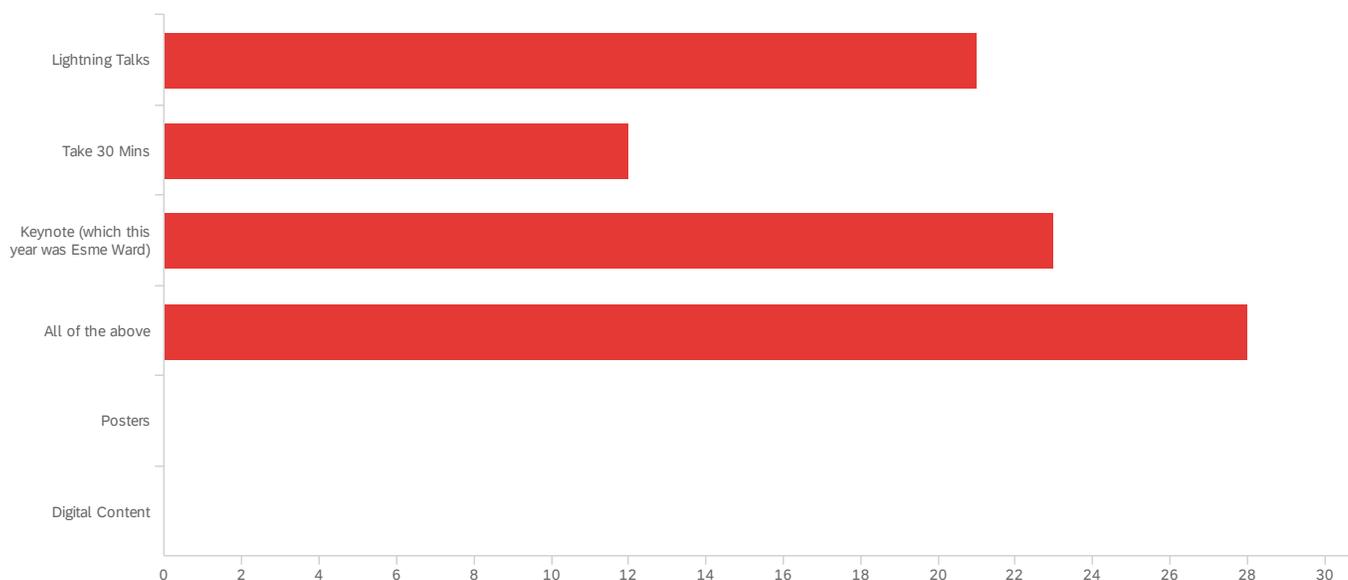


# Default Report

Together - Survey

July 8, 2022 12:15 PM BST

Q1 - 1. Which conference activity did you enjoy the most and would like to see repeated next year?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	1. Which conference activity did you enjoy the most and would like to see repeated next year?	1.00	4.00	2.69	1.17	1.38	84

#	Field	Choice Count
1	Lightning Talks	25.00% 21
2	Take 30 Mins	14.29% 12
3	Keynote (which this year was Esme Ward)	27.38% 23
4	All of the above	33.33% 28
5	Posters	0.00% 0
6	Digital Content	0.00% 0

84



## Q2 - 2. If we were to do one thing differently at next year's conference, what would that be?

2. If we were to do one thing differently at next year's conference, what w...

more space between the seats but this may not be possible.

jam-packed agenda this year but possibly too much? Maybe one fewer set of lightning talks next time? Enjoyable but exhausting.

can we have other people introducing sessions and doing the Q and A

Whilst the awards were great, I think there were probably too many of them.

We were sitting quite a lot so it was quite exhausting trying to follow all the talks - more interaction would be good.

To have more time to look at the digital content and the posters, to have the opportunity for more networking with colleagues and to be able to go to more breakout sessions

There was too much use of acronyms in the various lightning talks and breakout sessions - great for those in the know but I was left bemused by most of them

Theme the lightning talks a bit - they were a bit disjointed in this regard

The talks/sessions by library staff could have done with being longer. The session about 'Controversial Collections' was really good, but discussions were limited due to time constraints. It was fascinating to hear other colleagues opinions on this subject and could have proved really useful.

