HREiR Action plan template for institutions: Annual Concordat Action Plan update and forward planning
<mark>Covers Jan-Dec 2022 updates and Jan-Dec 2023 forward actions</mark>

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Details

Institution name:	University of Liverpool
Cohort number:	4
Date of submission:	January 2023
Institutional context:	The Concordat is firmly situated as a core institutional strategic priority; the University Strategy 2026, refreshed in 2021, now specifies the University's commitment to the Concordat within the Research and Impact section (p.10). This focus on the aims and outcomes of the Concordat 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, in liaison with the University's Head of Researcher Development and Culture. The CSG has a diverse, targeted membership, including the Associate PVCs for Research and Impact, the University's Research Staff Association (UoL RSA), research-related professional departments such as HR, the Diversity and Equality Team, Research Support Office, the Open Research Team and the Academy. 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. The Academy is responsible for coordinating the Concordat, enabling an inclusive approach to the development and implementation of our Action Plan, via 6-8 weekly formal CSG meetings. The CSG reports to the Research and Impact Committee, creating alignment to other R&I activities and, in turn, reports to Senate, 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 and the Race Equality Charter, ensuring that the clear synergies and common aspirations between these activities are recognised and addressed.

The institutional audience* for this action plan includes:

Audience (direct beneficiaries of the action plan)	Number of	Comments
Research staff	1440	At the University of Liverpool, we have 920 staff on research only contracts and 550 PIs who are in receipt of grants. Staff on research-only contracts consist primary of those early in their research career. They play a vital role in the development of creative and life changing research and are considered an important asset to the university's culture and environment. PIs/Research Managers are also key beneficiaries of the RD Concordat. They provide steer and direction for the research activity and are role models to the postdoctoral researchers/associates and research fellows who work with them.
Postgraduate researchers	N/A	PGRs do not currently form a target group for our Concordat activities.
Research and teaching staff	990	**Note:** 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	660	The University of Liverpool is a signatory to the Technician Commitment, which segues with the Concordat's support for the diversity of staff roles engaged in delivering or supporting high-quality research.
Clinicians	N/A	
Professional support staff	N/A	
Other (provide numbers and details):		**Note**: The primary beneficiaries of the Researcher Development Concordat at the University of Liverpool are those employed to conduct research - particularly those early in their career, including postdoctoral researchers, research associates, research assistants, early career research and tenure track fellows. However, as indicated above, 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 and technicians whom we include in representation on the University's Concordat Steering Group.

	Complete for submission							To be completed only when reporting on action plan
	Obligation	**Action**	**Carried over from previous action plan?**	**Deadline**	**Responsibility**	**The targeted impact of the action (success measure)**	**Comments (optional)**	**December 2022: Annual Progress Update**
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.								
ECI1	Ensure all relevant staff are aware of the Concordat.	Faculties will continue to promote and raise awareness via staff briefings, post-REF discussions, relevant committee meetings, webpages, induction materials, PDRs and relevant events. We have drafted a standard slide deck providing information on the Concordat and the Statement of Expectations. Central and locally available support and resources will also be signposted, including the new Academy module. Associated success	No	May 2023 (in line with CEDARS timeline) July 2022 November 2022	Faculty APVCs R&I / Deans / HoDs / HoOps The Academy The Academy	- At least 40% of research staff reporting an awareness of the Concordat - At least 100 unique hits on the Researcher Development Concordat module.		**Faculty of Health and Life Sciences update:** The Research and Impact Directorate has instigated a Faculty wide working group to review induction practices. This includes an objective to ensure Concordat (including concordat module) and Statement of Expectations are embedded in researcher and academic inductions. Targeted surveys and meetings have taken place, with proposals and recommendations to progress through HLS committees for sign off in late autumn/early winter 2022. Concordat module added to HLS R&ID Hub. Additionally, the Faculty are looking into PDR training options and level of awareness and embedding links through the R&I Support Hub. In terms of the appointment of Concordat Champions:

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		measures to be supplemented by additional local level activities.		Early 2022	The Academy	- At least 4 workshops with CSG members to ensure cascading of information and progress updates on implementation - Information about the Concordat, Statement of Expectations and 10 days of development for research staff to be included across all local School/Institute induction communications		• ISMIB has a Concordat working group that convenes throughout the academic cycle, this comprises colleagues in senior positions such as HoOps, R&I Lead, EDI Lead, Deputy Exec Dean, MSTL, Postdoc Society Reps • IVES has a concordat working group with tasks and deliverables that they are working towards. • IPH is in the process setting up a contract researchers committee. New committee will report to IPH's R&I Committee With regard to job descriptions, HLS has introduced standardised job description templates adopted across all areas. Paragraph on the Concordat included as follows: *The Faculty is committed to fostering the personal and professional development of its research staff through offering an optimal research environment and is signed up to The Concordat to Support the Career Development of Researchers .* **Faculty of Humanities and Social Sciences update:** The SOTA held a Concordat event with their ECR network on 8th March 2022, as a result of that event, a Concordat Champion in that School was appointed. Updates from other Schools in the Faculty include: • SLSJ Research Governance Lead appointed to lead on Research Ethics, Integrity and Concordat • SoTA considering similar model • HSS Faculty level Concordat Group to bring reps/champions together. • Concordat module highlighted in FMT and ADR meetings • Appointing Concordat Champions (underway). • Concordat mentioned in ECR and researcher support in 2021 REF Environment Statements and will feature as a key commitment mentioned in 2028 REF submission.
		Faculties to appoint Concordat Champions / Ambassadors, who will be tasked with leading implementation of the Concordat. Regular progress reports to the Faculty Management Team that result in the achievement of success measures across the Concordat Action Plan.		June 2023	Faculty APVCs R&I / Deans / HoDs / HoOps	- At least 2 Concordat Champions appointed across each Faculty reporting to relevant School/ Faculty Management teams/.		
		Review of REF environment statements to inform future activity will include taking forward concordat principles as part of the overall ongoing research strategy.		October 2022 and then as per each Faculty's internal planning cycle	Research and Impact Strategy Team/ Faculty APVCs R&I / Deans / HoDs	- Best practice feedback summarised by RIS and Faculties review built into respective Faculties' planning cycles		**Faculty of Science and Engineering update:** School research leads are to undertake the role of Concordat Champions. This is being embedded into the role descriptor for the school research leads. They will report progress quarterly into the Faculty Research and Impact Committee and annual into the Faculty Management Team. Nominated PS colleague in each school will support the Concordat Champions, either research team leader or Head of Operations, in particular with progress reports. **University of Liverpool Research Staff Association update:** In May 2022, the RSA facilitated a Lunch and Learn session on 'What does the Concordat mean for me?' The session featured an interactive panel session of postdocs and research staff at Liverpool who are involved in Concordat initiatives as well as members of The Academy who head Research Development and Culture. The panel discussed their role in the Concordat at Liverpool and how it helps improve the research environment with examples of key initiatives that have arisen from the University of Liverpool's involvement in the Concordat. A recording (intranet access only) is available on the Researcher hub and promoted via the weekly RSA e bulletin. Specifically signposted was the Module on The Researcher Development Concordat for University of Liverpool Staff. This new development module is the first of its kind in the Higher Education sector nationally and further embodies the University's focus on sector-leading researcher development. View and complete the module. The module aims to further enhance the career and professional development of researchers, managers of researchers and professional colleagues supporting our researcher community. It serves to foster conversations that nurture a positive and inclusive culture in which researchers take responsibility for the development of their personal and professional practice. Additionally, a link to the Statement of Expectations continues to be provided in the RSA weekly e bulletin and welcome email to new starters.
		Ensure our commitment to, and a link to, the concordat principles is part of the research job description templates.		September 2023	HR	- 100% of research job descriptions include information about the University's commitment to the Concordat		
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	Faculties to ensure that institutional and school level policies are signposted in staff meetings, induction materials, staff handbooks, PDR briefings, and new or amended policies communicated via mailing lists. RSA pulse survey and Focus Groups to monitor the benchmark number of research staff reporting increased awareness of key policies.	No	March 2023	Faculty APVCs R&I / Deans / HoDs / HoOps/ RSA	- At least 25% of research staff reporting awareness of key research-staff related HR policies, specifically the Family friendly policies such as parental leave and adoption and surrogacy leave; flexible working and bullying and harassment.		**Faculty of Health and Life Sciences update:** There are regular surveys that evaluate this, including CEDARS survey. ISMIB research support page has a Concordat Tab: https://www.liverpool.ac.uk/intranet/health-and-life-sciences/ismib/research-support/. IVES is instigating something similar. HLS's Faculty Management Office will be launching a Faculty Hub, which will include Policy Centre and Governance information. Lisa Cahill is leading the project and is a member of the Faculty's Induction Review Group. Additionally, the FMO & directorates are working on their data for the Athena Swan PTO application. They are prioritising quantitative staff snapshot data. This and previous pulse survey outcomes will inform the contents of the Athena Swan Culture survey which they need to undertake as part of this process. Submission is of this application is scheduled for Summer 2023. The institutes will undertake their culture surveys as part of their institute-level preparations, the timeframe for these is still TBC, but the institute level application deadline is Autumn 2024.
		Establish an expanded Diversity and Equality team within the Academy to lead on D&E initiatives, ensuring PDRA and ECR representation across key networks, groups and committees.		February 2022	The Academy	- Recruitment of new roles: Head of Diversity and Equality, a Race Equality Officer, and a Disability and Wellbeing Advisor		**Faculty of Humanities and Social Sciences update:** There are reference to policies in Staff Inductions. Some related initiatives include: • SLSJ Parents and Carers network • RSA e-bulletin includes reference these policies • Guidance on Diversity and Equality Compliance for Committees to highlighted (and discussed) at all committees at the start of each academic year. • HSS Research Leave framework shared with all schools
		An assessment of the impact on EDI issues of the COVID19 crisis will need to be undertaken through Consultation via Project RISE.		As per Project RISE deliverables during 2021-2022	Project RISE Leads	- Report to SLT a developed understanding of the differentiated impact of the pandemic upon individuals and communities within our research population and initiate concrete processes to encourage greater inclusivity within research leadership.		**University of Liverpool Research Staff Association update:** As a follow on from a focus group that took place and reported on in June 2020 in previous Concordat documentation on the awareness and access to HR policies by research staff. A further focus group was conducted on Thursday 23rd of June 2022 via Zoom. With an objective of understanding the current awareness and access to HR policies by research staff at the University of Liverpool and to establish the barriers to achieving optimal awareness and access, UoL Research Staff Association (RSA) conducted;
		Faculty of Health and Life Sciences Directorates and Faculty Office to undertake new Athena Swan Professional, Technical and Operational (PTO) Pilot Survey. This will particularly benefit those researchers who sit within Liverpool Shared Research Facilities and will bring greater recognition for technicians. (Directorates & FMO)		As per Athena Swan PTO Directorate timeframes	HLS APVC R&I	- 10% participation rate in the pilot PTO survey		(a) An online survey open to all research staff (b) A focus group also open to all research staff

