at Level 1, 6 at Level 2, and 3 at Level 3.</p> <p>Further review of the creation of an internal induction programme has resulted in a revised timeline for completion of:</p> <p>Oct – Jan 2025: scope and design the revised programme - engage with stakeholders - first iteration of programme to be completed</p> <p>Spring 2025 - First phase of revised programme to be initiated</p>		Ongoing
E15	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.	Based on the Academic Contributions Framework defined as part of RISE, scope the development of PDRs by staff category to include specific discussion of strategic priorities and how these manifest in operational deliverables	No	In line with the university's annual PDR cycle	HR	A relevant number of working groups created to redefine criteria for specific groups, where relevant.	This strategic commitment by the University involves consultations with the Trade Unions, so the timeline for delivery will be adapted accordingly.	<p>Following the completion of a successful pilot involving all three Faculties, Senate approved the adoption of a new Narrative approach to PDR for all academic staff including Research, Teaching and Scholarship, from 5 November 2024.</p> <p>The narrative approach was instigated by the Research in an Inclusive and Sustainable Environment (RISE) work and consultation that started in 2020; this process resulted in the Research and Impact Contributions Framework that enables staff to have a broader discussion in their annual review conversations and support them in identifying the contributions they have made across three different categories: Supporting People, Knowledge Generation, and Knowledge Exchange and/or Research Environment.</p>		Completed
EM4	Managers actively engage in regular constructive performance management with their researchers.	Deliver a Prosper session for PIs/ managers of researchers, including how to support the career development of the research staff whom they manage.	No	September 2024	The Academy	Minimum 100 hits on Prosper's PI 'Boosting Postdoc Career Development' resources as a baseline for future growth.	The Prosper portal was only formally launched in September 2023, therefore we do not currently have baseline data for 2023-2024.	<p>The Prosper PI Network has delivered online sessions for PIs/Managers of Researchers on the following topics in 2024:</p> <ul style="list-style-type: none"> - Developing resilience - Strategic academic leadership - Improve your wellbeing with Positive Intelligence - The Prosper portal – a quick guide for PIs <p>These sessions attracted over 160 registrations from 32 institutions.</p>	Of all attendees who completed post session feedback, 100% reported an increase in confidence and knowledge. There has been continuous growth of engagement with the Prosper Portal from postdocs, institutions and managers of researchers, with an increase from 133 to over 1200 from 2023 to 2024.	Completed
Job security										
The aim of this obligation is to improve the job security of researchers.										

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E16	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress.	Supplementing progress already made in this regard in relation to an extension to the redeployment period, access to bridge funding and extended honorary status for research staff (as indicated in the January 2021 – January 2023 Concordat report), the university's strategic investment in an initial cohort of 50 Vice Chancellor's Research Fellowships which lead to permanent posts at the end of the Fellowship (subject to criteria being met); and which cover progression, promotion and retention of research staff. Please see E11 for further details about actions and the university's commitment in this regard.								
Professional and Career Development										
Championing professional development										
The aims of these obligations are to promote the importance of professional development and ensure researchers have the time to engage in it.										
PCDI1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors.	Prosper rolled out at 'business as usual' for University of Liverpool postdoctoral researchers with at least one cohort per year.	No	August 2024	The Academy	- An annual cohort of up to 30 postdocs to include diverse groups of postdocs from all faculties - Minimum 2% increase in Prosper portal registrations annually	The Prosper portal was only formally launched in September 2023, and the model will be rolled out as BAU in 2024, therefore we do not currently have baseline data for 2023-2024.	In line with the University's commitment to deliver sector-leading support for the development of research talent, Prosper delivered the University's first 'business-as-usual' Prosper postdoc career development cohort, following the success of the pilot cohorts in its development phase: - 30 postdocs were admitted onto the cohort running between February and July. In total, by the end of July these postdocs had access to: - 12 sessions and workshops covering a holistic range of career development topics running through Prosper's Reflect, Explore and Act themes, totalling 15 hours (including 6 sessions open to postdocs beyond the University of Liverpool) - 30 minutes of 1-1 career coaching, followed by 6 hours of group coaching (in total across the whole cohort we've supplied 15 hours of 1-1 coaching, and 18 hours of group career coaching in groups of no more than 10 postdocs in size) - 2 rounds of a cohort buddy scheme (~ 3 months per round), the first round involving 16/30 participants, the second 18/30 Following the successful completion of the first iteration of the University of Liverpool Prosper programme, the second cohort is being recruited as of December 2024.	Completed	
PCDR1	Researchers take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days	Redesign 'Pathfinder', the Researcher Development e-zine to cover the achievements of our research staff, as well as giving an update on some of the researcher development activities that are underway in relation to the Concordat, including interviews with researchers at all career levels, events information, showcases and more.	No	November 2024	The Academy / RSA	At least one Pathfinder e-zine published per year and signposted in the weekly RSA e-bulletins.		In line with the co-development model of work, the RSA Steering Committee and Researcher Development and Culture (RCD) team has produced an annual RSA report that outlines the		Ongoing

