

## Lancaster University HR Excellence in Research 8-year report September 2019

### Introduction

Lancaster University first received the European HR Excellence in Research Award in 2011. During the last eight years there have been, and continues to be, considerable changes to the senior leadership team within the Institution with the appointment process of a new Vice-Chancellor; new Pro-Vice-Chancellors; and Faculty Deans currently being undertaken.

With an increased focus on Equality, Diversity and Inclusion (EDI), Lancaster has committed to raising this agenda through all Institutional activity; with new posts being created, such as, Associate Deans for EDI and People, in new Faculty structures; a new EDI focussed objective for its Senate; to ensure equality across all Institutional practices, which will include representatives from the researcher communities. To raise the visibility of Executive Academic Leadership, our ProVC Education, who chairs the EDI Committee, now has EDI added to her job title. Working alongside her, a new .5 FTE senior role (Dean of EDI) is to be established to lead on operationalising of key areas of EDI. With a new incoming Vice Chancellor and a full review of its [Strategy for 2020 and People Strategy](#) underway there are many opportunities for Lancaster to maintain its strong emphasis on enhancing both research capacity and quality. Lancaster is immensely proud to have attracted a critical mass of highly talented research staff, whose contributions are vital to the success of this world class research Institution. The new ProVC Research, Professor Louise Heathwaite, takes up this role as an internal candidate and brings a wealth of experience of being a Principal Investigator at Lancaster, understanding the needs of Lancaster's research community. For context, Lancaster currently has 3585 staff (2066 professional services staff) (1174 Academic and Research) (345 Researchers)

### Internal evaluation process

This eight-year self-evaluation was initiated by Lancaster's Concordat Implementation Group (CIG), chaired by Sciences (FASS) and the HR Leadership Team.

These goals are underpinned by the 'Code of Practice for the Development of Research Staff' (['Code of Practice'](#)), which will undergo a full refresh and re-launch in early 2020, in light of the new Concordat and reflecting any changes in the New University Strategy and the People Strategy.

### Key achievements and progress 2017-2019

Lancaster recognizes the invaluable contribution of its research community, and has spent the last two years focusing on some of the underpinning support and development it provides. Pilot projects and initiatives have been undertaken in a number of departments such as; Faculty funding for bridging contracts; seed funding to assist in the development of new proposals (FASS); Christmas Conference for showcasing researcher's contributions (FST) etc. The benefits of these will become more apparent in the coming years as the establishment of this good practice becomes wide spread and will be reviewed by the Faculty Associate Dean's for Research and the [Research Committee](#). These



The University is committed to achieving Athena SWAN bronze for all academic departments.

### Principle 7: Implementation and Review

Recent staff changes have initiated a refresh of the Terms of Reference for the Concordat Implementation Group (CIG) to ensure a continued broad committee with all relevant experiences to implement the changes proposed in the New Concordat. CIG, chaired by the Director of Human Resources and Organisational Development, has oversight of the institutional action plan. Researcher representation on this group, through the RSA executive, remains a valuable element in both assessment of progress and raising the profile and visibility of the Concordat and HR Excellence in Research Award.

### Strategy for next two years (2019-21)

World leading research remains a major Lancaster strength and in particular it's expanding interdisciplinary research.

Common acronyms used in these reports:

- CIG – Concordat implementation Group
- CoP – Code of Practice for the Development of Research Staff
- ECC – Educational Competencies Consortium
- EDI - Equality, Diversity and Inclusion
- OED – Organisational and Educational Development
- PDR – Performance Development Review
- PDRC – Post Doctoral Research Colleague
- PVC (R) – Pro Vice Chancellor for Research
- RDP – Researcher Development Programme
- RSA – Lancaster’s Research Staff Association
- RSO – Learning and Development