

Slide 1



University  
of Glasgow

## Facilities Drop In Session

The Facilities Services Review Project

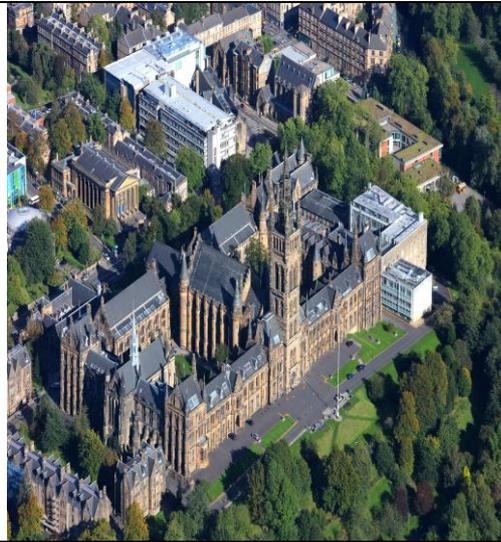
*Lorna Campbell – Project Director*

A photograph of the University of Glasgow's main building, a large, ornate stone structure with a prominent central tower and multiple spires, set against a clear blue sky. The building is partially obscured by green trees in the foreground.

Thank you for the opportunity to talk to you today, I am here to give you an update of the current thinking and position of the Facilities Review, over the next 2 weeks I will be sharing this information with staff, a link to the presentation will be also sent out to staff.

## Purpose

- Explain the journey to date.
- Share the design principles
- Operating Model Options
- Share new operating model/Opportunities
- Roadmap - timelines
- Next steps
- Engagement exercise



Purpose of this session is to:

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I appreciate the news that Facilities Services were under review was launched in June last year by Ann, there has been a lot of work going on behind this since then. I would like to share some of that journey with you all.

- We had to map out the current As is Service design – that was to help us understand what we do and why we do it and when we do it.
- We went out to our customers / users of our service to ascertain what we do well and where could we improve.
- Benchmarking visits, if we want to be the best then we needed to understand what others in the industry are doing. We went to a number of different organisations included HE, FE, NHS, Glasgow Airport, SECC, Hilton, Facilities management companies to understand their models and what worked out and what didn't; this all helped to inform the options for the University.
- We have now put in a communication strategy so that you are all kept regularly informed, we will be using a number of different methods on communicating with you, some really good suggestions came from the Facilities Review Focus Groups and Voice Forum, how we can get better at communication.
- Through the focus groups made up of representatives from all departments within the review they helped to sharp the design principles.
- Six options were drawn up as potential service models, these were then evaluated against a criteria to see if they met the design principals, eventually identifying a preferred and now proposed service model.



## Design Principles

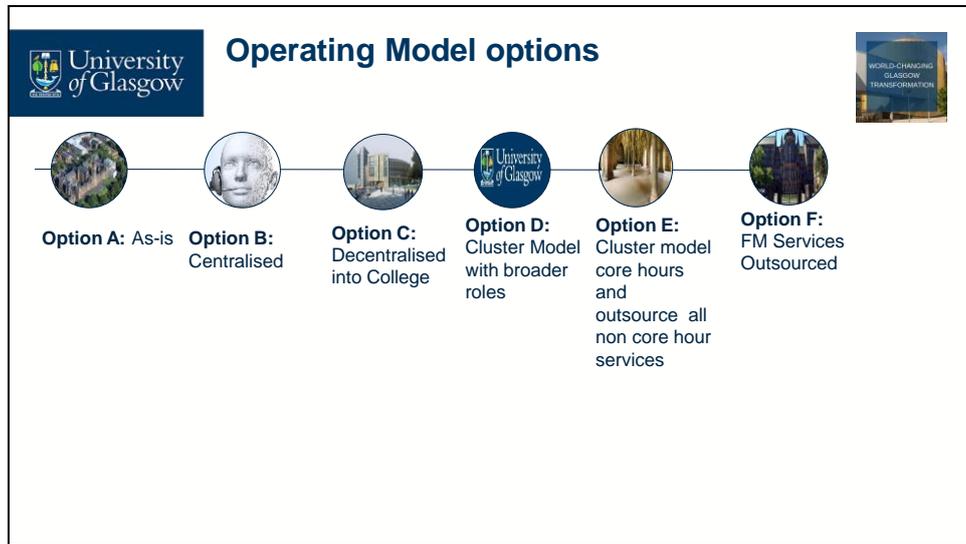
**The Facilities Services must:**

1. Align to the University's Strategic priorities and emerging business needs
2. Be responsive, high quality and affordable
3. Respond to the agreed requirements of staff and students
4. