



University
of Glasgow

University Services Relocation



Update Briefing

23rd June 2014

Introduction and Programme Objectives

Dorothy Welch

Today's Agenda

1.	Welcome & Introductions, plus Programme Objectives	Dorothy Welch SRO and Chair (Convenor) of the Steering Group.
2.	How the relocation programme will work and introduction to the Project Team	Neil Harris Programme Manager.
3.	Highlights of the findings from the Leesman Survey	Tim Oldman Founder and CEO, Leesman.
4.	Overview of the Tay House Space Plan	Gavin Mcluskie Tay House Project Manager.
5.	Update on Communications and the Question and Answer Resource.	Neil Harris Programme Manager.
6.	Close and Wrap up	Dorothy Welch.

Background

- ❑ University Services provides a combination of student and staff facing services as well as the traditional professional services found in most shared service functions in Universities.
- ❑ There are approximately 2,500 staff in University Services (1,500 fte) located in multiple buildings primarily on the Gilmorehill campus
- ❑ The University is suffering from significant space pressures which is impacting on its ability to grow both research and student numbers.
- ❑ This pressure on space will be resolved with the redevelopment of the Western Infirmary site; however, the first phase of development will not be delivered before 2018.
- ❑ It is therefore proposed to relocate off campus, as soon as possible, between 200 and 250 staff, from the non-student facing functions.

Programme Objectives

- ❑ To create a high quality collaborative office environment which encourages parts of University Services to work more effectively together;
- ❑ To allow those parts of University Services to review current working practices and develop new, efficient processes which are effective for a modern, integrated support service;
- ❑ To test new ways of working in advance of relocation into a new open plan office on the redeveloped campus;
- ❑ To facilitate wider operational change across E&B; and
- ❑ To release space particularly in the Gilbert Scott Building to allow the growth of academic activities.

Scope

- The four services directly involved in the relocation are:
 - ❖ Estates and Buildings (part only) - [c. 70 staff]
 - ❖ Human Resources - [37 staff]
 - ❖ Central Finance - [68 staff]
 - ❖ Research Support team (part only) - [c. 18 staff (phased move)]
 - ❖ Planning and Business Intelligence [13 staff]

- The remaining staff from E&B and Research Support are also impacted by the relocation of their departments to an offsite location.