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								An online survey was sent out to all research staff at the University of Liverpool via the RSA weekly e-bulletin which contained questions about the level of awareness of 12 HR policies (specifically family friendly policies), the length of service, role and base institute of the participants, as well as general demographic information such as age, ethnic background etc, and information about the Employee Assistance Programme (EAP). The survey was accessed and completed by 25 participants. The focus group was set up following the the online survey. The focus group consisted of 7 participants and involved a discussion based on 3 main areas/questions. Results from this year's survey and the 2020 survey was discussed and there was an increase (between 10-25%) in the number of participants who were aware and accessed the HR policies compared to 2020 as a general trend. Maternity leave, Special leave, Redundancy and Flexible working were identified by the participants of the focus group as the most important to them. A report on the focus group and survey results was produced and is part of the RSA annual report. **RISE update:** RISE phase 1 report looked at the differentiated impact of the pandemic upon individuals and communities within our research population. Currently the RISE working groups are still meeting for 3 workstreams, narrative statement, reading programme., teams-based research approaches.
ECI6	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.	Capture best practice from across Institutes using a bespoke online platform called TRACTION to highlight synergies and overlapping actions between key charters and action plans to make reporting of similar /transferable actions and sharing of effective practice Use of institutional data from the 2021 institutional staff survey and CEDARS to inform future support for researchers.	No	October 2023 May 2023 September 2023	Led by Faculty APVCs R&I / HoOps/ HLS R&I D in consultation The Academy Faculty APVCs R&I / Deans / HoDs / HoOps	- System development and launch of the TRACTION system to capture effective practice happening across the institution, linking with Athena Swan, Race Equality Charter and associated initiatives. - 25% completion rate for CEDARS 2023 to ensure a representative sample of feedback about the University's research environment and practices. - Faculties to review the data and identify where local provisions can be enhanced, taking into account equality characteristics where possible and appropriate in relation to local contexts.		**Faculty of Health and Life Sciences update:** TRACTION is at advanced development stage. All the HLS Faculty Concordat information has been populated onto a Traction template and the developer has uploaded these onto the system. Now we have some 'real life' data in the system, this will be reviewed over the next few months, in collaboration with the web developer. The reporting mechanisms will also be looked at. We will look into piloting the functionalities of TRACTION with a small group from the HLS Concordat SG before the end of 2023, with a view to incorporating another action plan in early 2023. We hope to be able to incorporate multiple action plans in mid-2023 and if appropriate explore with other faculties if the TRACTION system would be of interest to them. **Faculty of Humanities and Social Sciences update:** The Faculty Head of Research Development and Delivery is co-ordinating development of TRACTION system **Faculty of Science and Engineering update:** Faculty RIC will adopt reviewing data and identifying local provisions to be enhanced/ sharing best practice across Schools. Additionally, a Faculty Task and Finish Group has been initiated to review and report on the quality of research culture. A draft report with recommendations has been prepared ready for discussion at the Faculty Management November Team meeting. The Faculty is developing a compliance team that will extract information from the staff survey data and develop a faculty specific action plan.
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 to lead monthly Welcome Chats and virtual coffees for new and current research staff across the institution Scope and develop a pilot of a Researcher 'buddying' system, supporting the outcomes of Project RISE	No	February 2022 October 2022	RSA RSA / RISE Project Leads	- Personalised invitations sent to all new research staff on a monthly basis - At least one member of the Academy to attend these monthly events and share information and answer questions about ongoing central research culture work - Pilot a researcher 'buddying' system with at least 5 RSA members.		**University of Liverpool Research Staff Association update:** The RSA have monthly virtual coffee meetings, attendance varies ~8 including RSA and recent new starters. Feedback from new starters indicates they've been generally useful and helpful to signpost to events. A welcome email is sent by the RSA every month to new starters, this email signposts to a variety of resources and development activities and a link to the statement of expectations. Advertised within this email is a virtual coffee meeting scheduled to take place shortly after the welcome email is sent out. New starters are encouraged to attend these meetings to meet fellow researchers and members of the RSA and Academy team and are an opportunity to learn what welfare, support and information resources are available to the early career researcher community across the University. A Buddy Scheme was piloted in March 2022. Further details and a report about the scheme can be found at https://www.liverpool.ac.uk/researcher/uol-rsa/buddy-scheme/.The scheme offered postdocs and early career researchers (i.e. staff on research-only contracts) the chance to meet new colleagues, expand their networks and enrich their experience of the University's research culture in an informal setting. The Buddy Scheme was promoted as an opportunity for postdocs and early career fellows (ECR's) to meet peers at similar career stages across all faculties and to build connections outside of their research group and to enhance their professional, research and social frames of reference. The scheme was advertised via the RSA weekly e-bulletins and the University of Liverpool RSA twitter account and participants were asked to complete a simple expression of interest form. The questions on this form included: name, department, email address and why you want to participate in the buddy scheme. 31 colleagues signed up to take part, the spread across faculties was as follows: • 16 Faculty of Health and Life Sciences • 10 Faculty of Humanities and Social Sciences • 5 Faculty of Science and Engineering • 7 members of the RSA led various Buddy Groups. Each participant was matched with two to three other postdocs or ECR's which resulted in 9 groups of between 3-4 people in each group. All groups had a mix of faculties. Each buddy was emailed with the names and email addresses of the buddies in their group. Following the scheme participants were asked to complete an evaluation survey. 52% of participants completed the survey. Of the participants who completed the survey 94% met their buddies within the 3-week window. Feedback was very positive, some of the common highlights of the scheme for the participants were meeting people from other parts of the University and finding that they have similar challenges/concerns and that their own experience is not unique. Participants found this reassuring. Other participants just enjoyed taking time out of their day to have a chat with someone new. The scheme was run again in October 2022, with once more 31 colleagues signing up to take part, the spread across faculties was as follows: • 16 Faculty of Health and Life Sciences