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	professional development pro rata per year.	And also see PCD1 for related actions about providing opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors.						professional development activities with which research staff engaged in 2024. This is published on the University's RSA Steering Committee website and highlighted in the RSA e-bulletin. The RDC recently expanded to include PGR Development; therefore, the Pathfinder e-zine will be published in November 2025 and include all activities relating to researcher development, including PGRs.		
Research identity and leadership										
The aims of these obligations are to provide researchers with opportunity to progress in their careers by developing their research identity and leadership capabilities.										
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.	Co-create a comprehensive Fellows Development Programme that delivers tailored opportunities for ECR fellows and, where relevant, experienced postdocs, to enhance the skills required to transition to a leadership/ independent researcher role	No	September 2024	The Academy/ University Research Fellow community and related staff	At least 10 Fellows engaging in the first year of the programme.		The Research Fellows Development Programme launched for all research fellows at the University in November 2024, with a Welcome event that was attended by 12 new research fellows . The Teams channel that created for research fellows has 45 members . All fellows at the University have been invited to take part in the first annual Research Fellows Showcase on 26 th March 2025.		Completed
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	Following the success of the initial pilot in 2023, investment in the full roll out of the RSA Buddy Scheme to the PGR-Postdoc Buddy Scheme with all university postdocs invited to become a 'Senior Buddy' to support a group of PGRs, thereby further developing research staff leadership skills and opportunities to contribute to a positive and supportive research environment.	No	October 2024	The Academy	- Minimum 20 postdocs invited to take up this opportunity to be a 'Senior Buddy' (up from 15 in the pilot) - At least one case study per year published from Senior Buddy outlining their experience as part of the scheme		72 PGRs and 29 postdocs took part via 19 in-person and 5 online buddy groups in the buddy scheme in September 2024. Guidance for lead buddies was created to support their role in the scheme. A blog post from a postdoc was written about their experience: https://www.liverpool.ac.uk/researcher/blog/ and a report was published outlining the process and evaluation of the scheme: https://www.liverpool.ac.uk/media/livacuk/research-hub/PGR-Postdoc,Buddy,Scheme,Report,2024.pdf		Completed
Diverse careers										
The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.										
PCDR2	Researchers explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.	In support of the Academy's strategic ambition to nurture a coaching culture across the institution, to make more career coaching opportunities to research staff. Also see PCDI5 for information about actions that recognise that moving between, and working across, employment sectors can bring benefits to research	No	December 2024	The Academy	- Offer minimum 50 hours of career coaching opportunities collectively for research staff annually.		In 2024, all research staff were offered 44 1:1 career coaching sessions collectively, 11 hours of career-focused workshops, and 4 hours of career-focused panel sessions – these were embedded as part of our successful development programmes,		Completed

