



University
of Glasgow

University Services

Strategic Plan 2011/12 – 2015/16

Contents:

Executive Summary
Introduction and SWOT Analysis
Delivering Excellent Research
Providing an Excellent Student Experience
Extending Global Reach and Reputation
Staff
Processes and Systems
Infrastructure
Financial Plan
Analysis of Key Risks
Appendices

Executive Summary

1. This documents sets out University Services' plan for the period to 2015/16, building on the initial version first developed in 2010/11. Aligned to the University Strategic Plan 'Glasgow 2020: A Global Vision' it addresses each of

- Delivering excellent research
- Providing an Excellent Student Experience
- Extending Global Reach and Reputation
- Staff
- Processes and Systems
- Infrastructure.

2. In addition to setting out the objectives for University Services under each of these themes, priority actions to be undertaken largely in 2011/12, together with indicators of how we will know whether or not we have succeeded in undertaking these, are included. A summary of achievements against our objectives in 2010/11 is appended as Appendix 1.

3. University Services contributes significantly to delivering excellent research, providing an excellent student experience, and extending the University's global reach and reputation and this will continue as set out in our plan. Significant contribution is also made to supporting activities including to REF2014 and the array of activities to support internationalisation. Following the review of the first year post-restructuring, a number of activities are planned to enhance internal communication and support the development of the organisation and a range of key developments to both systems and the estate will complete in the planning period.

4. University Services was set a savings target of £5.2m by 2012/13. Significant progress was made in meeting that in 2010/11 focusing largely on reducing staff costs and that figure has now been achieved: savings targets have been consolidated into budgets for 2012/13 and beyond. With the launch of the investment pot a number of proposals for investment are included in our plan, aligned to preparing the University well ahead of REF2014, accelerating RUK and international student recruitment, establishing TNE partnerships, improving alumni relations and fundraising, and improving the University's infrastructure. The investment sought, including accelerating spend between years, is £4.3m in 2011/12, £6.2m in 2012/13, £3.4m in 2013/14, £2.4m in 2014/15 and £1.8m thereafter on a recurrent basis. The major component of spend in the early years relates to infrastructure; in the latter years staff associated with internationalisation – both student recruitment and supporting the student experience.

5. Finally, we include an analysis of the key risks facing University Services along with how these risks will be mitigated. Our risk register was substantially revised last year, together with our risk management processes.

Introduction and SWOT Analysis

University Services' (US) mission is to enable the University to achieve its objectives by providing effective support to students and staff and ensuring that the University's human, physical, financial and information resources are well managed. It is committed to providing

- Learning and research infrastructure that advances the University's academic ambitions
- Accessible front line services that meet all students' needs
- Administrative services that are customer-focused and effective and
- A service culture that is accountable, corporate, efficient, progressive and responsive.

University Services is a large organisation which, together with the four Colleges, constitute the five budgetary units in the University. It encompasses the full range¹ of support services employing over 2,000 staff with an annual net revenue expenditure of almost £100m.

Strengths and Weaknesses

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">• Unitary organisation• Buy-in to responsive, collegial approach• Loyalty of staff to the University• Accessibility of senior staff• Availability of expertise• Governance and strategic compliance	<ul style="list-style-type: none">• Lack of co-ordination• Low staff turnover• Skill sets sub-optimal• Leadership (some areas)• Bureaucratic (some areas)

Opportunities and Threats

OPPORTUNITIES	THREATS
<ul style="list-style-type: none">• Investment pot• Western Infirmary acquisition• Partnership working between US and the Colleges• Recently completed reviews of research support, externally-facing services, IT support• Improved P&DR processes• Better management information	<ul style="list-style-type: none">• Reduced funding• Loss of key individuals/experience/expertise• Tensions between US and Colleges and possible duplication of activities

University Services is addressing its weaknesses, significantly through team-building (including team briefing), leadership development opportunities and the P&DR process as well as through the continuous improvement agenda that underlies its administrative review programme. A series of Away Days were held during the planning period with the aim of improving co-ordination and ensuring a 'whole University Services' approach.

¹ Divisional plans are attached in Appendix 5

Delivering Excellent Research

Context

A review of research support provided from within University Services was undertaken during 2010/11 and resulted in the establishment of a Research Support Office, combining pre- and post-award services, together with a restructuring of Research and Enterprise Services. The former raises awareness of research funding opportunities, supports grant applications, and manages awards including contract negotiation, with the latter co-ordinating strategic projects, managing intellectual property and supporting the impact agenda as well as co-ordinating postgraduate research activity.

