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Are we just waiting for our colleagues to come in?

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But welcome to see so many familiar faces to welcome the big picture.

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For those of you that don't know me my name is Jane Harvell.

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I am your University's Librarian welcome to everyone online and welcome to everyone who is watching again.

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So my name's Jane. This is Tim Westlake, who is a

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So, for those of you have been to Bigger Picture before,

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you'll know the drill. I guess that Tim has about 20 min, and then we will have plenty of time for questions.

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I'll wrap it up at past 3 if there are any questions that are answered.

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Then we will get a reporter and make sure that those questions are answered.

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You kindly sent in questions of advance, which, of course, Tim has had a chance to look at, and I will ask some of those.

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But we will take questions from floor. Please do wait. for one of my colleagues to come and give you a microphone to ask those questions, so that the people in line can hear

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But there'll also be an opportunity as those of you can before them.

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You got to ask the questions anonymously, so that's a nice catch all for those of you that aren't confident in asking the question.

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You've got you've got online and you've got by text online.

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We go to pole at dot com bigger pick and ask the question, and then you can do it by text, texting that number, and I’ll take the questions up.

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Okay, right? So I think,

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You need to get

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You need to get oh, perfect thanks for Hi!

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Good afternoon this fantastic C\*p people in person, right?

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I remember the last time, I spoke in person in the last time one of the was online, but it's fantastic. Some people here, and we'll say the fact that we have the hybrid

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model it's great we've got lots of colleagues online.

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So whatever it is, I’m gonna try and keep it down to 20 min?

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I think the questions are probably as important as anything what I’m going to try and do is frame this within the context of my own personal vision.

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For what professions this is where we're at last press and since it looks like now for those who've been around for the 5 years, I've been here some of this is marginally repetitive, but I like

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it Sasha did. If you went to her right, the meeting where she actually did the presentation she did bring me pretty much.

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The vision I put forward is the vision I put forward when I was interviewing,

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got the job, and my views always being that you're actually can try to challenge my vision.

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I encourage that. But until I’m convinced by it, I take a different direction.

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I'll keep heading down the rooms I went in from the start of joining us, and I my vision is really quite simple.

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It's just based around, it's based around 4 words.

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It's about understanding, understanding, our roles, our contacts. It's about being flexible and open to change It's about delivery value, but also adding value because you're all professionals many of you out there can

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do things have still that I don't have so we are the professional services. My previous institution for most of my time support services cause quite a resentment from us, but we believe we were professionals and I believe we need confidence.

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And we need to celebrate our successes so I’m just kind of work through

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Some of those. Well, each of those words I’m gonna spend a bit of time on understanding, and I think the first thing is that we all understand?

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We're in quite complex world. Now and we're coming out of the past.

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But we're still all of us will have a personal experience from that journey.

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We're also in what is the biggest cost of living crisis in my lifetime, and I’m quite old, and that will be impacting everyone in this room in in different ways.

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But it is having an impact. so, we will recognize that and we you'll recognize that has an impact on people We're also all aware of the very complex and external environment.

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A when we understand much this somebody the calm control but we understand that it's very complex out there.

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Covid, Brexit, complete. We've got a war, I have to say for me personally in my lifetime is a thought.

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But I see a circumstance that there's always in Europe under the circumstances.

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We've seen we take in place and clearly the impact of that is, by horrific.

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Mass space, but also her significant impact across the world I'd, already mentioned.

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The cost of the crisis. we're all aware of the scale of inflation.

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I think this morning they said that it's 11% up in food prices.

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Within, based in a new structure. we're not so new now, but a structure around higher education, where we have fixed home fees.

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So those fees now of that resource is reducing it in every year.

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We've been afraid the whole time I’ve been here. Every single year. There's been industrial action. which is very different from someone like me is working Universities almost all their lives.

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Know we've moved to a different space around industrial relations we're now regulated, I think again for me.

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That's been quite a change to my life working within a regulator I'm.

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Also the University secretary. So I’m also a line manager of Council, and we have a whole series of related obligations that adds work, and things that we do have to do in the past.

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And there's, not always a positive perception of Universities now from the Government, and we've now got the new act.

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The higher education, freedom, speech, field going through parliament so there's a lot of complex external things taking place.

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I do think we have to place ourselves in that. But I also think, in the context that we are in an amazing University.

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We continue to generate resources that allow us to invest in our stop and our students, and also in our capital program.

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So though we've got a lot, of complex things taking place outside this isn't a male for mike me speaking personally, it's an amazing place to work and I’ve never worked in a place where I’ve got so

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many colleagues who love the place they work in.

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And so I think there are many positive teams. We had another very successful year in student recruitments, and its actually the busy around campus isn’t it.

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It was amazing when I first drive 5 years ago, but post Covid. There's been a really great deal around campus.

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I felt this year we have a new Vice Chancellor and many of you will have intended Sasha’s first meeting.

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I'll watch it online. I think it's still available online.

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We're all adapting post pandemic, and that has an impact on our work lives and our personal lives.

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I'd imagine some of those things are positive some of them may not be so positive.

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Maybe one of the positives is until the pandemic.

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I've never worked at home. an academic one if it's been an academic guy, felt that I shouldn't work at home. If many of my colleagues weren't allowed to work at home.

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But I've actually appreciated the opportunity to work home at least one day a week.

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It makes a big difference to me, personally. I know it does for a lot of colleagues.

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We go see significant numbers a new star and many of those columns haven't worked in higher education before, so they're ingesting to in your environment.

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I'm Jane and I suggested earlier today that maybe we've got one need to stand up. She wouldn't Say, Mark, I recognize that was not a good suggestion, so I’m not going to suggest that you want things new

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stands up, and we have got a significant number of new colleagues across the institution.

