Introduction

• PS Celebration Day

• Gaza/Israel

• Marking and assessment boycott

• Today's topics:
  • HR topics – Colin Shipp
  • Developing our new strategy, Sussex 2035 – Kay Jones
  • Questions
Colin Shipp
Director of Human Resources
• **Getting the basics right** – ensuring our processes and policies are effective and offer ‘best in sector’ employment

• **Improving inclusivity** – driving forward equitable pay, benefits and career progression, as well as an inclusive work environment

• **Harnessing talent** – ensuring a seamless employee journey where talents, abilities, aspirations and needs are recognised and supported

• **Increasing engagement and wellbeing** – helping our staff feel engaged and healthy, with balanced workloads
We have:

- introduced improvements to the recruitment process - the Digital Applicant Tracking System
- implemented changes to some policies as part of the 16-week agreement
- recently launched an Ultra Low Emission Vehicle Scheme

Planned:

- Digital HR solution - new system in by autumn 2026
- Pay and Conditions review – proposals by summer 2024
- Job families – update communicated by February 2024
Improving inclusivity

We have:

- revised and streamlined our **Equality Analysis**
- reviewed and addressed gaps in our **EDI e-learning provision** – including recently-introduced Disability module
- continued to make progress on **reducing pay gaps** – to tackle long term structural issues
- developed **detailed EDI action plans** with our EDI-related self-assessment teams and steering groups (REC SAT, AS SAT, Disability inclusion steering group, LGBT+ SAT)
- achieved **Race Equality Charter Bronze award**
- updated MyView to collect personal **sensitive EDI data**

Planned:

- **Equal pay audit** this year. Due to report to Remuneration Committee in March 2024
- **EDI policy framework review** – will include new trans and non-binary inclusion policy and Religion and Belief policy
- Work to support a culture of Dignity and Respect – progress actions across our **EDI action plans**
- Using EDI data from new **ATS system** to understand our applicant pool and the progress of different groups through the recruitment process

[https://staff.sussex.ac.uk/about/strategy/people/talent](https://staff.sussex.ac.uk/about/strategy/people/talent)
Harnessing talent

We have:

- reviewed, redeveloped, improved **Achievement and Development Reviews**
- researched, developed and created a user-friendly **Welcome to Sussex pack** for onboarding new staff
- reviewed approach and created **new manager guidance**
- Improvement to our [mentoring programme](https://staff.sussex.ac.uk/about/strategy/people/talent) with the introduction of **MentorNet** in the Autumn term

Planned:

- Re-introduce face to face **Welcome Sessions** (first next week)
- **Review ADR user experience** so we can continue to make improvements. **ADR survey** next week
- Relaunch and raise awareness raising of **Apprenticeship Programme and Apprenticeship Award ceremony**
- Develop and grow our internal and external **coaching programme**

[https://staff.sussex.ac.uk/about/strategy/people/talent](https://staff.sussex.ac.uk/about/strategy/people/talent)
We have:

- reminded leaders of importance of progressing Staff survey Oct 2022 actions locally
- made improvements to Occupational Health provider and contract. Now have a dedicated OH nurse on campus twice a week - more consistent approach. Huge improvement on appointment lead times – in March it was 17 days to see an Occupational Health Nurse and it’s now 5/6 days
- introduced an Open Listening programme – pilot underway since June, with positive feedback. First leadership sessions also taking place

Planned:

- Development of a staff wellbeing action plan for the University
- Develop a new process for leaver interviews – develop a new process for Sussex that is meaningful and provides insightful data that we can use to make improvements to retain talent
- Procurement of a new staff survey provider
- Development of a leadership development framework - refresh Sussex Leader and development of in-house programmes and support

https://staff.sussex.ac.uk/about/strategy/people/talent
Kay Jones
Director of University Operations & Strategic Planning
• How will we develop our new strategy?

• Why do we need a strategy?

• Why get involved

• Ways to get involved
Challenges, changes and goals framework

Anchor **Sussex 2035** in recognised challenges

**Sussex 2035** defines a limited number of high-level changes that will make a real difference to the challenges we seek to tackle

- feasible and impactful
- explained and justified in relation to the challenges they seek to tackle
- aligned with our Vision
- differentiated from ‘business-as-usual’

**Sussex 2035**: a constant ‘North Star’ guiding our priorities, our resource allocation, our decision-making and our actions over the lifespan of the strategy

Translating the high-level changes in **Sussex 2035** into specific goals that can be planned, delegated, resourced and tracked

**Sussex 2035: Strategic Plans**
- long and short-term strategic plans for core institutional work, academic areas and PS divisions 2023 to 2035
- translate high-level changes into planned goals
- planned goals are sufficient and necessary to bring about the high-level changes defined in **Strategy 2035**
Sussex 2035 conversation themes

Conversation themes
1. Values, Mission & Purpose, Vision
2. Education and Student Life
3. Research and Enterprise
4. Global and Civic Engagement
5. People and Culture
6. Financial Sustainability
7. Infrastructure (Estates & IT)
8. Environmental Sustainability
9. Human Flourishing
10. Digital and Data Futures

Led by members of UET

Stakeholder engagement and consultation

Start of strategy development

About what?

Approval of strategy by Council
The purpose of strategy

- Provides direction and action plans
- Prioritises and aligns activities
- Defines accountabilities
- Enhances communication and commitment
- Provides a framework for ongoing decision making
Strategy is about change

We have great courses
We do world-changing, ground-breaking research
We are a strong community
We are going to continue to focus most of our effort and resources on doing more of what we already do well
There is always room for improvement, so we will invest in doing what we do now, but better
And, we need to invent tomorrow’s business-as-usual – this is what Sussex 2035 will set out

We will deliver strategic changes alongside our core activities, hence ‘a small number of changes for Strategy 2035

This 70-20-10 rule was first proposed by Sergey Brin, co-founder of Google
Why get involved?

**Improves the strategy**
More perspectives from different levels and roles across the University, leads to a richer outcome

**Increases understanding and ownership**
Leads to more successful implementation

**Staff development**
We learn together what Strategy is, why aspects have been prioritised and what this means for Sussex

**Shared goals**
Understanding the ‘whys and hows’ of the strategy, supports alignment across functions and teams.
Ways to get involved

Stakeholder Engagement and Consultation

With whom?
- The University community (staff and students)
- Other stakeholders (e.g. alumni, local, regional, global partners & communities, donors)

How?
- ‘Town hall’/open meetings
- Online survey(s)
- World Café/small group-large group forums
- Special interest gatherings

Start of strategy development
Approval of strategy by Council

Sep  Oct  Nov  Dec  Jan  Feb  Mar  Apr  May  Jun  Jul