

ACTIONS FOR 2018-2020

					COMPLETE	
					Some progress made	
					Limited/No progress made	
Principles of the Concordat	Proposed action	Success Measures	Owner	Timescale	Progress	Comments to support progress
1.5, 3.7, 3.9	<p>1 Continue to monitor number of research only posts to assess if specific or additional guidance is required for:</p> <ul style="list-style-type: none"> Grading research posts. Skill requirements at each stage of staff development (to supplement embedded Researcher Development Framework) Principal investigators in supporting career development of research staff Review the need for development of a research career management strategy 	Regular monitoring of number of research only posts. Currently employ 14 (3.6% of our academic population) research staff and will implement proposed actions when the number of research staff increases to 7% of the University academic population.	Director of Student and Staff Services / Research Office	Q1 2019 Q1 2020	Complete	<p>The numbers of research staff have been recorded every 6 months. The numbers of research specific staff fluctuates depending on funding but overall remains below the 7% threshold. The actions here are not yet required but will continue to monitor for changes.</p> <p>Sept 2018: 11 staff – 2.6% of academic staff. June 2019: 8 research specific staff – 1.95% of 409 academic staff.</p> <p>Sep 19: 7 research specific staff. Despite the low figures, the university continues to support all researchers as shown in the comments below.</p> <p>Jan 19 Improve research mentor engagement. We have seen growth in mentoring of 13% between 2018 and 2019 and will implement changes from Jan 20 onwards that draw on the findings of a mentoring evaluation survey (closing 1st Oct)</p>
2.1, 6.8	2 Implementation of a fair and equitable Code of Practice for Research Excellence Framework (REF) selection, including consideration of individual staff circumstances.	Implementation of Code of Practice.	Research Office	Q1 2019	Complete	<p>The REF Steering Group have owned and implemented this process successfully.</p> <p>Jan19 - R&G Office leading. Staff conference workshop held.</p> <p>Feb 19: 5 focus groups held and TU consultation. Code of practice to Academic Board in May for final approval.</p> <p>May 19: Code of Practice to Academic Board for approval and to JNCC in June.</p> <p>June 19 Code of Practice submitted to REF.</p>
2.6, 4.1, 7.1	3 Review pathways for academic roles, introduce revised pathways and create guidance on pathways (including how to move between academic pathways)	Introduction of career pathways guidance and publish on the website. Monitor the number of hits on the website.	Director of Student and Staff Services	Q1 2019	Complete	<p>Jan 19 – awaiting 2 x new Pro VC's to commence employment and re-assess requirements. Implementing Code of Practice will clarify the roles of 'independent researcher' and 'significant responsibility for research.'</p> <p>Feb 19: VC implemented working group to define roles above. Feeds into research pathways and building capacity for future researchers.</p> <p>June 19: Research pathways were outlined in detailed frameworks with accompanying flowcharts in the Code of Practice.</p> <p>June 19: ROGS StaffHub updated to allow easier access to information and to inform staff of REF plans and the Code of Practice.</p> <p>July 19: Guidance developed on research pathways and piloted with one University department. Feedback incorporated into further guidance.</p> <p>Sept19: Following from staff feedback, agreement has been provided to establish a separate 'research' tile on the main StaffHub page. To be live from Jan 2020.</p>
5.2	4 Develop and introduce a single University impact policy. Implementation of a combined Research and Innovation strategy.	Implementation of policy. Implementation of strategy.	Research Office	Q3 2018 Q3 2018	Complete	<p>June 2019: implementation of the SUI Policy.</p> <p>July 18: R&I strategy went live, launched at the Cumbria Research & Innovation Conference. Impact: visibility of policy and also required in submission to REF 2021. The 4 themes of the strategy are evidence of success measures.</p> <p>Feb 19: The impact statement is now on the web. The institutions approach to impact is supported by the VV Impact Tracker software, and will be embedded further throughout the REF cycle, including a series of impact workshops from September 2019 and a specific session in the Research Skills Development Programme.</p>
1.2, 6.1, 6.10	<p>5 To develop and introduce an Equality policy/ plan to support current training and guidance.</p> <p>Attain Athena SWAN bronze award.</p> <p>Establish monitoring procedures for Athena SWAN</p> <p>Consider further Athena SWAN applications</p>	<p>Revised EDI plan implemented .</p> <p>Monitoring procedures implemented.</p> <p>Preparation of further applications.</p>	Director of Student and Staff Services	Q1 2019 Q2 2018 Q2 2019	<p>Complete</p> <p>Some progress made</p>	<p>Jan 19 – revised Equality plan is on StaffHub and website.</p> <p>New EDI Manager engaging face to face with staff on all 5 sites.</p> <p>Oct 18: Launch of unconscious bias (509 completed and passed in first 11 months)</p> <p>Nov 18: World Aids day event held at Carlisle</p> <p>Bronze not awarded but continuing to follow Athena SWAN principles, and action plan being reviewed regularly.</p> <p>Sept 19: Re-looking at Athena Swan to submit in Nov 2020 .</p> <p>Sept 19: agreed to review when Athena Swan achieved - Nov 20</p> <p>Sept19: this will now be included in the next action plan</p>
6	Reward & Recognition:	Introduction of portal. Launch and communication of new flexible benefits portal to create a baseline of take up data with a	Director of Student and Staff Services	Q2 2018	Complete	Sept 18: benefits portal launched to all staff. Targets and stats unavailable.

2.1	Develop and introduce a flexible benefits portal where all benefits and associated information is provided for staff.	a baseline of take-up data with a view to setting future engagement targets.				June 19: health care plan advertising Sep 19: launch of research mentoring survey
2.3, 6.1, 6.2	7 Following the new integration of MyHR, further develop monitoring of the completion levels of mandatory training e.g. E&D/ Prevent.	Target of 85% completion rate of mandatory training for new staff within the first 3 months of employment.	Director of Student and Staff Services	Q3 2019	Some progress made	Sep 19: Statistics of mandatory training requested for last 6 months. Agreed to use stats on all academic staff, not research only. From 9 mandatory modules, the average completion rate for new starters is 56%, and within the first 3 months the average is 40%. This has improved year on year, but still needs improving.
2.3, 3.1, 3.5	8 Monitor research leave through My HR.	Feedback from managers as part of the PPDR process.	Director of Student and Staff Services	Q3 2019	Complete	Jan 19: Review existing report at end of AY to measure impact (breadth/depth of activity and research vs scholarly activity). More granular system than previously had. Sep 19: HR shared report which showed that over 50% of academics have engaged with this new method of accounting for their SARA leave. Feedback confirmed they like the process and found it a helpful record. Heads of Department are encouraging greater use of MyHR.
2.3, 6.1, 6.2	9 Review of local and corporate induction to ensure researchers feel informed.	Revised process and information provided.	Director of Student and Staff Services	Q3 2018	Complete	Jan 19 Update: Continue to evaluate corporate induction through BOS. New local induction launched Oct 18, with new regular monitoring of completion. May 19: ROGS present at Corporate Induction June 19: PL Focus groups held with R&G Office and HR. Well attended and helpful feedback