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We've also got a lot of colleagues who worked here a very long time, but it's important to be aware of both of those things.

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Everyone's exceptionally busy and I think that means we need to look at how we simplify and standardize our processes.

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But I recognize that's hard to do without having the right systems around it.

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We tend to have too many projects on. But we tend to find it very hard to slow down or reduce those projects, because in our own areas those projects are really important to us.

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And I'm no different, because I often generate more projects.

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But I think it is really critical that we try and deliver the projects we've got in exceptionally.

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Well, we’ve got an amazing capital program but from my colleagues were here when I led on the work, but our capital programming plans We did something both top down and bottom up.

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The community felt We wanted to spend about 850 million pounds on our campus and our infrastructure.

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We managed to get to dreaming from council that we would spend 300 million.

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And then Covid came, and we reduced that amount down to 200 million.

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And now we have high inflation. So, you know, there are lots of things that we all want to do on our amazing campus.

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But there is a challenge around that, and how we can do that.

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But what I believe is we have a fantastic platform to build on as an institution.

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Now what I’m not sure of but what we do is What I don't know is how much colleagues were, where the planning work we do within professional services.

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So within my leadership team. So my lately my relying with each year so just wanted to articulate how we, as professional services, set off priorities for the year, I'm.

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Hoping to, at least some of you this will be familiar but if you're not.

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I'm going to encourage my colleagues on freshman services leadership team to make sure that colleagues are aware of the way we do this.

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So we have a strategic framework that will be reviewed in a year's time, by all of us actually will do a large engaging process out of that. We have a set of Aides, the Professional Services.

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We then set a set of annual priorities, and then the division set their priorities, and probably that familiar to some of you.

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But we do this in the freshman service? leadership team, and what that results in, then is it, then, links into people's objective setting and appraisal processes?

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I'm hoping that that has some familiarity with Collins What I don't want is read a set of slides out to you.

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The slides will be available afterwards from a professional service leadership team perspective.

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We have a clear vision. We review this every year again I'm not sure how familiar this is with colleagues.

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But this is what near my leadership team be. we should be doing

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I think the one of the critical elements for me around it is how we work as a single team and the importance of single team working and our aims of first around a number of areas.

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So our students, their journey, their experience stuff you But all the staff academics, professional services, and for me.

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So there's no avoidance of data this includes from anyone who works on this campus.

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From my perspective. we're very lucky to work on a single side campus.

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So actually, I just want everyone who is a student who works on this campus and visits this campus to have an amazing experience.

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And I think that's really critical that's to be one of our key areas.

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But clearly you want our students to start to have an amazing experience, and if you look at the last, one, there is a commitment from my team to listen. to collaborate with our colleagues to support well-being and to think

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about the manageable work room. We need to think about what we can control within that which is which is not a using.

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Planning research as principles. the institution academic research I’ll find out financial sustainability is critical financial sustainability comes as 2 of us. There's any one pot of resource.

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We have so there's the both the long term financial sustainability of the institution, but also having support all of our colleagues here and now and then there's the governments how it's monitored so we're a charity, and we

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have a We have a council who is responsible, but we also have our own governance, making sure that we deliver on our compliance and those obligations.

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I think, critical as well as our services, our processes, and our systems.

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How do we simplify and standardize what we're doing How do we ensure? We hear from each other?

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How we can improve things. and then how can we maintain our physical estate?

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One of the things that I’m also saying council is responsible for us from safety.

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But I’m not chair of health and safety that that's delegated to me from the from the vice chart is the accountable officer for that I I think a crystal bit about health and safety

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is to understand our own personal responsibilities, but also our collective responsibilities about health and safety.

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And I know Sasha, since she's been arrived, has had some concerns about a culture around health and safety.

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On campus, and there will be a continue piece of work just to make sure that we all understand the Universities just want to, but also our own personal responsibilities, because it's about us as individuals and everyone who comes on to

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campus, and that's starting with next week the University leadership team.

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So as the heads of schools and my directors we've got a hold down health and safety with external facilitators to support us all.

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I mean understanding that I'm. a huge thank you so my colleagues were so hard in the health and safety team. This was a great piece of work for our Steve's active boss. safety.

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One of my one of my favourite stories when I was in charge of pools I was before, was when the set of student blasts.

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They had applied force meal spread across 5 flats.

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They now so far in each and 5 kitchens which was a record of my smile off institution.

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So what are we identified as our priorities for this year and again? I'm.

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Having some of this is familiar with you. We want to, as professional services, to identify deliver improvements to our service and processes.

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That impact on the student experience. So how can we improve the experience of our students?

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How can we show we deliver the project we're doing the best of our ability?

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How can we show the model we have for dinner? ring? Professional services is the most efficient and effective way of doing it?

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Have we got the right partnership between central services between school services?

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How do we bring change? If we feel we need change in those spaces.

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How do you work across practical services in in this period?

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Coming out of Covid. How do we deal with the changing work?

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Environment. and then how sign that I’ve already personally keen on. I speak to my direct and each their line reports how we were responding to what you're saying in the staff surveys and thank you to all of the colleagues

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who are responding to the style surveys. We have very high response rates and our How do we make sure we are responding to those?

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Thank you, no one. How will we measure these things now some of the ways we're measured.

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It. it is external to us so for example we're measured through student satisfaction for some external surveys, and those of you who are aware of those we're not in the place we'd like to be in those because

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they have an impact actually, where we sit in leave tables.

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So what do we need to do to ensure our students have the experience by Nova in this room?

