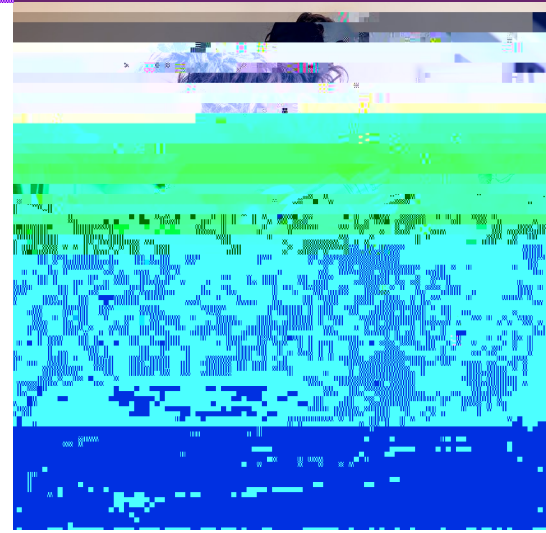
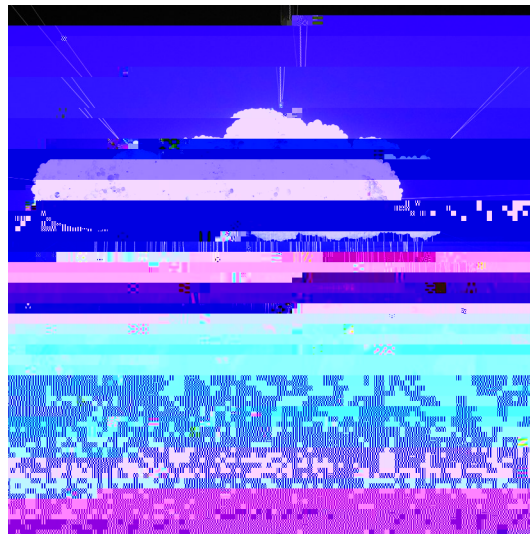


Flourish@Durham: Vision, Values, Actions

Making research fun, fulfilling and fruitful for our communities



The Flourish@Durham project was initiated by the Deputy Pro Vice-Chancellor for Research in October 2021 with the aim of ensuring the best environment possible for all those involved in research at Durham University to develop and flourish.

The title 'Flourish' reflects the ambition that we enable our research community to do well, achieve their best and enjoy working at Durham. The initial consultation document (Flourish@Durham: Cultivating Research Culture, October 2021) outlined where the problems lay referencing external reports and evidence from our internal staff survey. This document was discussed at Research Culture Committee and with its backing the Research Culture Team (now renamed the Flourish Team) initiated two strands of consultation in the spring and summer of 2022:

Consultations on the key values our research community felt were characteristic of positive research culture;

Consultations with specific staff groups on priorities for action that would enable them to flourish.