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		and researchers, and support opportunities for researchers to experience this.						such as Making an Impact , National Postdoc Appreciation Week , and Celebrating Researchers . Further, participants over the Prosper cohort spent an average of 28 hours in total engaging over the course of the 6-months, and RSA Steering Committee members were offered 3 hours of group coaching to reflect on how their role can support their career development.						
PCDR6	Researchers consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation.	Consolidate the University's capacity building activities related to the Researcher Development and Knowledge Exchange Concordats by annually redesigning and deliver the annual 'Making an Impact' Series (funded by the Higher Education Innovation Fund – HEIF) which brings together research staff, academics, research-related professional services staff and PGRs across all Faculties and career stages, and a range of industry-based external stakeholders and research staff development consultants during a programme of rich, varied and high-quality development opportunities which address contemporary topics within the research and impact landscape.	No	May-June 2024 and annually thereafter	The Academy	<ul style="list-style-type: none"> - Convene a Making an Impact Steering Group of at least 20 varied stakeholders to inform the annual redesign of the programme to reflect national and cross-sectoral trends. - Design minimum 70 sessions annually related to enabling development focused interventions designed to enhance the skills, knowledge and expertise of researchers at the University of Liverpool in relation to the impact of their work beyond academia. - Research staff given the opportunity to host at least 3 podcasts annually as part of the Academy's Developing Practice podcast series, enabling researchers to gain an insight via the sharing of experiences, achievements and expertise of invited guests. - Engage with at least 50 stakeholders who will provide research staff the opportunity to connect with peers, mentors, and industry professionals to build lasting relationships and collaborations to help them take forward their career aspirations. 		<p>The Making an Impact Steering Committee included over 20 representatives from the following groups:</p> <ul style="list-style-type: none"> - Research Impact Officers from each Faculty - Enterprise Team - Consultancy & Industrial Strategy - Portfolio Lead for Partnerships - International Partnership Development - Partnerships and Innovation - Researcher Development - Media Relations - Development and Alumni Relations - Knowledge Exchange Evaluation - Equality, Diversity and Inclusion - Research Staff Association - PGR Development Network <p>Making an Impact 2024 included 109 sessions in total (with 17 recorded for self-directed review), over 5 weeks, of:</p> <ul style="list-style-type: none"> - 3 keynotes - 49 independent workshops - 28 online, 24 in person - 44 1:1 career coaching sessions for PGRs and Early Career Researchers - 11 tours of 6 different University sites - 14 sessions open to Public partners - 26 sessions open to Sumy State University, our Ukrainian Twinned University <p>Following feedback from stakeholders, the Making an Impact Hub was updated instead of a new toolkit. In 2024, this included:</p> <ul style="list-style-type: none"> - New Community directory to facilitate networking between speakers, presenters and attendees - Updated Virtual Delegate Pack with a signposting 'Department Links' section that included links and information for all departments that are related 	<p>The overall evaluation of Making an Impact showed that after attending a Making in Impact session, on average, 28% attendees stated that they knew a great detail about the topic (up from 5% before attending). Further, 67% of attendees stated that were confident or very confident in applying the session topic to their day-to-day working environment/professional practice (up from 20% before attending).</p> <p>General feedback from some sessions includes: "[The media coverage] session was great and very clearly explained, thank you! Very informative too!" "Very helpful to have the expert from DSIT speak; Great info to be aware of when speaking with academics. Good to know who to signpost." "This session has improved my understanding of a Narrative CV: 'Consider not only what you have done but the experience gained from it and the impact'."</p>	Completed				
		Update the Making an Impact Framework to include a toolkit that provides practical guidance on developing skills and knowledge in knowledge exchange and research impact, including case studies.	No	July 2024	The Academy	<ul style="list-style-type: none"> - At least 100 hits annually on the new Making an Impact Framework toolkit before the end of the Series. 		<p>Further data on engagement with the Making an Impact Hub:</p> <table border="1"> <tr> <td>Recorded sessions Views</td> </tr> <tr> <td>Podcasts Plays</td> </tr> <tr> <td>Blogs Views</td> </tr> <tr> <td>Total Virtual Delegate Pack views</td> </tr> <tr> <td>Top Tips booklet</td> </tr> <tr> <td>Inspirational playlist</td> </tr> <tr> <td>Self-reflection resources</td> </tr> <tr> <td>Department links</td> </tr> </table>	Recorded sessions Views	Podcasts Plays	Blogs Views	Total Virtual Delegate Pack views	Top Tips booklet	Inspirational playlist
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								<p>to supporting academics in enhancing their research impact and partnership, and those who collaborated with us in delivering Making an Impact</p> <ul style="list-style-type: none"> - 17 blogs, 3 podcast episodes, 2 self-reflection logs, 3 self-directed workbooks - The creation of new asynchronous resources to supplement the live sessions, including self-directed learning booklets on Human Factors in Innovation and How to Identify Collaboration Opportunities 		

* The Researcher Development Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Researcher Development Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.