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Who wants our students to have an amazing experience, and why don't they feel that, having we want to measure ourselves around staff satisfaction around our delivery, that's an external model around our sustainability around the quality

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and lovers. it's been a real pleasure, working with David Rubain, since he's joined the University as our first throw by South Chancellor the culture quality and inclusion, because we want to be an example in the Sector

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in that space? And then how are we efficient and effective in what we do?

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How do we demonstrate with delivering valid for money?

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But one of the things that that I think is great about us as an organization is just a level of single team working.

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I I know, although you know it's important to congratulate those who put these big events on like graduation or confirmation, and clearing in the they run through colleagues across predominantly professional services

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volunteering to support those activities and that's one of the one little things about working here.

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Is the amount of volunteering that people put in now recognize that by volunteering after a day job that may bring other pressures.

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But actually that's single team working is absolutely critical to the success of the organisation.

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So how is this relate to being flexible and open to change But what I hope I've demonstrated is that there's a lot of change taken place, certainly, as I said.

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There's probably more change going taking place than ever in my lifetime, and I well, now,

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So we have done some significant macro changes for professional services structures.

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It's taken longer than I would like, to to do those Macro changes. but I think we're always going to need to be flexible and think about what change looks like and what our structures look like and whether that's about

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where services are delivered for students or whether that's about responding to putting new systems in place.

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New it systems. A new student information system will have an impact on any of you who are using student data at the moment.

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But we're already doing this it takes place all the time that flexibility.

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So I've just got some examples here. of the amazing flexibility.

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So one of them happens to be Jane. This is some work Jane and I did, just to give an example of using spouse.

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So some of our space in the library is actually leased by Ids for a separate charity.

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Now they had a wall. They have the biggest a collection of development studies, books magazines, articles, journals, probably in the world, and they wanted to work done.

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We didn't have enough space for our students they had a very big area space.

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That wasn't populated that much so we came to an agreement that we would do the work. You can see which is now in the basement of the library.

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The grain bits, thank you spend time what's going on there. So that's our driving everything that's there. and in return they gave us a space that we now able to fit another 120 students in our library So that that

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was true flexibility, and thinking about how we use that space we don't all use our space in the same way.

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Now and I don't need an office it's complex changing the fact.

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I've done an office. How do we move to hop testing one University Lapra has a Vc.

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Office that's all open plan of course there's cost to doing that.

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But we're not on campus the same amount of time before, but other parts of the of the University need more spouse so very complex projects, and how we work through that requires a journey for us all to go on a second, not example of

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space is our amazing student centre, so that this means now that our students have more flexibility out there space.

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But we also have space in there to start. So again, people are changing their ways of working.

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So we are changing, being flexible anyway. and I just believe that that will just continue as we go through the journey that we're on. at the moment.

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The second thing is about value, but the more interesting that for me is not adding value.

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Of course there's a point about efficiency and effectiveness.

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How we deliver to the budgets that are agreed.

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But actually, my bit is about the factual professionals.

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You know. So even just the functioning of this rather than some great quality, to make sure that confirmation and clearing can change place because of their knowledge of how we use telephony or keeping this stuff going and recognizing that we add

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value. The colleagues in this room are professionals who have value, and just give me a few examples.

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If you take the rep, What a brilliant outcome!

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So specifically University nerd, which I am Research Harris.

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The most important thing in the rep I think your tutorial later, if you're interested in this space, But that's about That's about how you know how it's not just the quality model But it's also how

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many people are doing it, and we lose 7 places now. 7 place in the search are when you think of the scatterplace like Oxford, Cambridge, and burial Manchester, you could never overtake them.

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There's an extraordinary achievement this wasn't just a cheap, brilliant academic.

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It was achieved by colleagues in the search and enterprise.

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It was a chief. I colleagues in the schools who support the Academics.

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It was achieved by the work by colleagues in the library.

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People in its communicating it. These are all professionals supporting our academic endeavour.

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We have 3 very large, significant projects at the moment. None of these can be delivered without the expertise that comes from the professional services.

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So the blue lines is the network replacement project we haven't replaced our network.

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For over 30 years, or maybe 30 years that's kind of cost us in the region of somewhere between 35 and 40 million pounds.

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So the cost is significant. We obviously want 30 seeing that in doing that. You've got a broad range of colleagues involved from a procurement.

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Colleagues and states colleagues. it colleagues, external people, student information system people.

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Many people know their history of the soft project. This is our second goat trying to deliver

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The student information system are absolutely confidence in our ability to deliver this particularly as we are going to put in place a tribe and tested system that already works in many on the UK Universities that requires a significant

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amount of expertise from professional services and schools, profession service in the centre.

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People in their missions. Many people in the student experience space

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And then the West slow redevelopment project where we're doing the enabling works at the moment again.

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Another very, very complex project that overlays onto the work we're doing in the network replacing project is we only want to dig what but just one.

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You know just one example work There we've had to build a temporary long dragon.

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That's a whole level of complexity doing all of that world all of that is done by colleagues are exceptionally professional in what they do.

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And then, finally, I believe that we need to have confidence, and we need to celebrate the amazing work that takes place.

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I and I think we're in a new spouse so colleagues will be aware.

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The an agreement was done with you and you I hope we're in new space in working with the recognized trade unions.

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I'm the joint chair of the ninth unison J. Andc. after James, a member of that as well, we also have a use, UJ. and see probably feel where we came to an agreement so that our UC colleagues

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would do their marketing out of that agreement. We put in place a number of things.

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We are now an example I believe in in the terminology pay, and the way we treat it.

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What I can say is that Sasha wants the University to be an employer of choice, and we want to work with the community on how we get to that space.