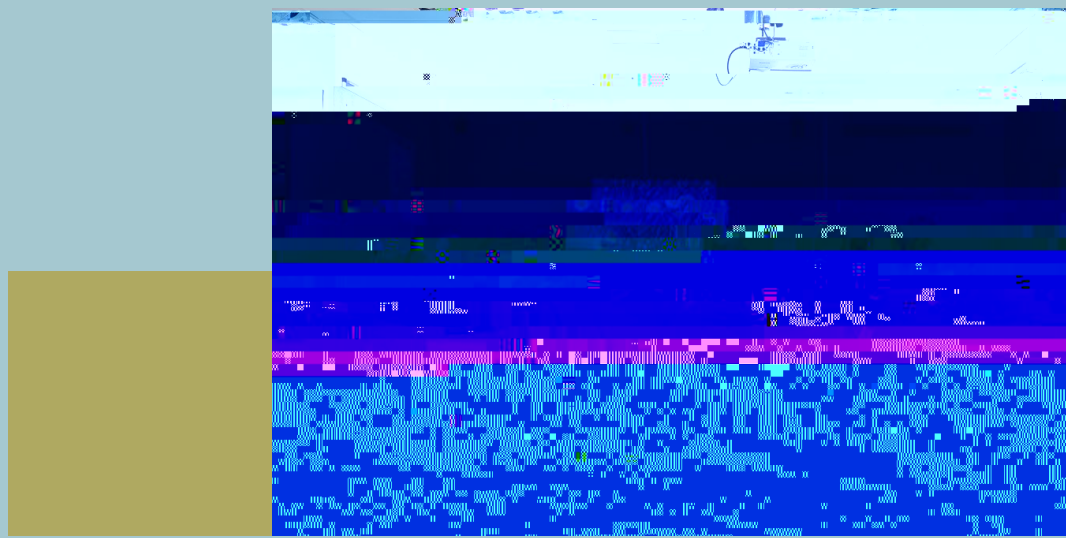
These consultations have enabled the Flourish Team to move forward to define the values that will enable our community to flourish and to start to undertake the actions we need to achieve them. This document sets out the Vision, Values and Actions that have come out of this process. This is a

Our Vision

FLOURISH@DURHAM SEEKS TO MAKE RESEARCH
FUN, FULFILLING AND FRUITFUL FOR OUR
COMMUNITIES

Flourish@Durham is committed to the cultivation of a research culture that is characterised by respect and care; where diversity of person, career track and role are valued, encouraged, and supported and collaboration and interdisciplinarity are cherished.

Flourish@Durham seeks to ensure research is carried out in an atmosphere of creativity, and fun where individuals and teams feel ambitious about their work and are enabled to achieve their potential.



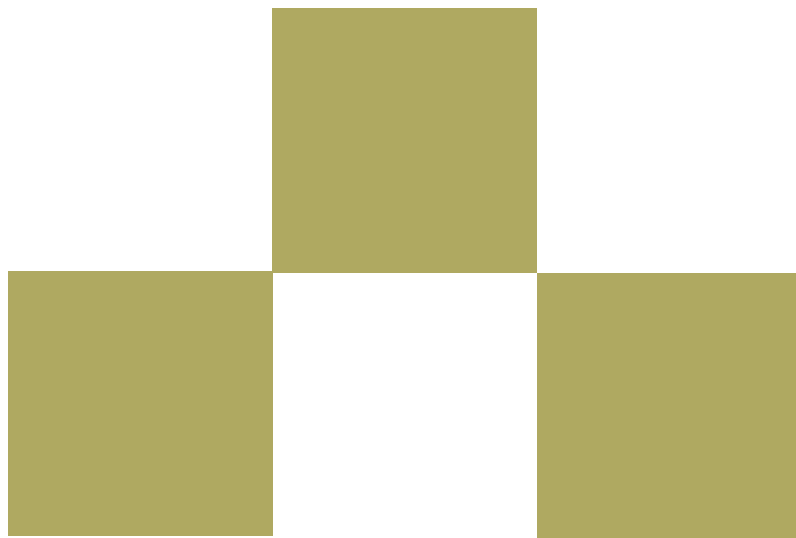
About Our Vision

Our vision statement reflects the agreement on values we achieved through the consultation. It also reflects a number of commitments by the Flourish leads and the entire community in undertaking the project.

Progress requires personal responsibility as well as leadership. This is a shared endeavour which will engage our research community: researchers, professional services staff, technical staff and research infrastructure colleagues.

Those involved need to own the vision in order to take up and progress the actions and behaviours that will support it. We are all responsible for culture change, even if not engaged in undertaking specific actions, because it requires shifts in behaviours, language and ways of interacting with others and expectations of people and processes, as well as specific actions. This all takes time.

Culture change is not about an end point. It is a process of evolution and development: of people, of structures, and of environment. It involves regulation (and compliance) but also the idea of creative and spontaneous growth, nurtured by high quality leadership but engendered by the participants themselves. Some of what we may be able to achieve will happen quickly; some more subtle aspects of culture take time, and require buy-in from everyone and clear policies for addressing behaviour that falls short of our expectations as a flourishing community.