The organisation of the 30 mins breakout room talks could have been a little better - at the end of the first session we were told to move on to our next rooms and myself and many others needed reminding which talks were in which rooms, as we had only made a note of our room number for the first talk. It would have been helpful to have posters up on the way out of each room reminding of the rooms for the next talk.

The conference schedule might be less packed.

The awards were an incredibly important part of the day and it was so lovely to see the nominations for the wonderful work that colleagues are undertaking. There were however a lot of awards and they were very well defined. I wonder if there isn't a more open way of nominating colleagues whom we believe are worthy of making exceptional colleagues. (I love inspirational colleague). What this might look like is fewer defined awards and some more open categories with an overall reduction in awards that might be more sustainable if we are going to continue having an annual conference.

Slightly more time for interacting with colleagues during the day, this happened briefly during one take 30 session but was very short.

Slightly longer breaks between the sessions to enable attendees to get to where they need to be on time, and to give presenters their full time slot which they had prepared for.

Record the breakout spaces so you can catch up on clashes

Put more emphasis on the digital content and the posters and allow extra time for staff to look at these. (Staff in my team felt they needed the allocated break times to take breaks outside/refuel etc!)

2. If we were to do one thing differently at next year's conference, what w...

Please make sure that all the digital content is available on the day. Several staff spent time creating videos that did not run during the day, and the digital thank you wall was only available on the day if you happened on it whilst the laptop owner was in the vicinity. Otherwise, a really good day. With the previous question, difficult to choose between the breakout rooms and the keynote - both were very well done.

Please allow much more time for discussion. This may mean fewer presentations, but on several occasions, there was little to no discussion due to time constraints.

Perhaps try to pack slightly less in, it was a pretty packed agenda, although it all worked so seamlessly that wasn't a problem!

Perhaps tried to do much within one day - the breakout rooms felt rushed and there wasn't enough time for expansive activity and discussion. breakout rooms seem to work best when it was just a talk instead of an activity.

Perhaps fewer sessions with more time spent on each.

Nothing

More travel time to allow for moving between rooms

More time out without feeling like you were skipping lessons! I enjoyed catching up with colleagues as much as the talks and learning from them.

More fans and water if it's a hot day!!

More chances to mingle with colleagues during the day

Maybe too many awards? Good for this year but maybe less next year as this was a long session in comparison to others.

Maybe slightly less packed into the day as some of the talks and sessions felt a little rushed. For example, 45 minutes instead of 30 for each breakout session, to allow more time for discussion, would have worked well in my opinion.

Maybe not to put a big number of talks in the same day, as even when I found very interesting most of them after 3 hours of talks is difficult to keep taking information.

Maybe more lightening talks

Maybe bring in a DS team rep at an earlier planning stage to help consult on tech / support aspects... maybe on the planning group??

Maybe allow time for any questions, open questions to Exec/Leadership team.

Make the structure a little clearer at the time of the sign-up for sessions and provide programmes on the day.

Make the rooms easier to find and access. It was a bit of scramble to get to the right place and move around with time to get where you needed to go. There was also a massive queue for refreshments which meant you didn't always have time to get these between sessions. Maybe having a couple of areas where you could get drinks/snacks throughout the day would help.

Make the lightning talks more viewer-friendly. It felt like some of the talks were still too technical and could've been simplified or made more interactive so other people from other teams can understand the information a little easier.

Make sure that the talks and workshops and their content are as accessible as they can be. Could the key points, visuals, links etc be made available online, for example? I noticed that ironically, the talk on Digital Comms & accessibility - though interesting - was audio only!

2. If we were to do one thing differently at next year's conference, what w...

Loved the format and organization. More cooling fans if possible please?

Longer times for the break out sessions to allow for more interactive showcase/learning of the department. This could be anywhere from having larger rooms and tables set out for discussion with pads/paper/pens with examples of showcase/learning to encouraging the presenters to break up their topic into more cohesive sizes to allow for discussion and learning, rather than solid 30mins of talking about their area with little time for questions and discussions. The breakout sessions are also opportunities for recruitment for departments, as attendance can be a great showcase for them on the interest of their topic area and general department interest.