University Services also contributes to the University's research agenda through providing appropriate library materials, in developing the estate, in supporting staff and research students in their development, in managing research collections, and in enhancing the University's reputation through promoting our research. Significant work is also ongoing preparing for REF2014.

Objectives

- Support the Colleges to maximise the quality and value of research awards, providing a user-focused service to the academic community
- Ensure continuous enhancement of the PGR student experience
- Provide effective support for the University's REF submission
- Ensure maximum impact of the University's research through both knowledge exchange activities and promotion of the University's research
- Provide fit for purpose research infrastructure, meeting the University's needs.

Priority actions

- Improve research support service by implementing the recommendations of the review of research management published in December 2011
- Improve awareness of research grant opportunities, including EU, to the Colleges
- Enhance Enlighten for REF2014 and increase visibility of research outputs
- Improve and enhance research content on webpages
- Sustain business development activity aligned to the needs of the University and complementing College roles
- Increase PGR student numbers
- Enhance range of training and career development opportunities for early career researchers
- Support public engagement and knowledge exchange initiatives

Performance Indicators

- All recommendations implemented by April 2013
- Increased applications as measured by value
- Improved functionality
- Comprehensive information available
- Future of Encompass agreed October 2012
- Intake of 545fte 11/12
- Increased participation
- Impact income increased

Providing an Excellent Student Experience

Context

University Services contributes strongly to the Glasgow student experience. Its Student Services Division includes the Careers Service, Disability Services, Interfaith Chaplaincy, International Students Support Service, Registry, Sport and Recreation Service, Student Counselling and Psychological Service, and the front-facing Student Services Enquiry Team. Major contributions are also made by the Library, Recruitment and International Office, Residential Services, and by the Learning and Teaching Centre. Feedback from the National Student Survey (NSS) and the International Student Barometer (ISB) on facilities provided identified Glasgow as having the best online library and the best sports facilities in the UK as well as, within the Russell Group, the highest rated International Office, Registry, Finance Office, disability support service and catering.

Objectives

- Provide quality integrated, user-focused and efficient services aligned to student needs
- Support the development of a more diverse, market-led portfolio of study opportunities
- Enable students to take responsibility for managing their own learning
- Provide a fit for purpose learning environment for all students
- Enhance the US contribution to the NSS and ISB results
- Work with the SRC to provide an excellent student experience.

Priority actions

Performance Indicators

- | | |
|--|---|
| • Enhance the front line services to students by increasing the range of services available online | • Increased usage of web, facebook, twitter |
| • Complete integration of student services and relocate Residential Services to the Fraser Building | • April 2012 |
| • Detailed plan for Stevenson Building extension, incorporating GUU needs, agreed and work commences | • Plan agreed June 2012 |
| • Progress implementation of Learning and Teaching Strategy | • Milestones met |
| • Enhance work-related learning opportunities | • Internships increased |
| • Align Student Learning Service with College needs | • Review outcomes fully implemented July 2012 |
| • Work with Colleges to develop and promote new programmes to meet market demands, particularly PGT | • Recruitment targets met |
| • Develop and launch social and study space for postgraduate students in the main building | • Facility opened September 2012 |
| • Progress teaching space improvements | • Capital plan items implemented |
| • Enhance PGR student experience | • PGR space increased |

Extending Global Reach and Reputation

Context

University Services plays a key role in delivering the University's Internationalisation Strategy and internationalisation activities form part of all of our services provided. A major drive is underway, led by RIO, to both grow our international student numbers and increase the mobility of existing students through providing international study experiences. University Services also supports partnership development and collaborative degree programmes activities, working closely with staff in Colleges.

Following the establishment of a successful series of flagship overseas events involving collaborators and our alumni, these events will continue into the future. We provide a range of services and publications to promote the University's reputation overseas and will continue to develop and enhance these. International press coverage has increased dramatically and our website has seen a 14% increase in international visitors over the last year.

Objectives

- Successfully promote the University of Glasgow brand internationally
- Support the expansion and strengthening of international partnerships
- Grow our international student community
- Expand international learning experiences for all students
- Work with Colleges to develop and support collaborative degree programmes.