Further hyperlinks and supplementary information (more rows can be added)	
1.	https://www.liverpool.ac.uk/researcher/hr-excellence-in-research-badge/
2.	https://www.liverpool.ac.uk/researcher/hr-excellence-in-research-badge/concordat/
3.	Strategy 2031
4.	Employee Value Proposition
5.	Concordat Steering Group (CSG)
6.	Terms of Reference
7.	Research Staff Association (UoL RSA)
8.	Research and Impact Committee
9.	University Council
10.	Planning and Resources Committee
11.	Vitae
12.	CEDARS Steering Group
13.	Russell Group
14.	N8 Research Partnership
15.	European Educational Research Association
16.	UKRSA
17.	Postdoc Futures
18.	Co-Creating the Researcher Development Concordat: Initiatives at Liverpool
19.	RSA Buddy Scheme
20.	What does the Concordat mean for me?
21.	Module on The Researcher Development Concordat
22.	RSA annual reports
23.	Researcher Hub blog
24.	RSA Steering Committee
25.	Athena Swan Committee
26.	Technician Commitment
27.	Race Equality Charter

Abbreviations and glossary (more rows can be added)	
APVCs R&I	Associate Pro-Vice Chancellors for Research and Impact from each Faculty
APVC RE&PR	The Associate Pro-Vice Chancellor for the Research Environment and Postgraduate Research
AS	Athena Swan
CEDARS	The Culture, Employment and Development in Academic Research Survey
CSG	Concordat Steering Group
D&E	The Diversity and Equality Team at Liverpool
EDI	Equality, Diversity and Inclusion
FLT	Faculty Leadership Team(s)
FSE	Faculty of Science and Engineering
HR	Human Resources
HEIF	Higher Education Industrial Fund
HLS	Faculty of Health and Life Sciences
HoD	Head of Department
HSS	Faculty of Humanities and Social Sciences
HRDD	Faculty Heads of Research Development and Delivery or equivalent roles, eg: Faculty Research Coordinator/ Research Strategy, Planning and Performance, etc
LMG	Libraries Museums and Galleries team
LMS	The Learning Management System that the University has invested in for the administration and documentation of development activities.
ORLG	The Open Leadership Group (ORLG) will be a new group which provides leadership for open research-related activity across the University.
PDR	Professional Development Review (UoL staff appraisal review)
PDRA	Post Doctoral Research Associate
PGR	Postgraduate Researcher (i.e individual who is undertaking doctoral study)
PGRDevNet	The University's PGR Development Network, which is the PGR equivalent of the RSA
PIs	Principal Investigators
Prosper	A new approach to career development that unlocks postdocs' potential to thrive in multiple career pathways
PVC R&I	Pro Vice Chancellor for Research and Impact
REC	Race Equality Charter
REF	Research Excellence Framework

28.	Open Research Leadership Group
29.	Prosper
30.	Making an Impact Series
31.	KE Concordat platform
32.	Project RISE [staff intranet link]
33.	Celebrating Researchers summer event
34.	Researcher Blog
35.	Prosper pilot cohorts
36.	

RIC	Research and Impact Committee
RISE	Research in an Inclusive and Sustainable Environment initiative is focused on inclusive and sustainable working practices and the differentiated nature of support and recognition for researchers at all career stages
RM	Racially Minoritised staff (language used in the University's Race Equality Charter submission when referring to racial and ethnic groups that are in a minority in the population)
RPI	Research Partnerships and Innovation Directorate
RSA	The University of Liverpool Research Staff Association whose membership consists of postdoctoral and early career research fellows
SLT	The University's Senior Leadership Team
The Academy	The unit responsible for the strategic development of the University's people and practices.
Thrive	A University of Liverpool-led Research England funded project dedicated to redefining how research teams operate with a special focus on encouraging greater diversity and inclusivity.
VC	Vice Chancellor – the university's Chief Executive leader and Principal Academic.

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