Less lightening talks more individual sessions

Less lightening talks (or run two sets at same time and all colleagues to choose) More space for unstructured chatting/ getting to know each other  
Catering - all meat halal/ kosher so people everyone can eat the same for Alcohol - do we really need this? I was happy to have a drink but also wondering how much we spent on this, that could have been spent on something else.

Less is more! There were too many things on concurrently so lots was missed, plus the programme was so packed it didn't feel like there was enough time for discussion, which was often really fruitful and then got cut short.

It was very well organized, so I have no remarks on how to do it differently

It was a really great and well organised conference that I enjoyed a lot. The layout of the website for booking the talks was quite confusing for several people I spoke to on the day, which meant they didn't book in for talks or missed them on the list. It would be worth looking at how that could be laid out a bit clearer next time.

It may sound silly but make it a 2-day event - it was jam packed but quite tight time-wise, it still felt like there was lots more to hear about and I wish I'd had a chance to attend some more of the 30 mins as the topics were all very interesting.

It may be a nightmare to administrate but it would be great to use the lightning talks as a 'trailer' for longer sessions so people could choose their sessions by what piques their interest from the lightning talks.

It all went very well and I can't think of any improvements

If it's held in June again think about temperature control and ventilation in the location to be chosen. The air-conditioning units (which were needed) were very noisy and in the middle of the seating areas the sound from the speakers assaulted the ears.

I'm not sure June is the best month, as moving from a long hot day inside to a hot sunny outside BBQ was not ideal! It put me off attending the BBQ. Conference in Spring with some other post-conference event, separate BBQ in Summer please!

I would've liked to spend longer on than 30 minutes on some topics: maybe just two of these next year to include more discussion time. I think the controversial collections session could really benefit from more time as the topic is so nuanced.

I would reduce the number of breakout room sessions from 3 to 2. I could have done with more time at the session and found the ones where I was listening and learning from people who are clearly very knowledgeable in their areas much more beneficial than where I was having 60 seconds to engage with a subject, from which I learned very little. Also I would suggest that speakers remember that not all staff have been at the Library as long as others and as such describing departments / roles / areas of study in abbreviation or acronym isn't helpful. At least mention the full title at the start and then move to the abbreviated version. On some occasions I had no idea what the person was talking about.

I thought everything was excellent.

I think more time for break-out sessions would be great, it was very tight to introduce a topic and then have time for meaningful discussion. Perhaps limiting participants a bit more would help as well - it's challenging to coordinate discussion with 60 people in a short space of time.

2. If we were to do one thing differently at next year's conference, what w...

I really enjoyed the awards part of the ceremony, however it was a very long haul of awards (not that that's a bad thing). I think for next year if you can announce that everyone from a certain team that's awarded something go up that would be helpful. I only say this because you assume your line manager or overall manager would collect the award but then you get ushered to go up too so there was a little confusion? Customer services were awarded for their hard work during the pandemic which was fantastic! It was also a little awkward as a lot of the CS staff who were working during the pandemic had either moved out of CS due to the re-structure or by obtaining new jobs within the library. Also there has been a big shift in recruitment for new CS staff. This meant when we were called to collect the award most of that old team who the award was meant for felt a little awkward and felt they couldn't come up to receive the award as they were no longer part of CS. I know this is no one's fault it's just the way things have happened but if things like this could maybe be discussed with managers of particular teams etc that would be great. There were so many fabulous lightning talks and sessions going on I didn't get to go to all of the ones I was interested in. If you could maybe record these sessions and then send them out to us via library update it would give us a chance to view as many as we like outside of the conference?

I really can't think of anything, I thought it was great. Maybe the awards categories could be refocused so they were less 'targeted'?

I honestly think it was perfect - just the right amount of content. As a presenter at one of the Take 30 sessions I did wonder if there could be a bit more wiggle room built in between these sessions? This is common to all conferences though and difficult to get everyone where they need to be on time!