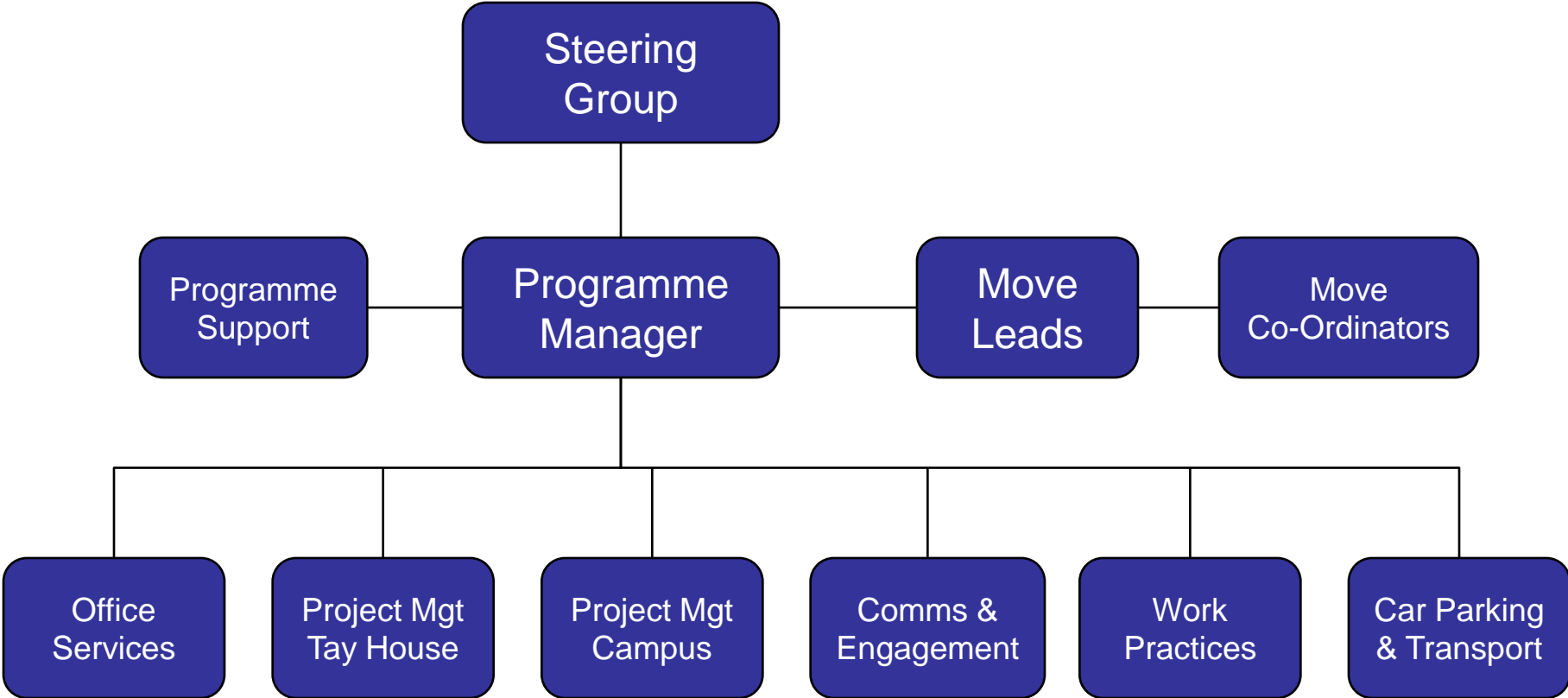
High Level Requirements

- ❑ To relocate parts of E&B, HR, Planning and Business Intelligence and specific Finance and Research Support staff to approximately 2000 sqm of office accommodation at Tay House
- ❑ To accommodate all the E&B staff left on campus including workshops and relocation of staff from the boiler house to accommodate the new CHP system
- ❑ To create touchdown space to accommodate offsite staff
- ❑ To relocate remaining Research Support staff to another campus location

Programme Structure and the Programme Team

Neil Harris

Project Structure



Members of the Steering Group

Name	Organisational Role	Steering Group Role
Dorothy Welch	Deputy Secretary	SRO and Convenor
Ann Allen	Director, Estates and Buildings	Accountable for delivering E&B relocation project objectives
Martin Boyle	Director of Planning and Business Intelligence	Accountable for delivering Planning and Business Intelligence relocation project objectives
Christine Barr	Director, HR	Accountable for delivering HR relocation project objectives
Nick Holland	Head of Finance	Accountable for delivering Central Finance and Research Support relocation project objectives
Robert Fraser	Director of Finance	
Neil Harris	Assistant Director, E&B Transformation	Programme Manager and accountable for project deliverables & programme

Role of the Steering Group

- ❑ Sign-off of project objectives, scope, deliverables, programme and governance arrangements
- ❑ Approval of the E&B New Project Request (NPR) and associated budgets
- ❑ Approval of the Office Layout for Tay House
- ❑ Approval of the various on campus solutions for Touchdown desks, E&B and Research Support
- ❑ Approval of Communications and Staff Engagement plans
- ❑ Decisions on Car Parking and Transport solutions and recommended HR Policy changes
- ❑ Sign-off of changes in working practices and associated protocols for working in an open plan environment
- ❑ Sign-off on the arrangements for the ongoing provision of FM and maintenance services at Tay House

Programme Team

Name	Organisational Role	Project Team Role
Neil Harris	Assistant Director, E&B Transformation	Programme Manager
Gavin McLuskie	E&B Project Manager	Tay House Fit-out and Relocation Project Manager/Workstream Lead
TBC	E&B Project Manager	Campus Reconfiguration Project Manager/Workstream Lead
Claire Williamson	Head of HR	Working Practices and Policies Workstream Lead
Phil Taylor	Internal Communications Manager	Staff Comms and Engagement Services Workstream Lead
Stewart Miller	Carbon and Energy Officer	Car Parking and Transport Workstream Lead
TBC		Office Services Workstream Lead
Sheena Dickson	Space Data & Drawings Manager	E&B Move Lead
Helen Chung	Finance Operations Manager	Finance Move Lead
Frances Doherty	Data Quality Analyst	Planning and Business Intelligence Move Lead
Kevin MacIsaac	HR Systems / Security Officer	HR Move Lead
Karen Biggins	Office Assistant	Programme Support

Role of the Workstream Leads

❑ Office Services

- ❖ An Office management role, responsible for the delivery of solutions for the provision of catering, cleaning, security, post, fire and general maintenance etc.
- ❖ Will need to co-ordinate the provision of these services with the Tay House Project Manager.