Commitments

The consultation process identified that our research community is characterised by enthusiasm and ambition but held back by processes, environments and behaviours that do not enable great work.

Our commitments oversee everything that we do to help realise the potential of our extraordinary research community.

Values
driven
approach

Valuing
everyone's
role

Developing a
positive culture

Openness
in
communication

Celebrating
success
and recognising
process

Affirming
interdisciplinary
research

Learning from
others

Fostering a
global research
community

Commitments in Detail

Values-driven Approach

We commit to adopting a values-driven approach that oversees everything we do from developing a strategy to how we live, work and study together.

Developing a positive culture

We seek to develop a positive culture as an iterative process. Some actions may be simple to finalise but other may take more time to develop.

Valuing everyone's role

We recognise the value of everyone's role in creating a positive research culture: staff (professional, technical, academic), research students, undergraduates; and of the influence of place (this City) on our culture.

Celebrating success and recognising process

We will celebrate and recognise not just successful outcomes of research, but success in process: building teams towards grant applications, supporting and mentoring colleagues, contributions to a more inclusive research ecosystem.

Affirming interdisciplinary research

We value the contribution of research across disciplines and modes, including discovery and challenge-based research i.e. fundamental research starts with generating research questions often in interdisciplinary contexts and for which the impacts may not be immediately obvious.

Fostering a global research community

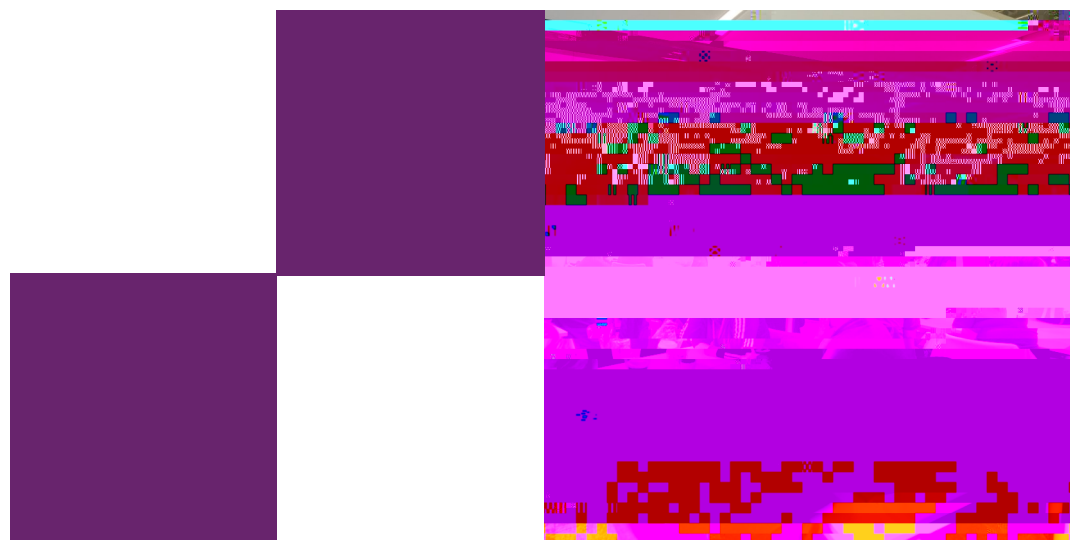
We want to encourage the development of a research community drawn from talent across the world recognising that this brings challenges in learning and respecting others and inducting others into a research culture that may be very different from their own.

Learning from others

We will demonstrate a commitment to a culture of openness and collegiality through continuous learning from others across the sector (such as colleagues in the N8) and collaborating on possible joint projects to improve culture across Higher Education Institutions.