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So that 16 weeks was the start of a journey it's not the end of the Germany.

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Now it will be a complex journey. because we need to balance.

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What we do on that side with the long-term sustainability in terms of what we put and invest into the campus.

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I'm particularly pleased with now accredited as a real living wage organization.

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I only the organization an apology for not understanding the way We were working as a real living wage, and far and weren't accredited, and I want to thank one of my colleagues in unite that brings my attention the way

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it worked. I wasn't aware of what we did was pay an allowance.

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And I didn't. really appreciate the impact on our colleagues and Seth for Charles, but as an accredited real living wage organization.

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Now we are paying the real living wage. the new rate that came out on the 20 s of September.

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We've implemented for all, for the first time, we've changed some of our pay gratings or our spinal points.

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The staff on grain, 3 to a flag. The lowest pay grade is now a spinal point.

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10 and I believe this is a new space for the University to move into.

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I think it's critical for us. that we are an employer of choice people love working here that doesn't necessarily mean they love the relationship across the whole institution, and I hope we can say the opportunity which I know is challenging one within the

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context of the cost-of-living crisis. But secondly that we're going to have more national industrial action that will take place.

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What I can say is that what Saturday is committed to is we do the right things, and so we will continue to work with the recognized trade unions.

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On doing what are the right things. that we don't believe? All right for our star.

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00:27:03,000 --> 00:27:12,000

I got a lot of examples, so my school's calls out. I like I said, no, I apologize, but I I I'm already killing you by PowerPoint to keep my time, so I’ll probably just so I chose the

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what I like, just because I like the allotments. So this is actually a Mar, a piece of work of Mardi.

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But I just say we have fantastic results for each of the each of the schools.

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The amazing world then doing and I apologize that I didn't have the time to put up all this last.

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But this is the moral law that's being put together shopping is accessing fat.

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And just to finish I just want to recognize, you know, to celebrate our 60 years as a University.

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We have amazing staff. We have amazing students but I think what's great.

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We also have an incredibly proud alumni I don't know how not back.

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Sasha was by the 60 fifth anniversary, and the experiences and the conversation she had with the people who studied and worked here in the past.

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So I you know I do. Despite everything taking place in the world, I do feel there is a great deal to celebrate, and I am really proud to meet our professional services here.

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Thank you, and I should just say, in case I forget at any point.

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00:28:16,000 --> 00:28:24,000

Later on a huge point later on a huge thank you So there's always a I know when I start with my freshman services. career.

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What is one of the one of the key Christians I got my first,

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I'd love to see it on there and now. It's supposed to change I’m gonna use compost rocket and take you back to that slide little space.

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Anton mentioned the project that we did with Ids, and to that you, you that project to to bring all that collection, and to open that collection about the ideas collection.

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They did that through Covid. Okay, So I’ve got lots of questions.

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No, no, It's fine okay I’m gonna start with

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You mentioned, Tim you mentioned. This is a question that came through. Thank you.

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Everyone. this this came through online, so you talked about the room, living wage and the successful collective bargaining.

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But could you tell us what measures you've been taking to ensure staff.

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Don't feel helpless in re-increased cost of living crisis.

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Yeah, I mean it, I mean it's hard for the institute as a whole, to resolve an issue that is that is structural to the commentary.

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As colleagues will be aware that we've already put in one non-consolidated payment.

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That's Progressive So it goes the largest amount goes to there on the last ground we'll hopefully be announcing, I know Saturday announcing her open meeting that there'll be a second

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non-consolidated payment. one of the challenges that that will be progressive. again.

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So we'll focus on those staff who are on the lowest grades on the lowest salaries.

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The other thing that that would do compared to last time, or the challenge we have last time is that

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Some of the way we did the pages doing as a one off payment.

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It had an impact on anyone who was on universal credit. so that would be stacked over a number of months.

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Remember I think it's 5 or 6 months I can't quite remember.

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Start from when it has to be out there so we don't have we?

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We've looked at lots of other things they're still work taken place with recognized trade unions about whether we could have some form of substance.

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So you don't count us I don't know where we got to in those conversations at the moment.

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There's been debates about things like well should we have free car parking

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The issue with that is that they did not seem to sustainability.

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Do we want to encourage re parking what about those who come in by public transport? So the decisions we made to focus the majority of additional results to focus that in actually getting a resource to individuals through pain So that that's been the

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approach. we've taken Yeah, but it but you know I need to be honest.

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It's not going to solve the challenges that the people are facing some, you know, some of the scale of what's taking place.

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The University is not in the position we can solve that so within the context of the resource.

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We've got available you know we've exactly spent quite a lot of time thinking about us. We're doing it.

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We're announcing a package for our students in the next couple of days, which includes sniffing increase in the hardship fast to it increase, giving more resource into those who come from families who are less than

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£25,000. So that that's the approach Okay.

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I'm gonna ask one more questions. Come in and i'm gonna go to you.

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00:32:04,000 --> 00:32:10,000

So think of questions. right? Okay. So something very different.

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You talked about by slow 100 trees are being cut in.

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A combination cost of camps on campus is not decreasing what's being done to ensure Sussex is not only for the privilege students.

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Yeah, let's see about the 2 setup That's just there was a I know we're a University but it says part of the this is part of the planning

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application. 4 wet slope, which has a first of all you won't as far as the problem I have very stringent sustainability so correct.

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So we've worked really hard in the design. I’m on the executive lead for the West slide to minimize the number of trees that will be removed.

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All those trees that are move for every 2 that come down 5 will be planted, so we will increase the number of trees on camera.

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This is part of the development. Clearly it will take time for them to grow, become mature.