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								• 2 Faculty of Humanities and Social Sciences • 11 Faculty of Science and Engineering • 2 Other • 10 members of the RSA led various Buddy Groups **Faculty of Health and Life Sciences update:** Various local updates include: - Sam Whiteford reported IVES Postdoc Leads hosted a postdoc sandpit event, offering small pots of funding to pursue personal development and a spotlight session re IVES fellowship development support. - IPH has developed a PowerPoint slide set with one slide per staff member. This provides equal visibility for all staff across the institute to highlight their research expertise and help develop new collaborations. - IPH's contract research staff arranged 2 events: How do people on fixed-term contracts apply for promotion (open event with representatives from HR) and what support is available to ECRs when applying for funding (open event with the Institute Research Co-ordinator). Janette Greenhalgh contributed to the development of HLS' Expertise Directory (https://hls-staff-search.herokuapp.com/), helping to ensure that researchers on fixed term contracts can be easily identified within the database. This functionality will improve career opportunities for colleagues on fixed-term research contracts and improve staff retention.
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.	RSA Annual Barbeque to be reinstated as a face-to-face activity. Raise awareness of mental health provision through Validium to researchers, by offering a dedicated session for Research Staff. Introduce a peer Mental Health wellbeing ambassador scheme for postdocs and technicians using Wellcome ISSF funding to support dedicated EDI & Wellbeing post for co-ordinating.	No	July 2022 January 2023 and ongoing December 2022	RSA The Academy HLS APVC R&I	- At least 30 researchers engaging in the day's activities - Increase the percentage of respondents reporting that they understand how to report and seek support to 50%, as measured by future RSA pulse survey. - At least 5 peer Mental Health Wellbeing Ambassadors recruited to the scheme		**University of Liverpool Research Staff Association update:** A celebration event for researchers took place on 7th July 2022. Principal investigators, managers of researchers, postgraduate researchers and research staff peers nominated individual researchers to celebrate their achievements, successes and strengths as researchers, appreciating and recognising their contributions. 43 researchers were invited, out of which 36 attended. The event involved a morning workshop followed by a BBQ social on campus. The event was to celebrate the achievements, successes and strengths of researchers at the University of Liverpool. It provided an opportunity for those that attended to connect and engage with other researchers and to explore the strengths, motivations and contributions, researchers bring and to become further aware of how to articulate and build on them. Nominations spoke of the important contribution the researchers make to University life and the inspiration and support they provide to others. The nominations can be found at: https://www.liverpool.ac.uk/researcher/celebrating-success/time-to-shine/ The morning workshop began with a video from Professor Anthony Hollander, Pro-Vice-Chancellor for Research and Impact where he spoke of his pride in the commitment and dedication of researchers at the University and thanked them for all their amazing work. The rest of the workshop involved short presentations and activities to help everyone engage with one another and connect. Buddy pairs and group discussions enabled the researchers to reflect on who they are at their best, what helps them to be at their best and how they can best recognise and appreciate all that they do. The feedback from those that attended were extremely positive. Details of the day and testimonials were part of an article in the 3rd edition of Pathfinder https://www.liverpool.ac.uk/media/livacuk/researcher/documents/Newsletter,3rd,edition,Final.pdf The mental health provision for Research Staff offered by the University was discussed as part of the HR policies awareness focus group which took place in June 2022. A link to a recorded session on Validium https://stream.liv.ac.uk/s/cswxsmjm (intranet access only) was circulated via the RSA e bulletin and those that attended the focus group were asked what wellbeing meant to them and their thoughts on accessing wellbeing resources. Email and Twitter were the most popular methods of communication about the wellbeing resources amongst the participants. **Faculty of Health and Life Sciences update:** The Faculty is developing APP (Academic Portfolio Planning) to facilitate better management of workload balance, how the introduction of workload model for standard T&R and T&S staff, what that means to postdocs and how it will impact them, possibly additional question on PDR about workload and mental health reviews. Also will highlight the option that if they feel for whatever reason their mental health is affected because of their workload, then that should be flagged to mental health and wellbeing ambassador.
ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	Faculties / leaders to monitor training completion to ensure that managers are effectively trained in relation to EDI and Unconscious Bias and promote mental health training and provision for Managers. Focus to be given to areas / cohorts where lower completion rates exist, including PDRA engagement, and explore the opportunity for more bespoke Faculty-specific training.	No	September 2022	Faculty APVCs R&I / Deans / HoDs / HoOps /	- Track and improve engagement by 5% annually.		**Faculty of Health and Life Sciences update:** Direct line managers are best placed to influence/change workload/wellbeing of their teams. IVES has mental health first aid training but it is currently not directed to managers. There is an online module for PGR supervisors and one option being explored is to develop something similar for supervisors; how to recognise and options for handling people they supervise reporting mental health related challenges; an awareness course, so as a line manager where to they start with supporting their team member; and signposting to people in the departments that are trained. **Faculty of Humanities and Social Sciences update:** The EDI Committee continue to coordinate at Faculty Level, and the chair is the Faculty EPVC. Additionally, faculty-specific pulse data discussed at FMT meetings. **Faculty of Science and Engineering update:** The Faculty has requested that chairs, secretaries and members of formal committees, boards and other groups and those colleagues responsible for submitting reports to these groups to complete Equality Impact

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								Assessment (EQIA) training this academic year. Schools to extract and track the EDI and unconscious bias training data, then compliance team to monitor progress through the Faculty EDI committee and review training offer.
ECM3	Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.	Creation of an HLS Faculty EDI researcher toolkit which aims to support, guide & provide resources for all researchers, to enable them to reflect on their own practice & improve equality, diversity, and inclusion in all aspects of their research activities	No	December 2022	HLS APVC R&I / HLS EDI Leads	- Roll out of the toolkit across the HLS Faculty by December 2022. Numbers of users engaging with toolkit will be evaluated and feedback gathered to refine and improve its effectiveness before wider-roll out will be explored with other Faculties as a pan-institutional resource.		**Faculty of Health and Life Sciences update:** Working group(s) have been established to progress EDI researcher toolkit to meet the needs of researcher community. Colleagues from all areas invited to join/participate in the group. The group(s) will work on this during autumn 2022 and it is planned that there will be a version ready for use and piloting/ trialling in early 2023, with further refinements to contents, and format during the course of 2023.
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	Build on the University's current success of its flexible working offer by enhancing and promote flexible working options to attract, retain and enable staff	No	December 2022	The Academy	- Up to 2 Case studies published per year of successful flexible working examples in roles included on the Researcher Hub		**Academy update:** There have been two cases studies and two separate blog posts published during 2022 which highlight flexible working examples: • How to conduct effective focus groups in an online environment • New opportunities and support for clinical research staff • A postdoc's journey through fixed term contracts • A reflection on the support and opportunities available to researchers Additionally, the Liverpool People magazine included case studies on hybrid working/hybrid hub.
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	Ongoing updates to the Postdoc Wellbeing Oasis and the Researcher Hub Wellbeing Pages, with active promotion of these resources.	No	March 2022 July 2023	RSA/ The Academy The Academy	- A quarterly themed e-bulletin for research staff promoting a range of support interventions for wellbeing and mental health. - Increased awareness measured through an annual 5% increase in the number of hits on the Wellbeing Oasis and Researcher Hub wellbeing resources		**University of Liverpool Research Staff Association update:** E-bulletins promoting wellbeing and mental health have been sent out in February, June, September and December 2022. Work/life balance resources have been updated at https://www.liverpool.ac.uk/researcher/work-life-balance/, the RSA buddy scheme https://www.liverpool.ac.uk/researcher/uol-rsa/buddy-scheme/ and monthly virtual coffee meetings have been just a few of the activities promoted as a range of support interventions for wellbeing and mental health.
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.	*(ECI3 repeated in two sections: wellbeing and mental health + bullying and harassment)*						
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	*(ECM3 repeated in three sections: wellbeing and mental health + bullying and harassment + research integrity)*						
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to discrimination, harassment and bullying.	All Faculties continue to raise awareness and encourage use of the University's Report and Support reporting tool via staff meetings, handbooks, induction material and webpages.	No	November 2023 November 2023	Faculty APVCs R&I / Deans / HoDs / HoOps The Academy	- Updated guidance produced (as necessary) for the University's new Report+Support Tool - 10% increase (based on current staff survey baseline of 75%) in the number of staff reporting that they confident in reporting incidents of bullying/ harassment if it happened to them.		**Faculty of Health and Life Sciences update:** Will be incorporated into HLS' new Faculty Hub **Faculty of Humanities and Social Sciences update:** Communications about Report +Support mechanism are embedded at School and Faculty level. Report and Support mentioned in PDRs that that is' available reporting mechanism. **Faculty of Science and Engineering update:** Request being issued to schools for confirmation that this is taking place. Faculty compliance team to consider how to monitor completion. **Academy update:** Dignity at Work and Study Policy has been revised (2021/22) with the policy relaunched in 2022. **University of Liverpool Research Staff Association update:** RSA e-bulletin has Report + support at bottom of every weekly e-bulletin.
Equality, diversity and inclusion								

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The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and adopt practices enhancing equality, diversity and inclusion.

	Obligation	Action	Carried over?	Deadline	Responsibility	Impact	Comments	Dec 2022 Update
ECI4 / ECM1	Ensure managers undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work.	See Actions for ECI1 and ECI2 in relation to undertaking relevant training and development opportunities related to EDI.						
ECR2	Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.	See Actions ECI2, ECI3 and ECM3 above for actions in relation to EDI broadening research staff awareness of EDI-related policies.						

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.