❑ Project management of the design, fitout and move to Tay House.

- ❖ A Project management role, responsible for office design, appointment of contractors, managing the fitout and the physical move ensuring sufficient support is available when each team moves into the building.
- ❖ Has a team of technical design, property services and IT experts and will appoint contractors as required.

❑ Project management of the Campus based solutions

- ❖ A Project management role, responsible for the provision of Touchdown facilities, meeting E&B operational requirements and for Research Support staff remaining on Campus.
- ❖ They will have a team of technical design, property services and IT experts and will appoint contractors as required.

❑ Communications and Engagement

- ❖ A Communications role, responsible for the dissemination of information on the project and in supporting members of the Steering Group and the Move Teams in both direct communication and engagement events.
- ❖ They will also be responsible for ensuring all staff are welcomed to the new offices and that there is a forum for discussion on how the office works.

❑ Work Practices development and policy

- ❖ A Change Management role, responsible for establishing a culture that will remove obstacles from the move to open plan and support more efficient ways of working. The Workstream Lead will work closely with the Move Teams to develop these policies and protocols.
- ❖ Will also need to consider process changes that support and enable connection with on campus members of staff and key contacts.

❑ Car Parking and Transport

- ❖ A Travel Planning role, responsible for developing viable and cost effective options for Car Parking and Transport
- ❖ Will need to work closely with all other Workstream Leads to ensure solutions are integrated with other programme deliverables

Move Teams

Name	Organisational Role	Project Team Role
Sheena Dickson	Space Data & Drawings Manager	E&B Move Lead
Stewart Miller	Carbon and Energy Officer	E&B Move Co-ordinator
Brian Rodgers	Clerk of Works	E&B Move Co-ordinator
Gillian Stevenson	Admin Assistant	E&B Move Co-ordinator
Helen Chung	Finance Operations Manager	Finance Move Lead
Elaine Sloan	Finance Analyst	Finance Move Co-ordinator
Fiona Jamieson	Secretary	Finance Move Co-ordinator
Elizabeth Sinclair	Supervisor	Finance Move Co-ordinator
Susan Weston	Team Lead	Finance Move Co-ordinator
Frances Doherty	Data Quality Analyst	Planning and Business Intelligence Move Lead
Kevin Maclsaac	HR Systems / Security Officer	HR Move Lead
Elaine Finney	Staff Development Assistant	HR Move Co-ordinator