Openness in communication

We commit to being open and reachable in our communications. We want to take people with us, enable our community to feel and be involved, to understand when things might be difficult to achieve and to be engaged in finding solutions.



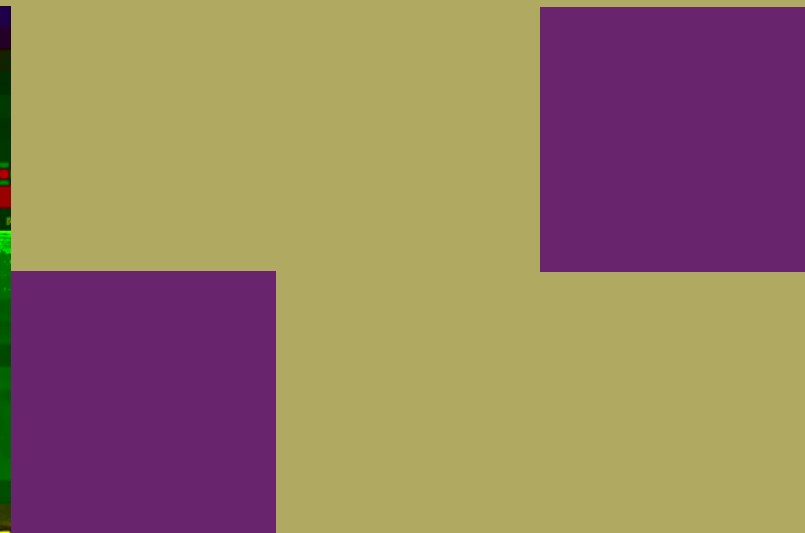
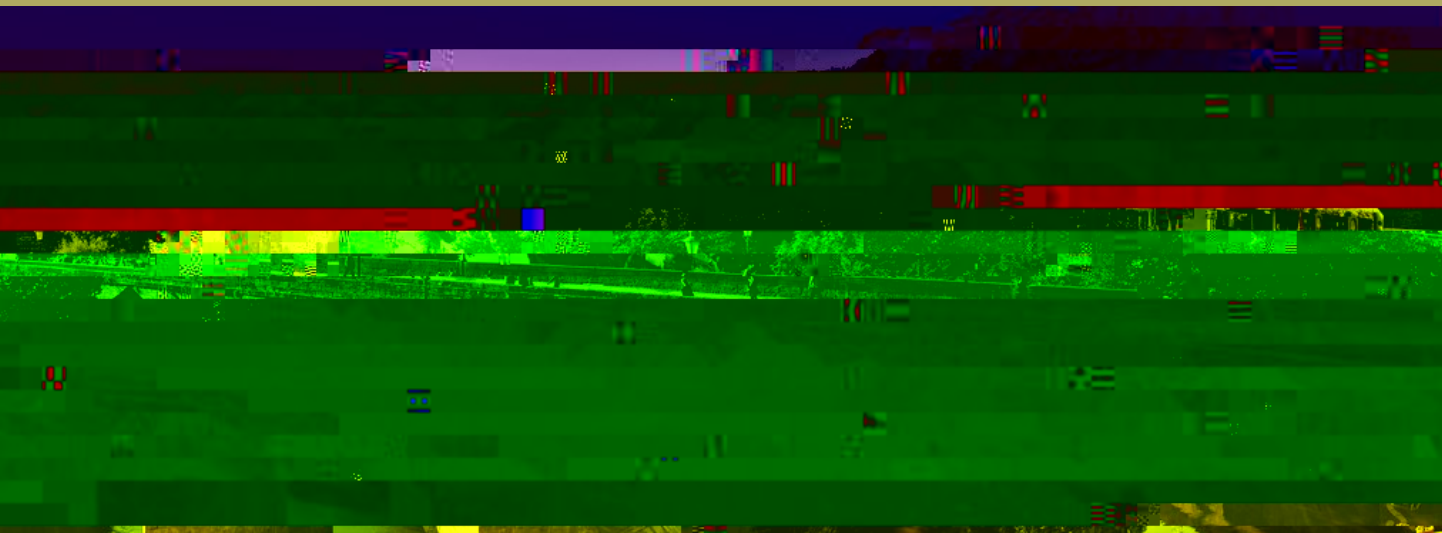
Values in Detail


Diversity and inclusion

Not confined to protected characteristics, this also encompasses diversity of career track, diversity in research approach and respect for all staff involved in research.