	Obligation	Action	Carried over?	Deadline	Responsibility	Impact	Comments	Dec 2022 Update
ECI5 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.	Faculty Research Integrity Champions appointed to lead on this agenda, to explore the possibility of offering of a suite of associated training including introduction to Research integrity for PDRAs and ECRs Faculties to create School/Institute-specific policy documents for all research active staff in relation to reporting and dealing with suspected cases of bad practice or misconduct. New staff must be directed to familiarise themselves with the Research Ethics principles as part of their immediate local induction. Enhance the provision of research ethics development and the structures and governance required to ensure effective practice. (Rolled over from previous Action Plan) HLS R&ID to lead creation of Research Integrity Lead role at Faculty level. Implementation of Repository Tools 2 in Elements (online tool to help researchers manage information about their research and impact activity) to link the Data Catalogue and Elements, which should enable a greater uptake of the Data Catalogue and recording in Elements of open datasets held elsewhere.	No	July 2022 September 2023 December 2022 January 2023 May 2023	Faculty APVCs R&I / Deans / HoDs / HoOps Faculty APVCs R&I / Deans / HoDs / HoOps RSO HLS APVC R&I Open Research Support Team	- Quarterly progress reports to Faculty Management Team, the University Research Integrity Committee and the CSG. - Updated Research Ethics and Integrity checklists for local inductions created and shared with 100% new-to-post research staff - Launch of a Research Ethics Handbook containing a wide variety of policy, guidance and procedural information - HLS to appoint a Faculty Research Integrity Lead - 2 Open Research workshops held - Establish a benchmark for monitoring usage of the Data Catalogue in conjunction with the FAIR principles (Findable, Accessible, Interoperable, Re-usable)		**Faculty of Health and Life Sciences update:** HLS has appointed 4 x Research Integrity Leads embedded within institutes. HLS R&ID Leads (Claire Eyers, Julian Hiscox, Kate Jones, Sophie Archard) meet quarterly with institute-based integrity leads along with Teodora Manea-Hauskeller and HLS's Clinical research integrity lead. HLS has been piloting a research integrity assessment process, which is ready to be rolled out across the Faculty, except for IPH. Further work ongoing to identify specific processes for qualitative research before rolling out to IPH. As of Sept 2022, HLS in the process of disseminating 334 E-Lab Books to researchers (PGRs, Postdocs, Academics) across the Faculty. This is part of a wider project to establish a unified system for electronic note-taking that is robust, searchable and records raw data as well as recording how data is processed/manipulated. Further details available here: https://www.liverpool.ac.uk/intranet/health-and-life-sciences/research/hub/elabbook/ **Faculty of Humanities and Social Sciences update:** HSS Faculty FMT session devoted to the Concordat annually. The Faculty uses the most up to date information available centrally. It embeds up to date checklists into Staff inductions at School and Faulty level, and ensures updated guidance shared at first faculty Ethics Committee of the academic year. **Faculty of Science and Engineering update:** Faculty Research Integrity Lead appointed in Science and Engineering, started 01/06/22 0.2FTE. Currently surveying the activities within the schools. Faculty Research Integrity Lead be invited to FMT in new academic year. Faculty Research Integrity Lead considering tailoring of training for the PGRs/ECRs - how to report, who to report to etc. Staff and PGR handbooks have been updated with more explicit reference to research integrity, for example information and links to the Concordat to support Research Integrity. All PGR training will be conducted at Faculty level from 2022/23 academic year, which will include specific research integrity training and will be overseen by the Faculty research integrity lead. **RSO update:** The team have created in excess of 300 pages of the Research Ethics Handbook to date, and plan to release a draft version, of the work completed so far, for initial comment in November/December. A fixed term post, to 31st July 2025, has been approved in order to drive forward the delivery of training and policies within the area of Ethics and Integrity. This post will encompass the completion of the handbook. **Open Research Support Team update:** Work underway using the COAR principles to assess the Data Catalogue to support researchers in meeting FAIR principles.Open Research Exchange ran on 8th June 2022. Repository Tools 2 have been implemented in late September 2022. Work is now underway on best way of integrating Liverpool Elements and Data Catalogue.
ECM3	Ensure managers report and address incidents of poor research integrity.	*(ECM3 repeated in three sections: wellbeing and mental health + bullying and harassment + research integrity)*						
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	*(ECR2 repeated in two sections: equality, diversity and inclusion + research integrity)*						

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	December 2022: Annual Progress Update
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	*(ECR4 repeated in two sections: bullying and harassment + research integrity)*						
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.								
EI7	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.	'Regular review of membership of Faculty and Dept formal and informal working groups, and the RSA Terms of Reference to ensure researcher representation on all research focussed committees.	No	'April 2022 February 2023	'Faculty APVCs R&I / HoDs / HoOps/ RSA/ The Academy	- Concordat implementation to feature as a regular item at Faculty Research Group meetings to enable progress updates to and from the CSG to Faculty level. - 8 RSA co-chairs and deputy co-chairs to be rotated on an annual basis to provide development opportunities for a wider and more diverse pool of research staff who feed into organisational policy and decision-making		**Faculty of Humanities and Social Sciences update:** This is ongoing and the Concordat is a standard agenda item for every Faculty RIC meeting. **Faculty of Science and Engineering update:** The Faculty is currently reviewing all committee terms of reference, their membership and reporting requirements, to be made available to all faculty staff. Researcher representative about to be advertised for Faculty research and Impact Committee. Schools/Depts to be requested info for their own committees. Concordat implementation will feature as a regular item at every Faculty Research and Impact Committee meeting, School Research and Impact Committee meetings (2 schools confirmed) and annually at faculty Management Team meeting. **University of Liverpool Research Staff Association update:** The RSA co-chairs continue to rotate annually and are recruited from all different faculties. Currently there are 11 members of the RSA, 4 co-Chairs (1 from HSS, 2 from HLS and 1 from S&E), 7 deputy co-Chairs (5 from HLS and 2 from S&E). Terms of Reference for the RSA were reviewed with the RSA in July 2022 and continues to be updated annually.
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.	Research manager/PI representation on all relevant committees, as appropriate, with a view to ensuring EDI values are considered and that disclosure of bullying and harassment is actively encouraged.	No	March 2023	Faculty APVCs R&I / Deans / HoDs / HoOps/	- Representation numbers and membership by PIs actively monitored by Faculty and Institute Leadership Teams to develop a benchmark for ongoing effective practice.		**Faculty of Humanities and Social Sciences update:** The Faculty is encouraging a distributed leadership model to encourage inclusive representation of colleagues on committees and groups. School Deans allocate roles on basis of suitability, career development/ progression, equal opportunities and experience and workload distribution.
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	See EI7 in relation to opportunities for managers of researchers to contribute to relevant policy development.						
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	RSA representation on research culture and environment committees, working groups and project boards, as appropriate at institutional and departmental levels.	No	In line with Project RISE timelines	Faculty APVCs R&I / Deans / HoDs / HoOps	- At least one RSA/ PDRAs representatives on the RISE Project Board, to feed into developing policies as the Project evolves.		**RISE Project Board update:** The RISE project is overseen by the Research and Impact Strategy Committee (RISC) and delivered by a Project Group working across the faculties and with a range of representatives from across our staff networks. These include the BAME Network, the LGBT+ Network, the Disabled Staff Network, the Research Staff Association, Athena Swan, The Academy and others. The RISE project board and all three RISE working groups includes a mix of colleagues from all three faculties, all career stages and from all the staff networks. 11 PDRA representatives continue feeding into developing policies as the project evolves. **Faculty of Science and Engineering update:** Faculty Research and Impact Committee has PDRA representative, secured through expressions of interest.
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	Faculties to use creative ways, such as case studies, social media, podcasting, etc to encourage research staff to take ten development days, choosing activities most relevant to their current situation with input from and the agreement of their PI, recognising that development activities might take place in a university setting, but importantly do not have to.	No	May 2023 (in line with CEDARS timeline)	Faculty APVCs R&I / Deans / HoDs / HoOps/The Academy	- At least 20% (building on current benchmark of 10%) research staff reporting that they have spent 10 or more days on their training and other continuing professional development activities.		**Faculty of Science and Engineering update:** New Faculty digital communications manager will be reviewing and actioning this after December 2022.

| | | | Complete for submission | | | | | To be completed only when reporting on action plan |
	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	December 2022: Annual Progress Update
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.								
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	Faculties to roll out new Faculty Recruitment Best Practice Guides to be adopted by all Schools/ Institutes across each Faculty.	No	December 2022	Faculty APVCs R&I / Deans / HoDs / HoOps	- At least two case studies on successful research fellows published annually by Faculties.		**Faculty of Health and Life Sciences update:** HLS' Faculty Management Office (FMO) has rolled out standardised job description template to be adopted by all institutes. **Faculty of Humanities and Social Sciences update:** Derby Fellowships and examples of case studies of fellows and their work can be found on HSS faculty websites and the Faculty KE 'Faculty on Film' series. See also Working in Partnership Working in Partnership- Faculty of Humanities & Social Sciences - University of Liverpool **Faculty of Science and Engineering update:** Faculty Compliance team will review Faculty Recruitment and produce a best practice guide after the December 2022.
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position.	Launch of the University's central Social Onboarding Hub for a seamless induction process.	No	December 2022	HR	- New Social Onboarding Induction Hub to link to presentation on Postdoc Rights and Responsibilities, family friendly policies, etc		**Faculty of Health and Life Sciences update:** HLS induction review group is to seek direct feedback from postdocs appointed within the last 6 months to identify where additional targeting maybe required at departmental, institute and faculty level. **Faculty of Humanities and Social Sciences update:** Researcher inductions (in-person) are held in October and February. Possibility of incorporating a social/networking event (for ALL researchers/staff, not just new staff) alongside it. Standardised crib sheet of what Postdocs can expect from the University – to be supplied during induction.
Recognition, reward and promotion								
The aims of these obligations are to ensure the fair and inclusive recognition of researchers as part of their career progression.								
EI3	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances.	As part of the on-going review of promotion processes, ensure that guidance materials and panel development opportunities effectively encourage clear and transparent mechanisms and enable colleagues to consider personal circumstances when making decisions, as appropriate.	No	In line with annual review process 2022-23 As per Project RISE deliverables during 2022-2023	PVCR&I / APVCs R&I / HR APVCs R&I / HR PVCR&I / APVCs R&I	- Completion of new annual review guidance and development support ahead of October 2022 - Staff feedback on experiences of annual review process reflects inclusive practices - RISE project outcomes embedded within renewed organisational processes to support a diversity of colleagues to be recognised for their contributions.		**Faculty of Humanities and Social Sciences update:** Offers access to mentorship/research conversations (with someone other than PI, who conducts PDR); best practice / inclusivity of Reading Programme (revisions coming from RISE project); calibration exercises, gaining insight into how other institutions assess research; clearer understanding for post-contract pathways, especially for researchers on fixed-term/short-term contracts e.g. access to Prosper; tenure-track positions; postdoctoral support opportunities and career development guidance: Support for Researchers University of Liverpool - Faculty of Humanities and Social Sciences - Research and Impact - Development and Support- Faculty of Humanities & Social Sciences - University of Liverpool **RISE update:** To be considered and developed once review underway – timescale is 2022/2023 for completion. Awareness raising ideas e.g. promotional video and demonstration of a more inclusive approach to promotions – personal stories; and other good exemplars including for post docs; importance of being part of committees / contribution to institutional initiatives. Building on RISE approach to contribution to EDI and environment to other areas.
EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	See EI1 and EI3 in relation to Faculty-based initiatives around inclusive, equitable and transparent recruitment, promotion and reward of researchers.						
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 with, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the	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.	No	January 2023	RSO	- Test a new costing tool to enhance PIs understanding and working out of 'Full Economic Costing' to take into account research staff promotion where appropriate and eligible		**Research Support Office (RSO) update:** RSO gave the Research Staff Association demonstration of the different tools under development, feedback was very positive. The new costing tool comes under the Research Finance Systems Improvement Project, which has an estimated completion date of December 2023. Advice in relation to staff would often be provided by both RSO, in line with funder terms and conditions, and via support from local teams. RSO also include guidance in relation to Full Economic Costing on our intranet pages as well as a video guide.