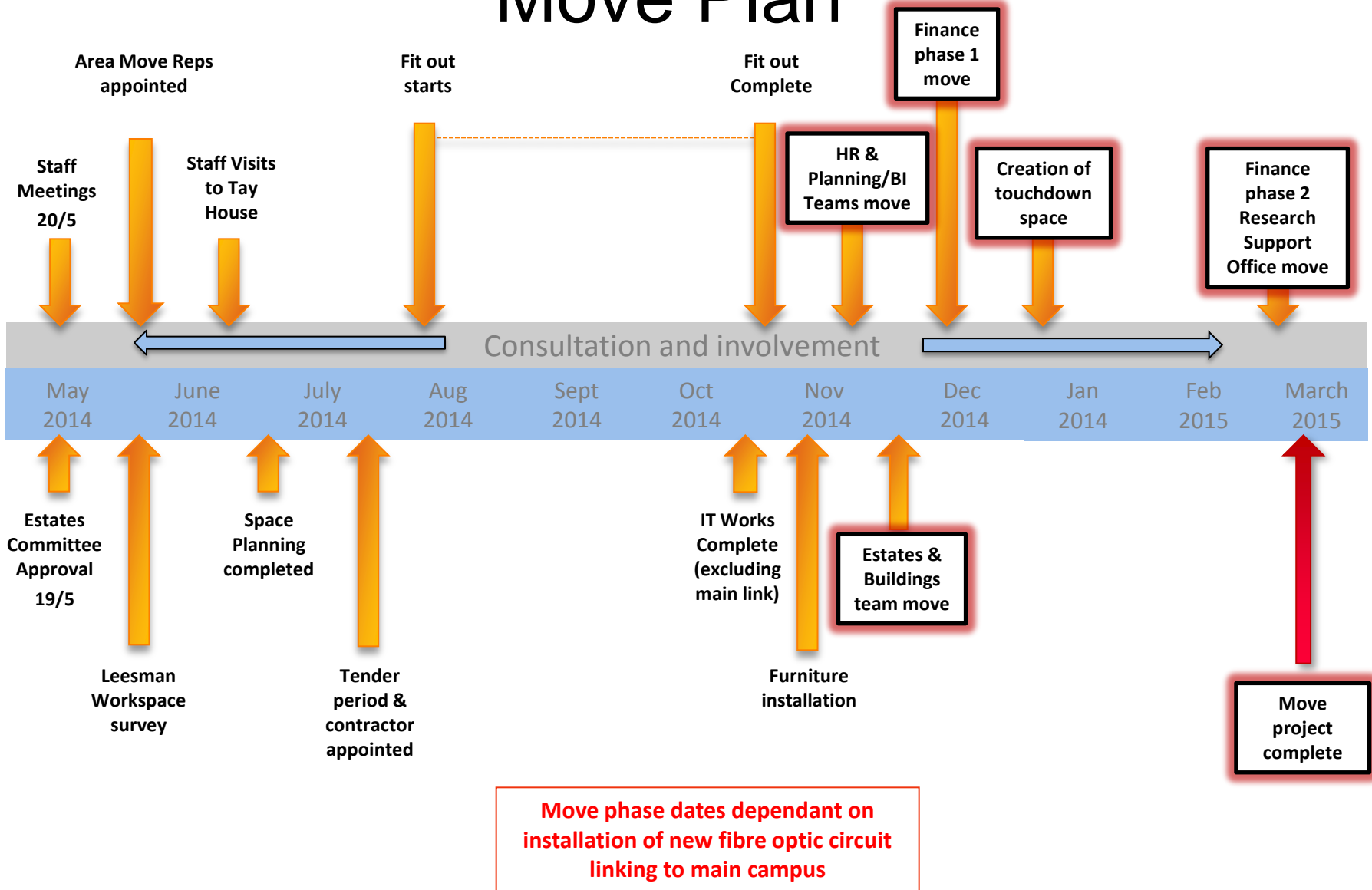
Role of the Move Teams

- ❑ Work in an inclusive way to engage staff with the service's vision for working at Tay House in support of service and US strategic objectives;
- ❑ Work closely with the Workstream Leads to facilitate engagement with all staff groups in the departmental service/team to ensure a smooth transition to Tay House;
- ❑ Ensure that the departmental service/team embraces the opportunities for new ways of working supported by the new accommodation and technology;
- ❑ Represent the departmental service/team in discussions and decisions on the overall plan for Tay House, and sign off the move plan for the departmental service/team;
- ❑ Test plans, as appropriate, with the departmental service/team and take final decisions in consultation with the Service Director/Head of Department;
- ❑ Engage staff with the activity required to be ready for the physical move in the required timescale; and
- ❑ Following the move, facilitate the post-occupancy review to evaluate outcomes, work to resolve any issues or embrace opportunities/improvements.

Programme Deliverables

- ❑ To create high quality office accommodation at Tay House that is in line with the space principles document that has been created and University space policies;
- ❑ To establish protocols for new ways of working across departments to help adapt to working in an open plan office environment;
- ❑ To deliver process changes that will enable departments to continue to provide 'On campus services';
- ❑ To create project and training facilities suitable to meet departmental needs;
- ❑ To reconfigure the E&B facilities for the E&B services that will remain on the University Campus;
- ❑ To provide accommodation for the Research Support staff that will remain on the University Campus;
- ❑ To create sufficient touch down space at Gilmorehill, located close to the Gilbert Scott building;
- ❑ To deliver appropriate car parking and transport solutions that will minimise operational costs and disadvantages to staff; and
- ❑ To run a pre and post move survey and to use the information to engage staff during the design phase and post occupancy phase of the project

Move Plan



Highlights of the findings from the Leesman Survey

Tim Oldman

Overview of the Tay House Space Plan

Gavin Mcluskie