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The second question is about the cost of accommodation.

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I'm gonna try and do the short answer because my back specialist topic.

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So I’m gonna try ready I’ll tell you so Jane, Audrey and Kelly codes.

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They work with students in last year, to agree an affordable housing policy.

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And that went through our council, so that will be implemented next year.

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What that is focused on is those who come from most income families can access all of our accommodation at a reasonable price.

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The challenge of the redevelopment is if you just think about, and I've got 200 million pounds to invest in our accounts.

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This point in time the west slope costs 200 million pounds.

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We did that through a a project vehicle with a separate company, because on West slow we're not only building calls of residents.

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The plan is to build a new GP Practice and new counselling service that's much bigger.

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Build a new library, but also to expand our case from retest space.

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That course it's hard to say how much will cost them know if there's an inflation cost. but that's well over 200 million pounds.

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So that challenge is If we subsidize housing, that resource will go from somewhere else.

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So what we have to do is try and work within to do work with the students and make sure through our access and participation Plan

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The CDS as affordable as possible. but I think we also need to be honest.

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The price is getting to a place that we're getting close to London prices.

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Our students cannot borrow the same amount so I had a daughter who's in London.

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They can't borrow the same amount as if you were in London.

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So it is. It is going to be an ongoing challenge for us.

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Location rise about how we do that. But fundamentally, Universities come up.

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00:34:57,000 --> 00:35:07,000

Well a high cost worrying about. Okay, Yeah. Okay, that's a chance for those of you in the range to ask your questions, Molly Lauren got enveloping Mike.

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00:35:07,000 --> 00:35:15,000

They're gonna earn their steps swimming up downstairs

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So I’ve always parents since I’ve been here you usually get many more questions.

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But do I feel comfortable in the audience? Okay. Could you wait to the markets to you?

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Hi! You mentioned

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Hi! you mentioned some macro changes that came out of the one Ps:

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Do you think? Are you able to summarize what they were? Yeah.

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So I was like first of all the macro divisional Chat has said, the types of didn't say pretty soon merging together what was shown so,

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A single unit. So, I guess for me. Why, PS a whole Although we got free a point in time around size and shape, One Ps.

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Was the work I started even before I arrived at trying to get in place and professional services structure that I felt was fifth purpose.

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So the divisional structure, so having a many Universities have, Well, us have different top level structures.

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So what I was trying to articulate is though macro top level structure I've been is the right structure for us.

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In fact, if that out I’m obviously good follow up with that

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Has one Ps concluded in in the situation?

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Or is it ongoing I suppose I’m I work in the school? And I think there's a large amount of maybe confusion about what on Ps.

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Was what it has achieved. and the fact that from a school's point of view.

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Unfortunately, we don't see we don't see the ones system working particularly at the moment for us, particularly in relation to central departments, and how they interact with the schools.

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We can see a short, full and resource that's really affecting our teams and central teams particularly.

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I would say it services, central teams, like hr So I’m just wondering whether there is an ongoing plan to yeah to manage those challenges.

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Yeah, So yeah, it's the simple answer is yes in answer your specific point.

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So when we did the piece of work around size, So the first thing is through my first 3 years here the whole regions on Ps.

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Each year because of financial pressures was to reduce the overall resolution services.

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So my directors work with me on we did that last year was the first time that we then have some results to invest back in depression. So that's the first observation.

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The second observation was, though, I think we need to move away from the term, while Ps.

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Simply because it's got aligned with the whole program of size and share.

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I don't believe we'll ever get to a place that we finished with the flexibility points.

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I made one of the things I start in the middle of size and shade was a piece of thematic work which I believe we still have to do, and that is about the relationship between in the schools.

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And how that was. Now I think the I think that we've got a particular model that the heads of schools in my conversations with them.

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It was really comfortable about hr business partners about finance business partners. but the big mathematics for me in academic endeavour.

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The student experience enterprise. and then I think clarity about communications, marketing, and advancement where those places set when we were going through that journey.

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But professional services were ahead of some of the work Rachel was doing with the academic schools, and it was causing quite a lot of friction.

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So I moved away from doing any porting any type of debate or restructure in that thematic bit.

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But I believe it's precisely, we do that and we understand where the best place is to base place resources to deliver our strategic aspirations.

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So, yes, and I also believe which I said I’ve saved my team.

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I think, because we grow out of cool a small institution has grown with quite a centralized institution compared to.

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I've worked in 2 very large settings and I think we've got to reinvent ourselves. around that, and think about what that means.

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I mean I’ve worked very closely with them when David call that, I personally not managed to heads professional services and got a greater understanding of what's taking place in school so, although I think that we probably need to drop, the

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term. One. Yes, because I think it it's not a it's not a brand that has any great resonance anymore.

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But I do think we need to work together around what the relationships, how we deliver, how we standardize and simplify which a word you hear a lot from me. How do we make sure we've got the most efficient way of

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00:40:32,000 --> 00:40:47,000

working together, but none of that underplays. the pressures that take place, particularly in such a bad paper-based environment that we have

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Yeah, It just got back to the, I think one of the original questions James asked about, and the University sort of ability to help, you know, with the cost of living crisis that are in. and you mentioned one thing in particular which was

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subsidizing food, I’m just thinking you know would there be an opportunity.

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Well, you know, I appreciate that would be probably more of of a short term.

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You know solution is, would that be an opportunity? do you think now, with that certain foods that aren't subject to that much inflation?

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Would that be an opportunity to empower and make people learn about food?

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So then, reduce that monthly bills rather than provide the food on an ongoing basis based on is you?