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted <u>impact</u> of the action (success measure)	Comments (optional)	December 2022: Annual Progress Update
	terms and conditions of grant funding.							
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.	RSA to ensure that researchers are given the information about institutional policies and procedures in the personalised monthly welcome emails to all new research staff.	No	September 2022	RSA	- RSA to organise at least one Lunch and Learn session with colleagues from the RSO in relation to funder requirements.		**University of Liverpool Research Staff Association update:** The lunch and learn in October on 'Pitfalls for Projects at Pre- and Post-Award' focused on Research Support Office (RSO) systems. This is in addition to focus group organised by RSA to understand level of awareness of policies and procedures. The session provideed information on the most common requirements for funders and signpost where to go for different types of query. RSA weekly email continues to highlight institutional policies & procedures, also in welcome email to new staff.
ER2	Researchers understand their reporting obligations and responsibilities.	Processes in place to monitor dissemination and implementation of the agreed ten days of development time for research staff See PCDI6 for institutional plans to formally submit a business case for the purchase and implementation of a Learning Experience Platform to SLT	No	April 2022	Faculty APVCs R&I / Deans / HoDs / HoOps/ RSA	- RSA weekly e-bulletins to develop a #DidYouKnow section and each week share a link to useful University policies, processes and development activity guidance.		**Faculty of Humanities and Social Sciences update:** Implementation of the Concordat within HSS governance; Concordat Champions being appointed in every school; liaising with ECR reps – all activity currently being embedded. **University of Liverpool Research Staff Association update:** Since the beginning of 2022, the weekly RSA e-bulletin contains a 'Did you know?' Section. Information included here is updated each week and has included links to HR policies, development activity resources and guidance. Example text from a recent e bulletin is below: *Did you know?* • *You can do rough costings of your research budget using the Research Support Office's Quick Costing Tool. For other resources from the Research Support Office visit:* *https://www.liverpool.ac.uk/intranet/research-support-office/* • *The University has released a revised Statement of expectations for research staff and PIs aiming to define the expectations around responsibilities of research staff and principal investigators with an emphasis on embedding professional practice.* • *Also, you can access the virtual delegate pack and other resources from NPDC21 website here.*
People management								
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.								
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent.	Faculties to widely promote and encourage engagement with external and centrally available opportunities to develop broader leadership skills such as Management Essentials, Project Management Qualifications and the new ILM Level 5 Coaching Programme. HLS R&I Directorate to introduce Staff Review and Development Groups in all Institutes	No	December 2022 December 2023 From January 2022 September 2022	Faculty Deans / HoDs / HoOps/ The Academy The Academy The Academy HLS APVC R&I	- At least 6 research staff participants annually across the institution in the ILM certified Management Essentials programme - At least 20 participants annually across the institution in the Project Management Qualifications - Research leaders (and senior staff who support research activity) applying for new ILM Level 5 Coaching Programme - At least 3 new Staff Review and Development Groups introduced in HLS		**Faculty of Health and Life Sciences update:** ISMIB's Staff Review and Development Group has an annual meeting to consider applications from postdocs applying for promotion or seeking career development feedback. Further details available at: https://www.liverpool.ac.uk/intranet/health-and-life-sciences/ismib/ps/management-services/ismib-hr/annual_review/researchers/ HLS will be running an annual campus based Laboratory Leadership course for early career stage, probationary lecturers and tenure track fellows. The four-day programme will be delivered by highly regarded international training provider EMBO. 16 places will be made available across the Faculty. It can be difficult for teaching technicians to partake and access training programmes when held during term time. The University has produced a Technical Statement of Expectations which addresses barriers to accessing training. The technical network sends regular reminders about the Technical Statement of Expectations. **Faculty of Science and Engineering update:** Request to be made to schools for dissemination of opportunities and also for info on who is completing the training.
EI5	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.	Faculties to roll out good practice in providing guidance and training for Managers / PIs on carrying out PDRs for research staff to ensure they provide a comprehensive, clear and fair PDR. For example, bespoke guidance documents and pre- and post-PDR briefings.	No	May 2023 (as per CEDARS timeline)	Faculty APVCs R&I / Deans / HoDs / HoOps/ The Academy	- At least 70% of research staff (building on current benchmark of 65%) reporting positive PDR experiences		**Faculty of Health and Life Sciences update:** Considering introduction of one-off mentoring conversations whereby postdocs can approach an academic colleague for independent advice. Academics are usually willing to engage, but some postdocs don't know who is best placed to advise. HLS' Expertise and Skills Finder will potentially be considered to help facilitate this. IPH have produced a PDR guidance document that encourages postdocs to engage with teaching. **Faculty of Humanities and Social Sciences update:** The Faculty signposts a PDR session with HR that covers fixed-term contracts/career progression; and better understanding of what PDR could be used for. Work being undertaken to analyse themes raised during PDRs and arranging workshops to tackle common issues such as the importance of anonymity and spaces in which these could be raised. **Faculty of Science and Engineering update:** Request to be made for schools on current practice. Faculty compliance team to review with schools to roll out best practice for 2023 PDRs **University of Liverpool Research Staff Association update:** The RSA have facilitated several sessions on how to get the most out of your PDR for researchers. The following information is shared in the weekly e-bulletins during the 3-4 months before and during PDR season: **Getting ready for your PDR discussion? Below are some valuable resources to help you prepare.** Resources for research staff to enable and empower you to have effective PDR conversations: • "Getting the most from your PDR/appraisal" (recorded workshop) • Postdoc Career Conversations (Prosper portal resource accessible to all LivUni research staff – including 5 minute video on how to have a career conversation with your PI)

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	December 2022: Annual Progress Update
								• It's all about you: making your PDR fit with your personal and professional goals (recorded webinar) • A Researcher Hub blog post on Difficult Conversations – are you ready? , written for postdoctoral and early career researchers by a career development and leadership coach, provides advice on how to have a difficult conversation with a manager. • 'How to Manage a Tricky Conversation with your Manager' (recorded workshop) • All research staff PDR conversations should be underpinned by the University's Statement of Expectations for PIs and Research Staff and the University's comprehensive Guidance for the Researcher Annual Professional Development Allowance.
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	S&E New Annual Leadership Programme for Senior PDRAs / Research Co-ordinators. The programme involves supervisory training and covers their duty of care. Offer 'contextualised leadership' development, including a focus on researcher leadership, at institutional level	No	May 2022 May 2023	S&E Faculty APVC R&I The Academy	- At least 10 PDRAs (building on current benchmark) trained - Initial cohort of 15 research leaders / research support leads engaged in contextualised development offer		**Faculty of Science and Engineering update:** Information being collated. **Academy update:** The 'contextualised leadership' development offer design is in progress and on schedule to be piloted in 2023. As the Academy reviews its leadership development provision, we invited research leaders to be part of the conversation about what our future leadership development offer should look like. A series of focus groups with current PIs and aspiring PIs took place with 20+ individuals. **Research Team Leadership in Changing Times:** In the interim whilst the review is ongoing, the Academy offered 2 funded places to Advance HE's 'Research Team Leadership in Changing Times' programme, a two-day online course, designed to develop research team leadership skills with particular reference to supporting research leaders and their teams in these changing times. Participants on the programme discovered how to build and lead a research team, run effective research team meetings, support individual researchers and develop their role as a team leader; enhancing capacity as a research leader and developing research potential.
EM4	Managers actively engage in regular constructive performance management with their researchers.	Faculties to document discussions and feed through departmental channels highlighting professional development needs. All line managers to be encouraged to attend PDR training and additional development on coaching, difficult conversations or feedback where necessary	No	September 2023	Faculty APVCs R&I / Deans / HoDs / HoOps	- Review at Faculty level of the challenges and opportunities identified through performance review and benchmarks established for future areas of focus.		**Faculty of Health and Life Sciences update:** This is already being done at SMT/Faculty-/School-level **Faculty of Science and Engineering update:** Faculty compliance team to review training and development needs
ER3	Researchers positively engage with performance management discussions and reviews with their managers.	Researchers to provide detailed documentation in support of performance review reflecting on key achievements and highlighting any barriers to the achievement of objectives.	No	March 2023	HR	- 90% of research staff reporting a completed PDR (based on baseline data of 85%)		**University of Liverpool Research Staff Association update:** To support the engagement of researchers with their professional development review (PDR) the RSA organised a lunch and learn session in July 2022 entitled, It's all about you: making your PDR fit with your personal and professional goals. This lunch and learn session led by Tracy Ellis (based in HR), provided some very practical tips to help researchers feel empowered to ensure that their PDR experience works for then whilst reaching a mutually beneficial outcome for researchers and their PDR. Session was recorded and can be accessed https://stream.liv.ac.uk/s/b85gcdvr (intranet access only).