I found the scheduling of the day a bit tight and back to back. I would have preferred if the break out sessions felt more optional, rather than being ushered along corridors to find your next room. Myself and other colleagues felt pressured into booking onto all three slots throughout the day, whereas it would have felt better to choose sessions of interest. The sessions I attended did have really great content - they just felt rushed - as if trying to fit a workshop into a half an hour slot. The rooms were also over-subscribed, leaving people standing or sitting on the floor (on a very hot day). I thought the lightning talks were great - a really good way of hearing about snippets of exciting projects from other teams. Because of the tight timetabling, I didn't get to view any of the posters or digital content. After speaking to colleagues, I know some people found the large volume of people and hustle and bustle a little overwhelming. For a few people this was their first big event after working from home for two years. The Rylands awards ceremony and BBQ at the end of the conference were a really nice touch and a great way to celebrate each other and then mix freely in a more casual setting.

I did not attend this conference as it did not provide any sort of hybrid attendance option at a time when we are supposed to be working in a hybrid fashion. We are supposed to be taking the best from the bad situation that was lockdown, and for there to be absolutely no attempt to allow people to attend remotely is a horribly disappointing thing to see from a Library that is supposed to be a leader in the field. We are not leading if we are going backwards, and to exclude everyone who doesn't want to \*physically\* attend is absolutely a backwards step. I can fully support the promotion of physical attendance being a preferred option, but not it being the only option. I hope that next year's conference offers more flexibility, and understanding that in-person is not ideal for everyone.

I attended one session (Game of Life) that wanted discussion and capturing of the output, but there was not enough time to really consider the topics, the questions were open to interpretation and we were in large groups where we didn't know each other so it was a lot to get used to in a short space of time. I think sessions like that need more time and more definition beforehand. Also, maybe host it on a Friday? Though that might not encourage everyone to stay for the bbq

Have more water fountains and more places for us to socialise at break and lunch times. Most people spilled outside which was great but there was no where to sit and space inside was limited which would have been problematic if it had rained

Have less lightning talks

Have a little bit more time in between sessions to allow travel / set up time - I was participating in a workshop but then I had to leave early in order to set up the one I was presenting directly after.

Hard to think of something. If all the breakout spaces had the option of desks and enough pens and paper, that would have helped. It wasn't clear in the ad if people were expected to bring laptops or not (unless I missed that).

Hard to fault an excellent event. More guidance in the transitions. I found people weren't sure where they were meant to be. I heard grumbles about lack of pastries pre-conference. Although, if I recall, they were on the platter for the first break. I thought veggie lunch was great. More prep time for the proposals. Although, I think it will be easier for future events since we know what it is we are preparing for.

Give a quick 15 min update on plans for all the different library physical sites even if this is just 'no planned changes to...' type information.

Fewer breakout sessions, more short talks, more time to look at posters

2. If we were to do one thing differently at next year's conference, what w...

Even more chances to learn, as well as celebrate.

Ensure conference content does not resemble All staff meeting content from the previous months. Better air conditioning/chiller units. One side of the room was much warmer/uncomfortable than the other especially later in the day when the full sun was on that one side.

Change venue (which you're doing anyway)

Build in more time to the schedule for viewing posters/videos and actually interacting with poster presenters. I don't think anyone actually 'presented' their poster. This could easily be a longer break time, with the expectation that people go and interact.

Be less rigid with the conference structure. The professional format of an academic conference is not a comfortable environment for every member of staff, and I know people who had to leave for sections of the day because they found the day quite overwhelming. The communications that went out before the event were also quite unsettling as most people seemed to feel bullied into going without any choice in the matter. I appreciate that this message was later revised but the damage was already done by this point. If the aim of the day is to celebrate our achievements together, then it should feel like something everyone wants to attend. I think that a more informal hybrid event with elements of a conference, key note speech, socialising, and networking would be better. Consult members across the library about what they would like to see, and not just in this survey. Actually talk to people in focus groups about their responses and create an event with wider involvement, not just something that senior management have organised with well-meaning but misguided intentions. Everyone was very happy to see their colleagues again in one place, after two years of unrest, so let's make an event that's more about the people and lively, interesting discussion. The awards ceremony also went on for far too long. There has to be a better way of organising and delivering those awards in 30 minutes or less. There could also be some more fun awards categories as I felt that the people who have a big impact on the well-being and social lives of their colleagues were not recognised properly.