Priority actions

Performance Indicators

- | | |
|---|--|
| • Develop our impact overseas including through events, web content and international PR | • Coverage increased |
| • Launch iTunesU and establish framework for monitoring use | • June 2012 |
| • Develop and launch Transnational Education (TNE) strategy with prioritised markets | • July 2012 |
| • Work with each College to increase international student numbers | • 3166 fte international students by July 2012 |
| • With International Deans and College staff, develop relationships with priority partners for each region/ College | • Progress made with new activity strands |
| • Undertake audit of exchanges and develop and agree student mobility strategy and targets to 2015 | • Participation increased over 2010/11 number |
| • Complete and disseminate Framework for Academic Collaborations web resource | • By June 2012 |
| • Establish new post of UKBA Officer to oversee Tier 4 activities | • By July 2012 |
| • Mainstream support for EU grant applications and management | • Increased income |

Staff

Context

University Services' Human Resources Department is key in enabling the University to deliver the people agenda associated with its Strategic Plan, ensuring that appropriate policies are in place and that recruitment, P&DR, and reward processes are optimised and fit for purpose. University Services also supports staff and organisational development, both in-house and through external provision, and coordinates our equality and diversity and health, safety and well-being activities.

Following the review of year 1 post-restructuring, University Services will lead on improving internal communication, strengthening staff engagement, reducing bureaucracy around core processes and developing the University website. University Services is committed to attracting, developing and retaining high quality staff and to engaging all of its components in effective performance and development review.

Objectives

- Support managers by developing effective employment policies and practices to deliver maximum staff engagement and contribution, properly addressing staff expectations
- Facilitate the development of good internal communication
- Provide a fit for purpose recruitment process and equitable, attractive pay policies that reward excellence
- Improve performance and development review processes, linking personal objectives to the objectives of the organisation
- Promote effective leadership and management.

Priority actions

Performance Indicators

- | | |
|--|---|
| • Review remaining employment policies and procedures in light of new Ordinance and changing legislation, ensuring simple, effective and easy to use arrangements in place | • Roll out of revised policies by July 2012 |
| • Conduct staff attitude survey and develop action plan | • By April 2012 |
| • Establish organisation development programme aligned with the University strategy | • Launch May 2012 |
| • Develop a toolkit and provide training in effective methods of communication | • By June 2013 |
| • Establish team briefing as a regular means of face-to-face communications tool throughout US | • Monthly schedule implemented |
| • Review and enhance recruitment and selection policies and processes particularly ahead of REF2014 | • Revised arrangements in place by April 2012 |
| • Monitor and review new P&DR processes | • By June 2013 |
| • Develop effective training in performance management. | • In place for 2012/13 |

Processes and Systems

Context

The establishment and delivery of fit for purpose processes and systems involves all components of University Services as the corporate process and system owners. The last year has seen the introduction of two large scale developments: in MyCampus and the introduction of a new HR/Payroll system, the former not without its difficulties and requiring considerable efforts from a large number of staff. These systems will be developed further and improved to ensure maximum value and intuitive use. Considerable work has been done on reviewing research management and this will continue with a view to implementation later in 2012/13. Streamlining processes, making use of new technology, remains key to delivering efficiencies.

Objectives

- To provide fit for purpose IT systems
- To deliver flexible and responsive human and computer-based processes
- To engage with and support users, meeting user needs
- To provide timely and informative management information and business intelligence
- To monitor compliance and ensure appropriate governance arrangements for statutory requirements.

Priority actions²

Performance Indicators

- | | |
|---|-----------------------------------|
| • Complete implementation of My Campus including outcomes of Lessons Learned group | • By October 2012 |
| • Complete launch of new HR/Payroll system and support users to gain maximum benefit | • In place by March 2012 |
| • Roll out new VOIP telephony system | • By December 2012 |
| • Develop and implement new research management processes replacing in house research system | • By July 2013 |
| • Consider arrangements for programme of reviews of activities/services and establish future programme | • By July 2012 |
| • Improve management information reporting, particularly admissions and student data and in preparation for REF2014 | • Development of standard reports |
| • Enhance efficiency of data exchange using interfaces between core business systems ³ | • Implementation by 2013 |
| • Put in place robust arrangements to ensure data integrity | • Review by December 2012 |
| • Scope plan for development of data warehousing | • By July 2013 |

² Earlier actions identifying processes and systems are not repeated here

³ MyCampus, Core HR/Payroll, ERDMS, CMIS, Quemis, PIP, Research management, Agresso

Infrastructure

Context

University Services' Estates and Buildings (E&B) Department is the key player, along with the Colleges, in delivering a fit for purpose physical infrastructure ensuring appropriate development and efficient use of the University's estate; IT Services is key to delivering the University's IT infrastructure. The University's capital plan, consistent with the new strategic plan, has been adopted by Court and provides the framework for E&B with regard to project management. The University spends c. £14m p.a. on maintaining the estate, which is included in the budget managed by University Services. Much of the University's estate is 19th century and later listed buildings and we have recently acquired over 10 acres coterminous with Gilmorehill: significant opportunities exist including reducing the size of our existing footprint. The Scottish Government has set challenging targets for carbon reduction: 42% reduction in emissions by 2020 and 80% by 2050.

