

## A SUMS Roundtable: Enabling Impact Through the Race Equality Charter

Tuesday 5 July 2022, 10am – 12pm

10am	<p><b>Welcome, Introductions and Updates</b> Emma Ogden, Consultant, SUMS</p>
10:20am	<p><b>The Race Equality Charter: Getting it Right</b> <i>Facilitator: Emma Ogden, Consultant, SUMS; Sukhvinder Singh, Associate Director of Equality, Diversity, and Inclusion at the University of Wolverhampton</i></p> <p>Reflections from Sukhvinder on the University of Wolverhampton's REC application and what to consider for a successful application.</p>
10:50am	<p><b>Changes in the Sector, the impact of Equality Reviews</b> <i>Facilitator: Fola Ikpehai, Principal Consultant, SUMS</i></p> <p>An overview and discussion of the key findings of SUMS reviews of race equality and how they can be effectively managed through the Race Equality Charter.</p>
11:20am	<p><b>Data Principles for a REC submission</b> <i>Facilitator: Emma Ogden, Consultant, SUMS; Sophie Crouchman, Strategic Projects and Research Manager, Universities Human Resources (UHR)</i></p> <p>A discussion into data considerations for a REC submission, getting effective buy-in, challenging the data and the importance of privacy and GDPR.</p>
11:50am	<p><b>Wrap-up and Review</b></p>

e:		Date/Time:	
		Location:	

**Use:**

particularly seeking insight from you on the context, drivers for change, priorities, comparators, scope, current design. There may be some follow up documentation which you can share with me which will cover the 'as is' assessment.

**Outcomes of this discussion will also support the development of a research framework as part of developing a Target Operating Model)**

**Responsibilities:**

Can you outline a bit about your role (title, time in role, time at LSTM, remit, scope, priorities)?  
 Have you worked elsewhere within the sector?

**Questions:**

- **Strategic Context**
  - Where are the institutional priorities?
  - What are the strategic and operational plans (*acknowledging that a strategy / optimised PS strategy is being developed*)?
- **Perceptions of current operations**
  - How would you define the effectiveness of professional services at enabling or hindering strategic ambitions? *For service-users – how would you define the effectiveness of professional services at enabling or hindering the ambitions of your academic and/or research function?*
  - What are the current areas of strength within the University? Are there areas that must remain fundamentally unchanged?
  - What are the key areas of frustration? What needs to change and why (i.e., duplication, unresponsiveness, unclear and/or excessive bureaucracy). *For service-users – are there areas of frustration created by ineffective or inefficient PS support?*
  - Where are the areas of maximum opportunity?
  - Is need for improvement driven by poor processes, poor structures, or cultural/behavioural factors (or something else)? If there's more than one, are there any which are more prevalent?
- **Exploring future operations**
  - What do you perceive the long-term vision and aim for professional services to be?
  - How should professional services support/enable the overall University strategy? *For service-users – how should professional services support/enable your academic and/or research function?*
  - What are the biggest drivers for change?
  - What are the barriers to that change?
  - What are the consequences of not changing?
  - What are the key improvements needed for this project to be a success?
  - Is there scope or opportunity for outsourcing (or bringing current outsourced activity in-house)?
  - Are there activities which are no longer perceived as "core" (or are no longer imperative)?
  - Are you aware of any IT/digital/system opportunities which could create efficiencies?
  - What does success look like?
  - What challenges do we need to overcome?
- **Comparators**

e:		Date/Time:	
		Location:	

**use:**

*particularly seeking insight from you on the context, drivers for change, priorities, comparators, scope, current design. There may be some follow up documentation which you can share with me which will be the 'as is' assessment.*

**Outcomes of this discussion will also support the development of a research framework as part of developing a Target Operating Model)**

**Responsibilities:**

*Can you outline a bit about your role (title, time in role, time at LSTM, remit, scope, priorities)?  
You worked elsewhere within the sector?*

**Questions:**

- **Strategic Context**
  - Where are the functional priorities?
  - What are the strategic and operational plans?
- **Perceptions of current operations**
  - Please provide an overview of key departmental responsibilities and how the department is organised (i.e., hub and spoke, centralised / decentralised)
  - Are there any areas of frustration? What needs to change and why (i.e., gaps, single points of duplication, responsiveness, unclear and/or excessive bureaucracy)?
  - Are there any interdependencies (either cross function or cross department)?
  - Is there particular governance/regulation of your area (considering areas of regulation which require consideration in operating model design)?
  - Staff design (FTE, numbers, type, etc.)?
  - Current staff costs (including overtime, non-pay, and overall operating costs)
  - Where are the areas of maximum opportunity?
  - Service metrics (i.e., satisfaction surveys)
  - What are the current organisational relationships (cross function, cross department, PS to AS)?
- **Exploring future operations**
  - What do you perceive the long-term vision and aim for the service to be?
  - How should your service support/enable key academic and/or research areas?
  - What are the biggest drivers for change?
  - What are the barriers to that change?
  - What are the consequences of not changing?
  - What are the key improvements needed for this project to be a success?
  - Are there any processes which could be improved? Is there a spectrum (i.e., bronze to platinum)?
  - Is there scope or opportunity for outsourcing (or bringing current outsourced activity in-house)?
  - Are there activities which are no longer perceived as "core" (or are no longer imperative)?
  - Are there any IT/digital/system opportunities which could create efficiencies?
  - Are there some strategic partnership opportunities which could be considered?
  - What does success look like?
  - What challenges do we need to overcome?

<b>e:</b>		<b>Date/Time:</b>	
		<b>Location:</b>	<b>Teams</b>

**ose:**

**s of Reference:**

**onsibilities:**

**tions:**

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- Do you outsource any specific activity?
- How do you code specific roles (i.e., Project Managers on research projects / Technicians)
- Where do some of these roles sit?
- What is the capacity of the teams? Is there enough resource?
- HESA coding for 19/20 was 40.2% for non-academic staff in professional occupations (compared to LSTM is lower at 31.3%) and a lower % of 23.4% in administrative and secretarial. Has this changed over time / do you have any issues in operational work completion?
- Since 2014 non-academic staff has grown 14% whereas academic staff has grown 6% - why has the focus been this way?

<b>ns:</b>	<b>Owner</b>	<b>Comp</b>

**nary of any key points raised or observations: -**

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## Objectives and Deliverables – Liverpool School of Tropical Medicine

Objective	Deliverables	
<b>Understand the current Operating Model</b>	<ol style="list-style-type: none"> <li>1. Qualitative interviews with key stakeholders to understand the perceived gaps (capabilities, systems, processes)</li> <li>2. Self-assessment performance assessments.</li> <li>3. 360 insight from service-users</li> <li>4. Data insight (trends and performance).</li> </ol>	<p>Creation of Creation of Understand</p>
<b>Undertake a gap analysis to create a case for change</b>	<ol style="list-style-type: none"> <li>1. Make comparisons to sector data and draw in best practice examples.</li> <li>2. Identify opportunities for improvement</li> <li>3. Develop key principles to guide the development of a Target Operating Model</li> </ol>	<p>Developmen</p>
<b>Design, transition, and implementation</b>	<ol style="list-style-type: none"> <li>1. Design a new Operating Model for each professional service area</li> <li>2. Test the new approach (process, people, structures, and systems required to deliver them).</li> </ol>	<p>Developmen recommen 'Critical frien detailed imp</p>