Job security

The aim of this obligation is to improve the job security of researchers.

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	December 2022: Annual Progress Update
EI6	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.	'See ECM4 for how the University will build on the current success of its flexible working offer by enhancing and promote flexible working options to attract, retain and enable staff						

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.

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	December 2022: Annual Progress Update
PCDI1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10	Cultivate the University's provision for supporting researchers to balance the delivery of their research and their own professional development. Researchers to be provided with information reiterating that Professional Development takes a variety of forms. It is important to note that an activity would only count as development if it does not form a normal part of their job description.	No	December 2022	The Academy	- Update the 'Development Activity Guidance' that research staff can access to explore what the ten days of development activities could include.		**Faculty of Health and Life Sciences update:** The updated development activity guidance will be flagged as part of the RID Open Meetings. The Faculty encourages postdoc attendance through various communication streams. Calendar invitations sent out to all institute-based staff to participate. 10 days personal development time and resources such as HLS's Networks https://www.liverpool.ac.uk/intranet/health-and-life-sciences/research/hub/networks/ and the Training and Development pages: https://www.liverpool.ac.uk/intranet/health-and-life-sciences/research/hub/resources/training/, as well highlighting the Academy's Research Hub https://www.liverpool.ac.uk/researcher/

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted _impact_ of the action (success measure)	Comments (optional)	December 2022: Annual Progress Update
	Complete for submission							_To be completed only when reporting on action plan_
	days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors.	Faculty Forums to develop opportunities for enhanced professional development and encourage research staff to spend up to 10 days on personal development, recognised in their PDR. Faculties to develop wider mechanisms to share effective practice on how time is being spent and impact on career development. HoDs to provide examples from their staff of how they have used their 10 days.		June 2023 July 2022	Faculty APVCs R&I / Deans / HoDs / HoOps Faculty APVCs R&I / Deans / HoDs / HoOps	- Faculty Forums (or Faculty RIC, depending on local context) to produce a checklist of professional development activities to be used by line managers in regular career discussions and as part of PDRs - At least two case studies published by each Faculty annually on how staff have used their 10 days and successful outcomes.		**Faculty of Humanities and Social Sciences update:** The Faculty now has a proposed 'to-be' structure, roles and responsibilities for both taking forward the specific concordat actions but also the broader ECR agenda through a HSS ECR Steering Group. This is being discussed with Schools and implemented during semester one of 2022-2023. Sharing of opportunities for enhances professional development via FMT and Faculty RIC for cascading to School RICs and sharing across Schools. **Faculty of Science and Engineering update:** The new Faculty RIC will pick up the production of a checklist in early 2023. Faculty to liaise with Deans to identify case studies through faculty RIC. **Prosper update:** Prosper will be launched in June 2023 which will provide a suite of resources and opportunities for our postdocs. The Prosper team will ensure that the 10 days links in to Prosper resources.
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities.	Enable enhanced mechanisms the delivery of core development modules and resources, that allow local managers and research administrators to access up to date data on researchers' engagement with and completion of professional development. Additionally, see EI5 and PCDI2 in relation to the engagement of researchers and their managers with professional development activities, and researcher career development reviews.	No	March 2023	The Academy	- Formally submit a business case for the purchase and implementation of a Learning Experience Platform to SLT		Action in progess.
PCDM3	Managers allocate a minimum of 10 days pro rata per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development.	See ER2, ER4 and PCD1 in relation to allocation, usage and evaluation of the uptake of 10 development days by research staff at Liverpool						
PCDR1	Researchers take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year.	Prosper model and portal will continue to evolve in response to feedback and as a result of experiences of the 2 dedicated cohorts on Phase 2. Also see ER2 and PCD1 in relation to identifying opportunities to utilise the ten development days.	No	July 2022	Prosper Team	- Annual increase of 10% in number hits on the Prosper Portal		**Prosper update:** Prosper Cohort 1 Evaluation report provides some good evidence of postdocs taking ownership of their career development. As we roll out Prosper in the summer of 2023, it will be important to promote the use of Prosper and use of the 10 days.

Career development reviews

The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.

	Obligation	Action	Carried over	Deadline	Responsibility	success measure	Comments	December 2022: Annual Progress Update
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.	Develop and where appropriate modify the supervisor training to support managers of researchers in having career conversations. Faculties will continue to offer local mentoring support where available and will better promote the central mentoring network. See ER3 for additional action around researchers being supported to positively engage with performance management discussions and PDR reviews with their managers. And EI4 for actions in relation to managers of researchers' engagement with external and centrally available opportunities to develop broader leadership skills.	No	July 2023	The Academy	- 40% of research staff engagement with central University mentoring scheme (building on current 35% engagement)		Separately to the Academy's central mentoring scheme, the Academy's RD team facilitated a mid-career researcher mentoring scheme consists of a cross-institutional model of career development for researchers achieved through collaboration between researcher developers. 4 University of Liverpool Researchers were matched with a mentor for the scheme which took place between Sept 2021 and Feb 2022. Feedback from mentees included: _"The discussions really helped me to define clear goals in my career development that I have managed to achieve since. I am grateful for my mentor to be my critical friend throughout, highlighting sometimes difficult, but necessary decisions I had to make"._ _"The programme helped me to understand better the academic progression in the UK and ways of organising my CV, clearly communicating my research agenda, and strategically planning my goals. It also provided me with opportunities to further understand the funding landscape from the perspective of another discipline. I had an excellent mentor and I am happy with the support I got"._ _"The Mentor was very supportive and shared a lot of experience of herself conducting research and maintaining a good balance between publishing, teaching, supervising PhD students and management. I benefited a great deal with our meetings"_

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	December 2022: Annual Progress Update
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.	*(PCDI6 repeated in two sections: championing professional development + career development reviews)*						
PCDM1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.	See PCDI2 and EI5 in relation to career development discussions and annual reviews.						
PCDR4	Researchers positively engage in career development reviews with their managers.	See PCDI2 in relation to fostering productive career conversations between research staff and their managers.						

Career development support and planning

The aims of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience.

	Obligation	Action	Carried over	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments	December 2022: Annual Progress Update
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	Faculty of Humanities and Social Sciences to build on Faculty of Health and Life Science's successful tenure track scheme by exploring retention and development opportunities across faculty for staff nearing end of contract on fixed term positions. Development of a Fellowship resource portal within the Researcher Hub HLS Hub for Fellowship opportunities available to be made searchable by research career stage See additionally PCDM2 and PCDM4 for actions related to researchers' support in exploring and preparing for a diversity of careers and use of the 10 development days.	No	July 2022 November 2023 February 2023	HSS Faculty APVC R&I The Academy HLS R&ID	- HSS to monitor applications to such schemes and success rates and working with unsuccessful applicants to repurpose their bids at a Faculty and School Level, and establish a benchmark for the number of applications given feedback and subsequent success. - At least 100 hits on the Fellowship portal in the first year following launch - At least 50 hits on the HLS Fellowship opportunities pages		**Faculty of Health and Life Sciences update:** IVES presented their fellowship support mechanisms to FRISC in September 2022 to encourage institutes to consider adopting similar mechanisms. **Faculty of Humanities and Social Sciences update:** Faculty initiatives include support for postdoctoral research; effective use of Faculty Research Development Fund for supporting large, ambitious bids, involving postdocs as named researchers for those coming to close of contract; open advertising of postdoctoral opportunities via Faculty bulletin and newsletters; and external funding leverage to support those on fixed term contracts, e.g. Unilever Archives funding support for postdocs.
PCDR3	Researchers maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications.	Researchers to be encouraged to take responsibility for recording and reflecting on their PDPs (within their Portfolios of Activity) and Career Planning, to be discussed as part of the annual PDR process. See ER 3 for additional action around researchers being supported to positively engage with performance management discussions and PDR reviews with their managers.	No	In line with committee timelines November 2023 July 2023 November 2022	Faculty / School R&I leads. The Academy The Academy / RSA / Faculty APVCs The Academy	- Researchers to be encouraged to take responsibility via a variety of means to reflect on their self-directed PDPs and Career Planning, to be discussed as part of the annual PDR process. - 90% of research and related staff who successfully complete accredited academic development programmes receive professional recognition via the UKSPF. - At least 10 podcasts on topics related to researchers' professional practice recorded and publicly available. - At least 450 unique hits on the University's development activity guidance page.		**University of Liverpool Research Staff Association update:** Mid-career development check-in sessions were organised during September 2022, and multiple Lunch & learn sessions on the subject of PDRs and various professional development opportunities continue to be organised. Information and recordings of sessions are all available at: https://www.liverpool.ac.uk/researcher/uol-rsa/videos/ **Faculty of Science and Engineering update:** Request to be made for schools on current practice. Faculty compliance team to review with schools to roll out best practice for 2023 PDRs **Academy update:** 11 Podcasts are available, including two live podcasts, at: https://www.liverpool.ac.uk/researcher/making-impact/resources/podcasts/. The range of topics include: • The joy of networking: Follow the development of a network for Black, Asian and Minority Ethnic researchers, professional services and academic teaching staff during the Covid-19 pandemic. • Engaging with policy makers: How, as colleagues working in HE, we can engage with policy makers. • Mastering complex research projects?: How to enthuse your key stakeholders for impact. In this podcast, tips on how to enthuse and connect with collaborators, partners and more is discussed.