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I'm saying, Yeah, I understand your point I think what you're saying, Is it all? There's some ways we can work with the community and understanding opportunities?

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I'm in my simple answer, so I’m not sure.

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So you know, when I shared the unite unison, J.

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And see one of the suggestions we had. was not received well, and I reflect on that stand while I wasn't received well, and I think each individual will have a different view.

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So sometimes. you know what we can do could be seen as patronizing, you know, and so I think it's a difficult space.

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I know what piece of pieces over there are introduced to.

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Hr. I know he's working with each of the recognized trade users to look at what the best approach is, and we're also working the Students Union.

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I guess what we're nervous about and That's why I want to work with the recognized trade unions is causing upset and one of the things in such a difficult space The impact is different.

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To everyone and so my one has said about that was being seen that we're telling people what's doing how to how to use their resource.

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But you know I can see I can see the value of it exactly.

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And then, of course, each time we come up with new ideas it's just a border observation, because I think we're very bright special service, as we call a new idea is that generates more questions. works the nest is who does

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that work, and one of the things we're finding is we've all got too much work, and that's the bit that I haven't I haven't quite decided whether it just is the world you know I watch my

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00:43:07,000 --> 00:43:17,000

wife works in the NHS Administrator, and I just watched the scale of administration there, and I wonder whether how we whether in H.

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00:43:17,000 --> 00:43:22,000

And Sussex or elsewhere, find ways to reduce in that loan.

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00:43:22,000 --> 00:43:27,000

And I don't have an easy answer to it because I kind of naturally myself, and I’m doing my work.

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00:43:27,000 --> 00:43:39,000

I feel well I’m doing the right thing I need to do there's a lot of but then must be away because I'm, guessing that many people in this room feel good, and by their love and how we can work together to reduce

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00:43:39,000 --> 00:43:42,000

that seems something that will be really valuable for us to fine.

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00:43:42,000 --> 00:43:46,000

Did. one of the things we could definitely do would have no success in order of my career.

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This is, stop doing some things University is really good at coming up with new things to do, but we don't see particularly keen to stop anything. and we don't see particularly keen sympathy and standardized and why

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00:44:00,000 --> 00:44:07,000

things, and so I let the 60 week negotiations back to the beginning and at the end because of people's holy.

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One thing I haven't quite appreciated is just how much difference there is between schools and how schools implement things in quite different ways, and the tension that causes because staff and University in the same way as they know what's going on

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00:44:21,000 --> 00:44:26,000

in each division, and what's happening here you know start know what's going on.

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00:44:26,000 --> 00:44:38,000

They talk to each other. So if you're a doctoral tutor and you're earning a different amount of money from another school, you know that because your mates telling you that so you know so I think that standardizing simplification, I think would help

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00:44:38,000 --> 00:44:50,000

all of us, and that then add some challenges to hr because then they're influencing, for instance, anybody else

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What locks on here. So should we go with them once I’m here.

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00:44:53,000 --> 00:45:01,000

Okay, This does come up twice. So I’m gonna ask it 4 day working week.

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00:45:01,000 --> 00:45:03,000

Why hasn't the Sussex tested this out yet?

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00:45:03,000 --> 00:45:10,000

Is it going to advance Well, not to my knowledge I've agreed not to bring any of my directors into this.

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00:45:10,000 --> 00:45:14,000

I I guess what we'd have to do is work through what does that mean?

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00:45:14,000 --> 00:45:21,000

Does it mean us all moving to point a salary, or does it mean us working, delivering the same amount of hours?

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00:45:21,000 --> 00:45:24,000

So I guess how do we deliver the work? so I but I'm?

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No expert in in that space. So without so certainly having a conversation about what that means was, it?

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00:45:32,000 --> 00:45:36,000

Looks like I don't think anything should be off the table.

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00:45:36,000 --> 00:45:42,000

We also have all of work to deliver this not going away.

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00:45:42,000 --> 00:45:48,000

We're all straps. So we've got a you know gonna find a way. We've got to find a way to do all the things we need to do.

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00:45:48,000 --> 00:45:53,000

I don't have an easy answer, there okay do pop your hand up.

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00:45:53,000 --> 00:46:11,000

If you've got the question Okay, this is a long one, but it looks onto what you've just talked about. So earlier on you touched on positive work life balance which personally are work hard to model and

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00:46:11,000 --> 00:46:23,000

promote. However, as a new member of staff to the University it's been disheartening to see unhealthy work, practice, and culture so prevalent, the volume of out allows communication and the stress inducing impact

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this has on staff who receive it. What actions are you taking personally to leave by example, model and embed positive and healthy work practice within professional services?

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Really good question. Yeah. So I could only talk about my own models for my own line.

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Of course I actually have a conversation with them when do how some people prefer to have email and see it at the time.

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So Saturday, and I’ve had a long journey with what's the best way for both of us to work.

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So my model is on the weekend I unless it's an emergency.

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Do not send emails or not deliberately. sometimes.

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00:46:58,000 --> 00:47:08,000

Secondly, So I stole them up. But what I do know from some of my colleagues that are particularly enjoying 5 emails from the 80 talking a Monday morning.

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00:47:08,000 --> 00:47:13,000

So I can see one live report would give me that just going. Probably dreads. Come in. What? What the hell did you?

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00:47:13,000 --> 00:47:16,000

Not on the weekend again, the same thing in the evenings.

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00:47:16,000 --> 00:47:21,000

I try really hard, but I’m not sending anything out at the Ss.

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00:47:21,000 --> 00:47:26,000

Emergency. I with my line of course I hope they do their own line reports.

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00:47:26,000 --> 00:47:31,000

I challenge people aren't taking holiday to encourage them to take holiday.