Assigning time for a poster session.

Am really struggling to answer this as the conference was such a great day from start to finish! Perhaps \*slightly\* more workshop/interactive type sessions would be good?

Allocate time for each team/department to have an informal chat amongst themselves. It is great to find out more about different parts of the Library, but due to part-time working, staff shortages and operational issues ever since the Restructure we do not have opportunity for team meetings and to address the host of issues we face.

A map of the rooms for the sessions ahead of time. Being a vegetarian I loved the veggie lunch! More veggie options for the BBQ would be great.

A choice of lightning talks to attend.

-Capture spin offs/commitments arising from the conference in a more robust fashion.e.g. Lightning talk on communicating with academics prompted me to work on guidance for team XXX with team XXX ....; breakout talk on robotic processes prompted me to work with XX and XX on automating process XX; breakout talk on Library Student team prompted me to request that they get involved in task XXX in Autumn 2022 etc

## Q3 - 3. What was your top takeaway from the conference? (this might be something you learned from one of the presentations or from speaking to colleagues)

3. What was your top takeaway from the conference? (this might be something...

brilliant organisation with brilliant people

We are a fantastically creative, collaborative, and risk-taking bunch of people.

To Take away is how much we all work hard and maintain our service standards regardless of which team or department we are in. The most important take away for me was how well everyone adapted to the massive changes that the pandemic brought our way and how we have formed new ways of working in such a short space of time! The problem with working in such a big library with so many staff members is that we hardly ever get to meet or speak to all members of staff. This conference allowed us to meet members of staff across the library and form positive working relationships which was fabulous!

The talk from Esme Ward was very interesting and inspiring. Also for me as a new member of the library staff, it was really beneficial to know more about the different teams in the library, meeting very interesting colleagues and connecting with them. I think this conference was a really good way to connect and strengthen the link within the library teams.

What an innovative, lively, professional Library this is to work in.

Acknowledging and talking openly of the diversity and in some cases controversial history of the collections is very important: an open mind and being eager to talk about this and learn from the collections' history helps all of us to understand their context and respect their diversity. The variety of activities presented on the day and the effort taken by all the teams have made me very proud of belonging to the library.

That the Uni Libraries are a good community to belong to. That there is a broad range of skills and expertise in colleagues.

Great to meet in person new staff members.

The sheer variety of work the Library is engaged in.

I learned lots from the breakout sessions on creative archive engagement, controversial collections, and class in the library, and was really pleased to have the opportunity to jump in on these discussions and hear from my colleagues. As someone who is trying to branch out into other areas of the library in their career, it was great to hear from other departments about the work they are doing and gave me food for thought as to how I can get there myself. Esme Ward's speech was really inspiring and most people that I have spoken to since the conference really enjoyed her talk the most. I loved how she has conceptualised the museum she wants to see and is making it a reality - I can't wait to visit in February!

I came away feeling incredibly proud of the place I work, it was fantastic for morale, both team and professional individual.

Knowledge sharing is brilliant! And this must extend beyond our teams and beyond the Library. We have a lot to learn from each other.

Despite the overall behaviour/ tone of the Library generally, there are colleagues who see inclusive practice as a priority and do want to see change in our practices.

Meeting a few colleagues that I have only seen online in person! Also how incredibly diverse our work is

My top takeaway was probably the plans for Manchester Museum including the new door on Oxford Road.

3. What was your top takeaway from the conference? (this might be something...

I was impressed and inspired by Esme's speech and the thoughtful and thorough way they are approaching their remodelling and particularly the relationship with the various communities who will engage with the museum. It encouraged me to think similar elements within my work and wider project.