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.

	Obligation	Action	Carried over	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments	December 2022: Annual Progress Update
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and	Faculties will continue to provide opportunities for researchers to develop broader leadership skills via PDRA rep opportunities and forum activities, running seminar series and conference organisation, peer review and reading panel participation as	No	September 2022	Faculty APVCs R&I / Deans / HoDs / HoOps	- At least 100 PDRAs engaged in research impact development activities across the university		**Faculty of Health and Life Sciences update:** Several technicians are enrolled on the first cohort of the Hesrchel programme run by MI Talent, aimed at providing training and support for women aspiring to go into leadership positions. Hilary Clarke, an Organisational Developer in the Academy presented the new leadership programme to technical leaders group in October 2022.

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	December 2022: Annual Progress Update
						<td colspan="2" align="center">**Complete for submission**</td>	**To be completed only when reporting on action plan**
	broader leadership skills.	appropriate, and engagement with the Research Staff Association. Enhance opportunities for technical staff to engage in the development of effective leadership and management attributes and behaviours. Provide more flexible access to high-quality online resources that meet a diverse range of needs from across the research and wider university communities.		December 2023 October 2022	The Academy/ Technician Commitment Steering Group The Academy	- A 20% increase in technicians engaging in leadership development. - Launch the 'Academy on Demand' online portal with clearly themed resources for researchers and research leaders		**Faculty of Humanities and Social Sciences update:** HSS RSA members are engaged in professional development activities, including organising L&L sessions and conference organisation. An additional 5 HSS PDRAs are engaged in Prosper **Academy update:** Case studies illustrating individuals who have engaged with the Making an Impact programme, the impact on their experiences and applying for future roles are available at: https://www.liverpool.ac.uk/researcher/case-studies/
PCDM 4	Managers identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours.	Development of a future programme of events and resources advised by a review of the PI network activities to date and the PI Steering Group.	No	February 2022 March 2023	Prosper Team/ PI Steering Group	- A review of the Prosper PI network to inform next steps of the development of the PI network. - All PI development resources to be hosted on the Prosper portal and will be available to the sector at project roll out.		**Prosper update:** The Prosper team conducted survey and focus groups of PIs on network/Cohort 1 and 2 PIs which provide good evidence of the benefits of developing postdocs and some nice case studies. Also evidence for future sustainability. The PI bank of resources will be available in their own dedicated part of the Prosper portal at roll out in Summer 2023.
PCDM 5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	Develop a 'contextualised leadership' offer that provides high quality opportunities for research leaders to engage in targeted development alongside their peers. Continue to engage research leaders and research support leaders in executive level leadership development See also PCDM4 in relation to PI network activities.	No	May 2023 January 2023	The Academy The Academy	- First cross-disciplinary cohort of minimum 10 research leaders engaged in enhancing their practice. - A minimum of 5 appropriate level staff applying for the next iteration of the Heilbron Leadership Programme.		Actions in progress.
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	All researchers to identify at least one opportunity outside of the university to build their profile – whether through voluntary work, outreach, event and conference organisation, support for the student experience, PGR mentoring etc. Annual Research Staff Conference will be continued, led by RSA members, with a focus on the skills, abilities and mindsets required to succeed in multiple fields.	No	April 2023 December 2022	The Academy RSA	- At least two blogposts annually on the Researcher Hub through which researchers share their learnings and experiences. - RSA Conference delivered with minimum 100 registrations and strong evaluation of benefits, including continued ongoing collaboration with UKRSA.		**University of Liverpool Research Staff Association update:** 4 blog post currently published in 2022 by Researchers sharing their learning and experiences: • Buddy Scheme: insights on how engagement with Buddy Schemes offered more than career advancement but also a chance to connect with peers at a similar career stages to share tips and advice. • What does it take to pursue science for a woman from a rural background? From 609503 to L69 7ZB: a personal account of a journey from rural India into a career in science. • How to conduct effective focus groups in an online environment: information on how small focus groups can be an effective way of gaining knowledge and understanding opinions on a specific topic in a short amount of time. • New opportunities and support for clinical research staff: opportunities through the Research Staff Association are open to all researchers including clinical research staff The Annual Research Staff Conference took place on 1st Dec 2022 and had 141 registrations altogether. The theme was Realising your Potential. The programme included: • Update on research landscape at the University by Pro-Vice-Chancellor for Research & Impact • Introduction and update by new APVC for Research Environment and Postgraduate Research • Public engagement and pathways to impact showcase • Keynote - Realising your potential – and enjoying your career! • Two parallel workshops • Outsourcing your brain – how others can help you realise your career potential facilitated by Prosper • Having a fulfilling research career in industry facilitated by IBM • Panel discussion on Building a Better Research Environment • Many networking opportunities and time to connect which included walking tours and an images of Research Competition. Following the success of the 2020 Images of Research competition, 'Research in the time of Coronavirus', conducted as part of the 2020 Research Staff Conference, in 2022 the RSA again ran an Images of Research competition. The competition was an opportunity for UoL research staff to showcase the diversity and importance of research conducted across the University, to foster their professional skills, and to communicate their research to non-specialist audiences in an engaging and accessible way. There were 12 submissions to the competition.

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	December 2022: Annual Progress Update
			Complete for submission					*To be completed only when reporting on action plan*

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.