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00:47:31,000 --> 00:47:38,000

Holiday is really important to me. My greatest my greatest interest, and the passion is other countries and cultures.

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To me. I know how to but it's a bit of I built myself up for my next place. I’m going to I’m very lucky that I have all my place family members brothers and

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brother and all live overseas, and so to me holiday is really important.

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00:47:54,000 --> 00:48:04,000

So I definitely use all of my whole day and my definitely carried all of my line reports, and I encourage all of you to make sure you are utilizing all that all of your holidays.

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00:48:04,000 --> 00:48:10,000

Yeah. So I hope so. I hope that those things in some way. How?

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00:48:10,000 --> 00:48:21,000

What I do know is we all work. in different ways so I’ve got some colleagues Say, to my brother. You do email me on the weekend, and I I don't think what I think Sasha and I talking

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00:48:21,000 --> 00:48:31,000

about we, we can recognize the we can generate this is there's a thing about there's a thing about as you get more senior.

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Well, I can only speak myself again I can't make judgments other people.

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00:48:34,000 --> 00:48:40,000

But you still think you're the same person you're still the same.

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00:48:40,000 --> 00:48:44,000

You have a whole, you have your own, or I have a own view of my setup.

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00:48:44,000 --> 00:48:47,000

The best example, I think, is smell of the it calls. so.

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I explicitly asked that, and I broke my computer.

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00:48:51,000 --> 00:48:54,000

My laptop and covid that I wanted the cheapest model.

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00:48:54,000 --> 00:48:57,000

I don't want to the same model. as Everyone asked what was delivered was the top end.

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00:48:57,000 --> 00:49:07,000

Max me Now I have no idea how that happens. but I just but no, I I think well, it's really important when you're in senior wrongs, and one of the things.

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00:49:07,000 --> 00:49:10,000

So back, is still a close friend of mine we to say to each other.

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00:49:10,000 --> 00:49:17,000

He's transferred to every Monday morning we only may meet the colleagues we meet once in a term.

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00:49:17,000 --> 00:49:23,000

So, therefore, our behaviours in those meetings are really important course we're going through our own personal journeys.

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00:49:23,000 --> 00:49:34,000

We've got things going our lives. so I think so I think our our personal behavior is, I mean one of the things that I really like about suspects is the openness.

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00:49:34,000 --> 00:49:42,000

So the fact that the back of the individuals feel comfortable to email a team dot westing is only red by any I you know.

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00:49:42,000 --> 00:49:54,000

I think it's really important I think up there so let's say that's probably links to

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00:49:54,000 --> 00:50:13,000

And of course I’m not perfect minus status hi yeah It's just kind of building on that comment, and your response to I think something I've experienced myself I actually kind of concept I don't look like

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00:50:13,000 --> 00:50:27,000

it. but that does that is, my common lots of people lose holiday, and don't throw able to take their annual leave for fear of work piling up because there is resulting in their team to facilitate them taking up.

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00:50:27,000 --> 00:50:38,000

Rate from their work. they take the time and return and feel instantly overwhelmed by the vulnerable work waiting for them in shared in boxes, personal losses, or just in the school shared.

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00:50:38,000 --> 00:50:45,000

Team, so that, I think, is more of an issue that I think means addressing that it's not people not prioritizing a break.

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It's that they feel unable to because of workload pressures.

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So I think it's a much bigger issue of how professional services are stretched in and unresolved in most areas of the University.

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00:50:58,000 --> 00:51:01,000

Yeah. So yeah. So I think that was really important for us.

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So it's difficult to respond to individual errands

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The obvious reasons. but I think that requires a big conversation. but I’m gonna it's difficult for me to answer.

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00:51:15,000 --> 00:51:22,000

You know people are coming back to a load at the end and therefore they can't because we shouldn't be in that position.

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00:51:22,000 --> 00:51:31,000

We need to make sure. The colleagues are able to say the holidays, and we need to look and that those should be conversations with live managers.

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00:51:31,000 --> 00:51:35,000

Online managers should be considered during how somebody sure that's possible.

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00:51:35,000 --> 00:51:39,000

The resulting date, you know, is a bigger conversation.

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00:51:39,000 --> 00:51:44,000

We need to have across the institution because we only have one possible.

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00:51:44,000 --> 00:51:50,000

Now one option is there's this is single tax it's the ram model.

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The comes out of schools. they're then there's a big conversation about where that was all set.

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00:51:57,000 --> 00:52:05,000

Academics are also stretched on time. so can we see Stop doing some things, so I don't have any easy answer.

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00:52:05,000 --> 00:52:10,000

Those bits, and how we can do that. I do believe strongly.

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00:52:10,000 --> 00:52:22,000

The by Us working together around simple standardization, of course, and having that flexibility and willing to change the ways we work.

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00:52:22,000 --> 00:52:26,000

If we were willing to do that, I think we can reduce load.

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00:52:26,000 --> 00:52:30,000

I think we also need to work all the filling roles quicker.

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00:52:30,000 --> 00:52:37,000

So you know the Rtf process I meet with the fantastic colleague in HR.

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00:52:37,000 --> 00:52:46,000

With Friday. I sign off the process as quickly as possible, but I don't know what happens, but what I do know is that quite a lot of stuff that comes to privately is 10.

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There's this post here. it's been empty for 4 months.

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I don't understand one of course I won't know why?

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But I do think one of the things we can do is have very efficient recruitment processes.

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Now in some of your areas that's tough at the moment because it's hard for free people to learn because there are shortages in Arabic.

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00:53:03,000 --> 00:53:07,000

So I mean it's already failed question when you know we need to work on that.