There is so much sector leading and challenging work going on across our library that I was simply unaware of. Do we need to be better at sharing which each other in the intervening year, even if we do not feel we are 'ready' to share? I do feel opportunities to collaborate and support one another are missed, simply because we do not know what is happening in other parts of the Library. We do have many information flows and channels across our library; are these working as well as they could be? Part of the answer is ensuring me as the individual is scheduling the time to read newsletters, Teams posts and team blogs. And giving my teams the permission to do the same.

Although it was great to see recognition for certain individuals and teams, I (and colleagues) think it is difficult because there are so many other deserving individuals and teams left unrecognised and perhaps feeling unappreciated. Everyone who received an award deserved it; but not everyone who deserved an award received it.

How many of the presenters, including my own CS colleagues, have so much to offer in ideas, enlightenment and inspiration!

Because it was all about our library, everything was going to be interesting and relevant on some level. It was also good to catch up with colleagues who we have not physically seen for about 2.5 years and are not likely to see until next year's conference.

The positive attitude of senior leadership to the library was nice to hear, and made me feel positive about the future. 'The library at the heart of the university'

The conference gave me insight into the scale of the operation and just how many aspects there are to the library.

I was very impressed with Esme's keynote, it was very inspiring.

I met lots of new people, as well as people I knew who I hadn't seen in person much, or at all, in the last few years. So my main takeaway was that the conference truly did connect/reconnect us as a Library, and it was a great experience to come together in such a positive way.

Bringing everyone together face to face is a fantastic idea and we should do it more often.

I enjoyed Esme Ward's talk about how thoroughly they had integrated the community into their plans and thought processes. It feels as though the library has limited that, particularly with Rylands focusing on just research outputs to do its social engagement from.

diversity of what we do in the Library

I learned more about the Race Centre and enjoyed the talks. I also met Lemn Sissay which was brilliant.

Just how many people work in the Library. In my small part of it there's only four of us.

I really enjoyed the talk on accessibility is usability. The speaker was engaging and enlightening. Since, I have been using their advice to check through any text I create, to check - is it really inclusive and accessible?

To design my reports, etc. to be more accessible (Kristian's lightning talk).

I just think overall it really helped inspire me in my work at the Library and in the context of it being a cultural institution, it was lovely to see positive impact of our work and hear different perspectives about sometimes difficult issues. It was also great to hear about the behind the scenes operational strategies that different teams adopt in their work. Also, I really want to visit the Museum and the Rylands collections now!

I looked back in a more broader sense in that there is an awful lot of good "stuff" that goes on around the Library. The breadth and depth of services, support and creative projects is quite inspiring and I hope we now work a bit more at making sure teams cross-collaborate more and share experiences... like we saw at the conference. There wasn't really one "nugget" I can choose from, it was all impressive!

3. What was your top takeaway from the conference? (this might be something...

There's a lot going on in the Library, more than realised, and that my area of the library is a small part, and perhaps a remote part

I work at Rylands and Esme Wards' presentation for the refresh of Manchester Museum really highlighted the difference between the two institutions. I took a lot of inspiration from their vision and hope to use it to drive change at Rylands.

How to pick up next steps for working more with the student team which we are keen to do as a service.

That every single team in the library is doing excellent work, and that we need more opportunities like this to meet up, exchange ideas, start collaborative projects.

That we are a huge team made up of diverse smaller teams (many of which I didn't know about) doing some amazing work and we should celebrate our achievements whilst continuing to move forward towards Imagine 2030. I really appreciated the change to network and learn more e.g. about JRUL, RRL and MM Hello Future.

Facial recognition software - really impressive. We do have that pioneering spirit.

As a relatively new member of staff the most valuable thing was getting such a great overview of how diverse the library, its people and its work is. Much of the content was very new to me so I probably didn't get as much from it as I hope I will in subsequent years, but just having that space to all be together and see that diversity was really useful.

Very interested in the digital face capture with Pete Morris

Kristian Scotts accessibility presentation picked up lots - it was fantastic!