Objectives

- To deliver the University's capital plan to time and within budget, upgrading learning, teaching and research facilities to provide fit for purpose environments
- To reduce space occupied
- To develop the Western Infirmary site, allowing the development of a more integrated and fit for purpose campus
- To improve the condition of the estate
- To maintain a rolling programme of IT infrastructure and equipment replacement
- To utilise the estate sustainably to achieve carbon and energy saving efficiencies.

Priority actions

- Progress the Beatson Translational Research Centre, completing fund-raising campaign
- Progress Virology new build incorporating development of the Garscube Learning and Social Space (GLaSS)
- Progress library cladding project
- Progress Seminar Room, Lecture Theatre and Laboratory refurbishment programme
- Establish Hunterian Collections Study Centre at Kelvin Hall, consolidating all study collections
- Engage the community in planning use of the Western Infirmary site
- Accelerate maintenance and refurbishment work
- Improve and upgrade campus IT network
- Launch 2012 update of carbon management plan

Performance Indicators

- Complete September 2012
- On site November 2012
- On site March 2012
- Detailed plan agreed
- CapEx bid and HLF award Spring 2012
- Consultation commenced June 2012
- Condition improves
- Improved capacity and performance
- CO₂ emissions reduced by 20% over 4 years

Financial Plan

Context

Over the three year period 2010/11 to 2012/13 inclusive, US was required to identify savings of £5.2m. This figure was combined with US' own target of savings for 2009/10 – 2012/13 resulting in a total saving to be made over the four year period of £6.7m. Allowing for a small contingency, targets totalling £6.951m were therefore set and specific figures communicated to each Division. The approach taken was to concentrate on salary savings, delivering services differently and ceasing activities no longer required but without passing the costs of delivering services to the Colleges. In addition, where savings could be made to non-salary budgets these opportunities have been taken and in the small number of cases where income can be grown this has also been included.

Excellent progress in meeting these savings targets has been made. Projecting to the end of FY 2012-13, savings of £7.067m will have been achieved, exceeding the target set and allowing for some reinvestment. Significant use has been made of the Voluntary severance/Early Retirement Scheme introduced in December 2010 (over £3m in savings will result) and further staff savings of over £2m have been made through permanent non-filling of vacancies as a result of staff departures including retirement.

The resultant income and expenditure statements for US over the planning period are attached as Appendix 2.

Investments

Over several years, US has invested in new priorities by generating savings within its budget and, while we will continue to operate in this way, a number of investments are currently proposed to accelerate progress against Glasgow 2020: A Global Vision. These proposals are attached as Appendix 3. Major spend is focused on accelerating both the capital programme and maintaining the estate as well as enhancing the IT network and step changes are planned in both fundraising and overseas student recruitment effort. The recent review of restructuring identified the need for better internal communication and a targeted organisational development programme and investment in both of these is included in our plan as is consolidating developments to enhance the student experience and short term support for the REF. Proposals are also included to bring forward spend from future years to deliver improvements more quickly recognising the time lag in investments particularly in academic appointments in the Colleges.

Analysis of Key Risks

The current University Services Risk Register, developed during the last year, is attached as Appendix 4.

The largest risk to the ability of University Services to deliver its plan is that of reduced funding and the concomitant need to reduce staffing thereby stifling our activities. While the development of systems has enabled staffing reductions to be made, much of University Services' activities are staff intensive and little scope exists to make further efficiency gains.

Significant risk associated with staff morale and, crucially, interaction with staff in Colleges also exists – the most effective mitigation being effective communication. Plans are in place to mitigate that with each Service identifying its stakeholders and their needs and developing plans to engage with them.

University Services has traditionally seen very low staff turnover and, with the recent introduction of legislative changes affecting the retirement age, we run the risk of the turnover rate being reduced still further. We have recognised the risk that the skills mix in US is sub-optimal; in particular leadership skills and the ability to manage activities to develop services and manage staff performance. As we develop new processes and systems, as we must do to meet changing needs and continually improve our services, our leadership capacity is critical and will be addressed through the organizational development plan being put in place.