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00:53:07,000 --> 00:53:16,000

But I do think it's crystal if people right, and there's a lot of support for your comment on here.

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00:53:16,000 --> 00:53:37,000

I will tell my reader because they're just comments but they'll Tim me to see them anybody else in the room, cause I do Okay, So we are a higher education Institute, But there.

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00:53:37,000 --> 00:53:41,000

Are no budgets for professional qualifications, for formal training qualifications for staff.

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00:53:41,000 --> 00:53:49,000

It also makes something system on here. what steps will you take to address this issue?

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00:53:49,000 --> 00:53:56,000

Well. so, my interest is in organizational development. Support is sense.

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My experience is that what I think back to our world before is that those on lower grains have very limited access to development opportunities.

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00:54:06,000 --> 00:54:11,000

And I see more senior people have a range of development.

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00:54:11,000 --> 00:54:15,000

I'd rather, if I use the analogy of doing work on scholarships.

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00:54:15,000 --> 00:54:25,000

I've done in my career. For students or a 3 year undergraduate course funded you could find 3 people for a master's program.

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So I guess it's about thinking about how we make sure what I, my staffing point is to have a foundation in place for all our colleagues, but particularly our colleagues on the lowest ground.

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So to be able to have a set of resources around them for their development.

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And so I guess I’m less inclined, of which you know, because the first day I’m less inclined to support people or subsidize people going through a piece HD or go for a master's program but

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I am to spread in that resource if we've got it over as many colleagues as possible to support their development, and we've got a fantastic new colleague, Nicholas meeting on organization development.

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00:55:05,000 --> 00:55:14,000

And I know she's got lots of ideas how we do it. One of the things you know you're going to leave on it is we are going to have an old profession services conference.

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00:55:14,000 --> 00:55:22,000

That will that will provide. that will provide an opportunity for us to start talking together in the different way which I think is really important.

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00:55:22,000 --> 00:55:27,000

So I guess my personal view on this is I’m interested in there being a foundation of development.

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00:55:27,000 --> 00:55:30,000

For all of my colleagues. I know.

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00:55:30,000 --> 00:55:35,000

I think the more you go for more specialized they tend to come up more calls.

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What we should have. I clear plan about organization, development colleagues should have access to organizational development, so that I already committed to.

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Did you want to come back to him on that So it's and I just wanted to clap to what you mean by lower grades.

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00:55:56,000 --> 00:55:59,000

What we call the lower grades of the University.

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00:55:59,000 --> 00:56:03,000

Well, I guess for me what I see is well, one of the other way around.

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00:56:03,000 --> 00:56:17,000

I I see I a lot of people in in more senior roles, which I would say I would pick up grade 9 times and particularly quite a lot of times have opportunities to go to fans as a lot of my colleagues when they join the University.

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00:56:17,000 --> 00:56:25,000

I'm not clear what organization developments or They have so I would just see it in the medicine models would be a Ui.

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I just is putting in basic skills from all the way through.

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00:56:29,000 --> 00:56:43,000

But it would depend on what wrong you're in but no lower right to the investment being the level of brain, I think I’ve used part 4 language there, holly. so I just I just feel that so remove the word

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00:56:43,000 --> 00:56:53,000

lower bye, bye, seeing it already well I’ll put a different way.

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I would expect you to have access to development and often people in your gray don't have access to development.

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I don't know how much access you have but you know I would hope that there's a range of developments for all grains of colleagues, the more senior colleagues who have development

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opportunities. they tend to come at a greater cost and I’d like to see that resource spread.

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But I’d like to have it done in a framework using my own comments.

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00:57:21,000 --> 00:57:26,000

Okay, I'm gonna ask one more question there's a lot of questions on here.

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00:57:26,000 --> 00:57:30,000

A lot of these are specific, and I think it will be better answered by the directors.

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But Tim will see them all but we'll make sure that they all get an answer, and that you see the answers.

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00:57:35,000 --> 00:57:39,000

I've got one question that I want you to ask on here.

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Just last okay So we're getting closer to looks a big one. We're getting closer to London prices when we get closer to London salaries. I think I think it's a complex question So

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I recognized at the beginning, and I can certainly recognize even as a well-pay chief operating on the moving from Manchester to Sussex.

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You know it is a very different cost of living. We have committed to work with the 3 recognized trade unions.

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Looking at everything we do at the same period. that's why so? The 16 weeks was a starting point.

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With, you see you and clearly pay as an important Oh, okay, and what it looks like.

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So for me. I see the real living, wage as a foundational point in a bigger conversation about everything else.

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There's been a lot of changes in Universities about how they do their final points, but it, it it will require are quite a complex negotiation, because I also think, and those who work with me on the recognized traditions I also think we

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00:58:47,000 --> 00:59:00,000

have quite a lot of HR policies. This is very dated and not fit for purpose, and I think we need a big conversation around pay around the world around organization development around policies.

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And I would actually say that that the policy basis, one thing that does add work, the clarity on policy that that has worked So I think there are, I think there are ways to work together.

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00:59:12,000 --> 00:59:16,000

What I would say is that I recognize this is a very expensive part of the country to live in.

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00:59:16,000 --> 00:59:21,000

And that brings particular challenges for the community. Thanks, Tim. thanks.

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But I think everyone you appreciate that complex values. Okay?

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We are going to wrap up I don't think anything else on each you guys were there were some questions I already appreciate the winnings to ask those questions, and we will put some time into working through into themes of questions and we will make sure that

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they yeah set of all since we'll come back so thank you all the people so much playing teams looking at the Sound.

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We're really getting thank you