Top takeaway was that as a cynical old b\*stard it wasn't half as bad as I was expecting it to be. There were several moments during the day where I was on the verge of enjoying myself. Also it was good to see the whole range of activities and areas the library is currently involved in and the knowledge and enthusiasm of teams which I previously barely knew existed.

The talks around accessibility and an inspirational keynote - I'd like to have had to discuss what the changes at the Museum as outline meant for the Library.

That we like getting together - it was terrific to see everyone again, and I think it will be a good annual event. Also, it was a successful reminder that everyone in the library is working to the same ends - to do their job as well as possible providing resources for our students, researchers and academic staff.

Enjoyed seeing colleagues from different teams who I hadn't seen since the pandemic and going on maternity leave. Great to feel more of a Library family working together on things in workshops.

I want to have more conversations with people, especially informal ones across teams. Putting in structured time for this in breakout rooms of Zoom all staff meetings was too forced and unnatural though. So it was good to network in the conference but I want to keep conversations going.

How nice and friendly library staff really are

All of the lightning talks and breakout sessions I attended, gave me a chance to understand what other library teams are doing.

The breadth and quality of the work being done across the library. Was brilliant to be able find out more about areas I know very little about.

-How to identify tasks suitable for automation (from Ian and Nilani's session) If I can cheat and have 2 -Acting as a good neighbour, from Esme's talk

It was just good to see colleagues in the flesh, as I currently work from.

3. What was your top takeaway from the conference? (this might be something...

A much greater understanding of the considerations required to make content useable and accessible (thanks to Kristian's incredible session!)

The conference and later conferences are great opportunities for colleagues to develop more soft skills that will help them overall actively and passively. Mainly here is the public speaking and listening skill sets as well as the more obvious presentation and social skills development.

It was just really nice to get a sense of the whole library staff in one place and it was good to be able to share our work with people we don't normally connect with in the library.

How much more I might have been prepared for external conferences if the Library had put on an internal conference years ago! It was good training on conference etiquette and process for anyone who hasn't had the opportunity to attend a conference before

The passion with which all of the speakers and presenters talked about their area of expertise was really impressive - we do such a wide variety of work in the library and it was great to give everyone an insight into the areas that they might not otherwise interact with.

That people love interacting in workshops (quizzes, chatting, engaging etc)

Whilst we all work in our own smaller teams, we are part of a much bigger picture and all our contributions are valid and recognised.

Consider emails from the reader's point of view - is it accessible to all

How diverse jobs in this library are now, but all are needed to make the whole.

What an amazing bunch of engaged staff we have

The 'Student Voice' breakout session was really interesting and informative.

The sheer scale of the library and all the teams and projects within it. Also that the Museum looks fantastic and I'll definitely visit once it reopens.

That there is an incredible amount of amazing work done across the Library that I didn't know about! I think communicating all the great work people are doing in other teams would be so valuable.

just how much is going on within the library - I had no idea!

Getting to see and hear from people from across all the different teams.

Esme Ward's inspirational keynote talk and the development of the Museum were the thing that struck me the most in terms of content from the day, but more generally just the sheer range of activities and projects that the Library are delivering and involved with was amazing. Getting a handle on this day-to-day is difficult, and the conference setting provided such a great way to demonstrate and share all this work with colleagues.

From speaking to colleagues-we need to catch up with each other more physically (Now we can) on different sites.

I learnt that colleagues need to know more about creating accessible and inclusive content in a variety of formats and contexts. There is a genuine and required CPD action for all staff here.

I was intrigued by the work Phil Reed presented on relating to skills matrixes for staff working on complex areas and ways in which upskilling is being handled. This definitely has potential for other areas and I hope to be able to work with Phil on this soon

lots of new faces! More new faces than old ones tbh - and work of the student team much more involved and bigger responsibility than I realised

How collaborative the working environment at the Library is and how many areas of diverse expertise there really is here.

3. What was your top takeaway from the conference? (this might be something...

It made me remember why I think libraries (both HE and generally) are important cultural institutions and that as library staff we have the potential to make meaningful change to our industry and to society more widely,

It wasn't as bad as we thought it was going to be.

**End of Report**