Good relationships

reating the best environment for all to flourish
mbitious in our research and positive in our culture
espectful of everyone's role and investing in our community
nabling structures that encourage collaboration and openness





Joined-up approach

We need a joined-up approach ensuring culture change being effected elsewhere in the University is part of this process and identifying where there are conflicts. This requires a mapping of strategies and structures

Early Career Researcher Development	The Flourish Team have been in discussion with those managing the Liverpool University 'Prosper' programme which has developed a coaching, training, mentoring platform for ECRs looking for careers beyond academia. ² Liverpool will be sharing their experience and the practical platform with us and during 2023 we will explore setting up a similar programme at Durham.	Developing a Positive Culture Learning from Others Diversity and Inclusion Research Ambition	Design and delivery of the pilot programme Qualitative feedback from ECRs
Leading Researchers Programme	This programme, led by 64 Million Artists, has been successfully piloted at KCL, Edinburgh, Glasgow and UCD. ³ It will enable 24 mid-senior career researchers to spend 6 months working on their next big idea for research supported by a programme of personal and personal development. A key element of the programme will be collaborative working and learning from others.	Developing a Positive Culture Research Ambition Space to Mistakes and Learn from Failure	Uptake and qualitative responses to Leading Researchers Programme
Time for Research	University Workload Steering Group has produced a series of workload principles that will lead to a review of ways of working across the institution and across staff roles. The intention is to identify smarter ways of working. The DPVC-R will ensure that the group recognises the nature of time for research which involves 'chunky' time – extended period for working on papers/research grants.	Developing a Positive Culture Having Enough Time Research Ambition	DU Staff Survey CEDARS Survey Use of workload modelling consistency
Celebrating Research	The Flourish Team will explore how to do more to celebrate research in Durham, across staff roles and stages, including the possibility of hosting a celebratory event.	Celebrating Success and Recognising Process Good Relationships Research Ambition	Staff feedback and engagement

Development of the Research Staff Association

The RSA has had no support to run activities or manage meetings and has relied on the good will and efforts of postdocs and ECRs often on precarious contracts. Our consultation demonstrated that this group felt disparate, lacking a voice and unsupported. The RSA will be supported by a Flourish@Durham student intern and in 2022-23 be given a budget to support training and activities.

Valuing Everyone's Role
Diversity and Inclusion
Research Ambition
High Quality Spaces and Resources

Increased membership of RSA
Feedback from activities
RSA team engagement and qualitative feedback

Recognition and Reward for Technical Staff

The Flourish team have invested funding in the support of the Technicians Commitment and one of our Interns will work will work to support the technical staff to improve communication tools, support the work of the Technician Commitment Steering Group, and enable preparations for the Technical Staff Survey. Membership of the National Technicians Development Centre is funded through the ERC budget.

Valuing Everyone's Role
Diversity and Inclusion
High Quality Spaces and Resources

Technical staff report greater job satisfaction.
Increase provision of

Supporting the provision of Research Infrastructure

Research Infrastructure review underway led by the Dean of Infrastructure, Professor Stefan Przyborski. Investment expected to follow tackling key priorities in the first instance.

High Quality Spaces and Resources

Staff feedback on progress made to improve resources/ infrastructure

Research Culture focus on Progression and Promotion

Progression and promotion processes reflect behavioural and attitudinal change. We are committed to a focus on process not just outcomes, and to capture effort not just success. Citizenship will have equal value with research and education in the DPPC process in 2022-