	Obligation	Action	Carried over	Deadline	Responsibility	Targeted impact	Comments	December 2022 Update
PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.	The cross-Faculty Broadening Horizons Mentoring scheme funded by Wellcome Trust for research staff interested in translational science.	No	July 2022	The Academy/ HLS R&I D	- At least 5 research staff engaging with a mentor from industry		**Faculty of Health and Life Sciences update:** The Broadening Horizons Mentoring Scheme was targeted at Early Career Researchers undertaking or interested in undertaking translational research and funded by Wellcome. Alongside mentoring sessions, the programme also offered networking opportunities via an online platform and regular events throughout the year. It was run from October 2020 and then again from October 2021. Each iteration of the programme provided mentoring for 5 researchers and they were matched with industry mentors. The programme consisted of 10 separate Programme Partner Companions who operated as the first point of contact for mentors or mentees and represented their organisations whilst working with leaders from the range of 50+ organisations taking part. Outputs of the programme included excellent publications, including: • Your mentoring companion • Having great mentoring conversations • Participant onboarding companion **University of Liverpool Research Staff Association update:** The recordings of NPDC2021 sessions relating to alt-academic careers are flagged in weekly RSA email.
PCDM 2	Managers support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.	Prosper Project will provide a renewed development model, portal and associated suite of resources to allow postdocs to recognise and maximise career opportunities across multiple career pathways. The portal resources will be evaluated and tested by a mix of focus groups and by usage by those on the cohort. Participants will be monitored throughout the cohort journey including mandatory reflective journal entries, attendance at focus groups and pulse surveys that will provide insights into the experience of participating in the cohort.	No	Refined second stage piloting across three partners begins March 2022 December 2022	Prosper Team Prosper Team	- As part of the development of Prosper a second cohort of at least 75 PDRAs across the 3 partner institutions will participate in an intensive series of development activities associated with different 'career clusters' co-designed with employers. - At least 80% of the postdocs surveyed indicate a positive impact of Prosper on their career development.		**Prosper update:** 2nd Cohort of 75 in place due to finish Feb 2023. Their journey is being evaluated via entry, exit and pulse surveys. Prosper portal will launch to the sector in summer 2023.Cohort 1 Evaluation report (now available) can provide evidence of growth in Cohort 1 postdocs confidence to self reflect and explore careers beyond academia. Also data on roles they have moved onto. In addition 70% of the cohort had engaged with employers beyond Prosper. We also have 8 case studies from Cohort 1 that provide extra evidence. Excerpt from Prosper December 2022 update on cohorts: *"Although it's early days (the first cohort ended in April 2022) and it will take time for the full impact on outcomes to manifest, the early results are nonetheless striking. To date we've had 11 move onto roles beyond academia. 7 have moved to roles not based in Universities or HEIs, this is worth a mention as transitioning 'beyond academia' needn't mean not working within a university – as there is a large body of professional services roles at institutions that many postdocs would both enjoy and be well suited for. These roles are often easily overlooked despite being of potential interest for those postdocs who still wish to work in an academic setting without pursuing the 'traditional' academic ladder route. And last by not least, 2 postdocs have begun their own consultancy businesses…. These are just the early job-related outcomes, but we are also interested in tracking the behaviour change at an earlier stage, i.e. submitted job applications and other forms of engagement with employers beyond academia. Here too the pilot had a marked impact – a majority of the cohort (~70%) used what they had learned to engage with employers beyond academia above and beyond any contact they had through Prosper itself – whether this be via networking, or for the purposes of informational interviews, and so on…. From the concrete aspiration to identify and pursue opportunities beyond academia through to more general life skills such as self-reflection and career development participants showed statistically significant growth in their confidence in these areas after their time with Prosper. These results are really encouraging as it provides us with evidence that Prosper is effecting a transformation in mindset, giving postdocs the confidence and information, they need to take control of their futures and chart a more informed professional course, one that enables them to realise their full potential and explore all of the many options open to them in the wider world."*
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.	Prosper will continue to work with an increasingly engaged cohort of employers to continuously improve materials and resources linked to careers beyond academia. Faculty of Health and Life Sciences Fellowships Strategy Group to explore the possibility of developing strategic partnerships with other HEIs to develop 'exchange' programme for ECRs to facilitate independence and mobility.	No	March 2023 November 2023	Prosper Team HLS APVC R&I / HLS R&I D	- At least 140 individuals associated with 90+ employers engaged in Prosper - At least one strategic partnership initiative		**Prosper update:** Prosper has now engaged with over 100 employers to cocreate resources and engagement for cohort.
PCDR6	Researchers consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public	Build on the successful 'Making an Impact Series to offer further high-quality development to all research and related staff and further develop its Research and Innovation capacity-building sessions. PDRAs to have access to the new LIV-SRF Voucher Scheme which is designed to fund small pump-priming projects that have the potential to develop new areas of research by offsetting the costs of accessing our Shared Research Facilities (SRFs).	No	May/June annually May/June annually	The Academy/ RPI The Academy/ Alumni Office SRFs	- Multiple development opportunities with at least 800 registrations annually, focused on research and career impact offered to research staff through a dedicated series of intensive workshops, keynotes, masterclasses, seminars, 1:1 surgeries, research facilities tours, networking events and panel sessions. - At least 5 sessions with Liverpool alumni currently employed in the private sector		**The Academy update:** Taking place over 5 weeks from 9th May -10th June 2022, for Making an Impact 2022, the majority of sessions were delivered online and enriched with asynchronous material and complimentary online resources, which can be found on the Researcher hub and are themed by key research-impact objectives which include: • Boost your academic research impact and knowledge exchange potential. • Capture and share information and evidence relating to research impact. • Develop the reach of your research activity, interdisciplinary exchange and collaboration. • Contribute to a positive and inclusive research culture. Making an Impact 2022 sessions were delivered by Vice Chancellors, the Metro Mayor of Liverpool, Chief Executives, leading academics, professional bodies, equity and diversity specialists, University of Liverpool alumni, research impact leaders, external and internal facilitators and consisted of a mixture of workshops,

	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	December 2022: Annual Progress Update
	engagement and commercialisation .			In line with LIV-SRF Voucher Scheme application timeframe		- At least 1 successful PDRA applicant per year to the new LIV-SRF Voucher Scheme		webinars, keynotes, masterclasses, panel discussions, and 1:1 career consultations. Over 100 external and internal speakers provided 66 development sessions, 60 of which were delivered live, with over 1320 registrations from 700 individuals 15 of the live sessions were opened out to external audiences, which is more than any previous Series. Those that attended were from 35+ different institutions including Sumy State University in the Ukraine. 39 of the live sessions were recorded and made available on the Researcher hub, in less than a week after they were delivered for those that couldn't attend the live session or wanted to revisit the session. In just over 3 weeks, the recordings have been accessed in total 349 times which is greatly increased compared to 2021 where recordings were accessed in total 166 times over an 11-week period. Five "From Liverpool to Impact" sessions and 1 keynote session were delivered by Liverpool alumni: • From Liverpool to Impact - Notes from a patent attorney: IP and innovation careers for researchers • From Liverpool to Impact - Professional Insights from a career in Private Industry in Asia • From Liverpool to Impact: Panel discussion on business development and collaboration • From Liverpool to Impact: Career from academia to industry • From Liverpool to Impact: A Career in circular economy • Keynote: Building a culture of innovation Further information can be found in the annual report: https://www.liverpool.ac.uk/media/livacuk/researcher/documents/Making,an,Impact,2022,Report,FINAL.pdf

| Complete for submission | To be completed only when reporting on action plan |

* 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.

List of Abbreviations:

APVCs R&I .... Associate Pro-Vice Chancellors for Research and Impact from each Faculty
APVC RE&PR .... Associate Pro-Vice Chancellor for the Research Environment and Postgraduate Research
CEDARS .... The Culture, Employment and Development in Academic Research Survey which replaced the CROS and PIRLS surveys
COAR .... Confederation of Open Access Repositories
CROS .... Careers in Research Online Survey
CSG .... Concordat Steering Group
EAP .... Employee Assistance Programme
EDI .... Equality, Diversity and Inclusion
EPVC............................ Executive Pro Vice Chancellor – each Faculty is led by an EPVC.
EQIA .... Equality Impact Assessments
FAIR .... FAIR Data Principles (Findable, Accessible, Interoperable, and Reusable)
FLTHE .... Foundations of Learning and Teaching in Higher Education
FMO .... Faculty Management Office in the Faculty of Health and Life Sciences
FMT.............................. Faculty Management Team
FRISC........................... Faculty Research and Impact Strategy Committee
FSE .... Faculty of Science and Engineering
HE .... Higher Education
HR .... Human Resources
HEIF .... Higher Education Industrial Fund
HLS R&I D .... Research and Impact Directorate within the Faculty of Health and Life Sciences
HSS .... Faculty of Humanities and Social Sciences
IIB .... Institute of Integrative Biology
ISMIB .... The Institute of Systems, Molecular and Integrative Biology in the Faculty of Health and Life Sciences
IVES .... The Institute of Infection, Veterinary and Ecological Sciences in the Faculty of Health and Life Sciences
IPH .... The Institute of Population in the Faculty of Health and Life Sciences
L&M .... Leadership and Management
N8 .... A Research Partnership collaboration of the eight most research-intensive Universities in the North of England, including Liverpool
OD .... Organisational Development
PCGAP .... Postgraduate Certificate Academic Practice
PDP .... Personal Development Plan
PDR .... Professional Development Review (UoL staff appraisal review)
PDRA .... Post Doctoral Research Associate
PIRLS .... Principal Investigators and Research Leaders Survey
PIs .... Principal Investigators
Project SHAPE .... An ambitious change and restructuring programme aimed at effectively integrating the research and education agendas within the Faculty of Health and Life Sciences.
Project RISE .... Research in an Inclusive and Sustainable Environment initiative is focused on inclusive and sustainable working practices and will address challenges around COVID 19 and the differentiated nature of the implications for researchers at all career stages.
Prosper Project .... A £4.4million Research England-funded project to enhance first-time postdoctoral career development and success
PTO.............................. Professional, Technical and Operational (PTO) roles
PVC R&I .... Pro Vice Chancellor for Research and Impact
RDF .... Researcher Development Framework

RIC .... Research and Impact Committee
RID .... Research and Impact Directorate, based in the Faculty of Health and Life Sciences
RISE .... See Project RISE in this glossary
RPI .... Research Partnerships and Innovation Directorate
RPL .... Recognition of Prior Learning
RSA .... The University of Liverpool Research Staff Association
RSO .... The University of Liverpool Research Support Office
S&E .... The Faculty of Science and Engineering
SLSJ............................. School of Law and Social Justice, based in the Faculty of Humanities and Social Sciences
SLT.............................. The University's Senior Leadership Team
SoTA .... School of the Arts, based in the Faculty of Humanities and Social Sciences
SRFs .... Shared Research Facilities (part of the Faculty of Health and Life Sciences)
The Academy .... The Leadership, Organisational, Professional & Academic Development Academy which leads on all staff development activities.
TTF .... Tenure Track Fellowships
ULMS .... University of Liverpool Management School, based in the Faculty of Humanities and Social Sciences
ULTRA .... The University of Liverpool Teaching Recognition and Accreditation (ULTRA) Framework through which those who teach at the University have the opportunity to gain recognition for high quality teaching.
UoL RSA .... The University of Liverpool Research Staff Association

Note on repeated clauses in Action Plan template above (just for information):

i.   *ECI3 (in two sections: wellbeing and mental health + bullying and harassment)*

ii.   *ECM3 (in three sections: wellbeing and mental health + bullying and harassment + research integrity)*

iii.   *ECI4 (in two sections: wellbeing and mental health + equality, diversity and inclusion)*

iv.   *ECR2 (in two sections: equality, diversity and inclusion + research integrity)*

v.   *ECR4 (in two sections: bullying and harassment + research integrity)*

vi.   *PCDI6 (in two sections: championing professional development + career development reviews)*