

Outcome requested:	Senate is asked to note our progress on the Concordat to Support the Career Development of Researchers.
Executive Summary:	LSHTM is committed to implementing the principles of the Concordat to Support the Career Development of Researchers into its policies and principles and was awarded the HR Excellence in Research Award in 2019. A requirement of the Award is to provide annual updates to the School's governing body. The paper is presented to provide a summary of the Concordat activities that relate to the Award, an overview of progress so far and future plans.
LSHTM Strategy 2017-22:	How does this paper help meet the LSHTM Strategy 2017/22? Talented, Diverse & Inclusive Staff & Student Community – The Concordat sets out the conditions required to create the best culture for researchers to thrive. This aligns to objectives outlined in the strategy point 3.
Internal/External reference points:	Reference to any relevant docs https://www.lshtm.ac.uk/media/11826
Strategic Risks:	Does this paper link to any risks of the Strategic Risk Register? Research - Delivering high quality, impactful research
OfS Ongoing Conditions of Registration:	Does this paper link to any of the Office for Students Ongoing Conditions of Registration? No specific condition of registration
Equality Impact Assessment:	Please evaluate the potential positive and/or negative impact the proposed policy might have on any protected characteristic groups, and provide actions which will mitigate negative impact. Positive impact on early career researchers.
Subject to prior and onward consideration by:	The paper has been reviewed by the LSHTM Concordat Monitoring Group and SLT. Onward consideration by Council.
Confidential paper under GDPR/FOIA:	No
Timing:	
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Date:	10 March 2021
Senior Management/External Sponsor:	Anne Mills (Deputy Director & Provost)

LSHTM Concordat to Support the Career Development of Researchers Report 2021

The Concordat to Support the Career Development of Researchers (the Concordat) was launched in 2008 and is an agreement between HEIs and research organisations to improve the employment and support for researchers and researcher careers in the UK. LSHTM is committed to implementing the principles of the [Concordat to Support the Career Development of Researchers](#) into its policies and principles and was awarded the HR Excellence in Research Award in 2019. The 2019 gap analysis and action plan based on the [2008 Researcher Development Concordat](#) can be found [here](#). A requirement of the Award is to provide annual updates to the School's governing body. The paper is presented to provide a summary of the Concordat activities that relate to the Award and an overview of progress so far and future plans.

Following the publication of the revised Concordat in 2019, the School formally signed a letter of commitment to implement the revised Concordat principles in May 2020. The revised Concordat outlines the key responsibilities of the four main stakeholder groups: researchers, managers of researchers, institutions, and funders. By becoming a signatory, the School commits to the Concordat three principles which are:

- **Environment and Culture** - Excellent research requires a supportive and inclusive research culture
- **Employment** - Researchers are recruited, employed and managed under conditions that recognise and value their contributions
- **Professional and Career Development** - Professional and career development are integral to enabling researchers to develop their full potential

A Concordat Monitoring Group (CMG) was set up to oversee and monitor progress of the action plan. The CMG meets quarterly and includes members from Talent Education and Development, Strategic Research Office, Human Resources, Research Governance and Integrity Office and Equality Diversity and Inclusion team.

Engagement with research staff is essential for the delivery of the action plan and for measuring successes. As part of this work, the School created a Research Staff Forum with a Research Culture sub-group in 2020 that meet regularly to provide updates on activities to implement the Concordat and improve research culture at the School. As a research-intensive organisation, all academic staff (Research Assistant, Research Fellow, Assistant Professor, Associate Professor and Professor) are engaged in research and are considered researchers for the action plan related to the Concordat. The Research Staff Forum includes representatives from Research Degree students to Professors from all Faculties and the MRC Units and is chaired by three Professors, one from each Faculty. Discussion groups have been held with members of the Research Staff Forum to determine gaps based on the principles of the Concordat and required actions. The School will run the Culture, Employment and Development in Academic Research Survey (CEDARS) which replaces the Careers in Research Online Survey (CROS) and Principal Investigators & Research Leaders Survey (PIRLS) in 2021. CEDARS aligns to the principles of the revised Concordat and will provide critical information about the progress of the action plan and inform the work needed. The next Staff Survey, planned Research Culture survey and Culture Cafés, based on a model from Wellcome, will also provide information to inform progress on

the actions and the views of researchers. Work stills needs to be done to determine how best to include the MRC Units in the HR Excellence in Research Award and the MRC Unit representatives on the Research Staff Forum will play a key role in this.

In order to raise the visibility of the Researcher Development Concordat, information has been added to both the external webpage and the intranet. Information about what the Concordat is and the HR Excellence in Research Award has been added to newsletters for internal communication. Members of the Research Staff Forum act as ambassadors and points of contact for the Researcher Development Concordat. The one-year progress on the action plan was presented to the People Committee in October 2020.

Based on the revised Concordat, a new gap analysis was carried out through discussions with the Research Staff Forum and working with other initiatives at the School, such as the EDI strategy, Athena SWAN, Framework for action on the staff survey and the Research Integrity action plan. The revised Concordat has a focus on environment and culture with fits in well with the work being done by the Research Culture working group. The new Concordat moves away from placing the burden on institutions and places expectations on managers of researchers and researchers as well. For example, institutions are expected to provide the time and opportunities for researchers to develop their research identity and skills, managers of researchers are expected to have regular career development discussions with their researchers and researchers are expected to take ownership of their career.

One of the key points from the new Concordat is that institutions provide 10 days protected time for researchers to engage in professional development and promote career development, both within and outside academia. This will be promoted to the School and launched alongside a new Continuing Professional Development (CPD) template for researchers to log their activities and keep track of their development. The COVID pandemic has accelerated some of the progress such as moving towards online training which increases access by all staff and has promoted flexible working. An Early Career Researcher Network has been created, which currently has 325 members, termly newsletters are sent and a private Sharepoint site has been set up with useful information for early career researchers has been created. An Early Career Researchers discussion group was created on Yammer to provide a safe place to chat and network. Information is provided about funding opportunities, training and resources about different career paths. Career corner session were launched to promote non-traditional career paths from academics and non-academics at the School. The Changing Expectations, Careers Beyond Academia session held in February had 80 attendees showing the interest within the School of different career paths on offer to researchers.

LSHTM's EDI strategy, which is currently being finalised, anticipates developing and use of positive action initiatives through both Faculty EDI committees and the Research Staff Forum to be embedded with the above-mentioned academic career development work arising from the Concordat commitments.

Positive change has happened at the School linked to the HR Excellence in Research Award based on the Concordat and other initiatives, and further work is planned to create the best culture for researchers at LSHTM to thrive.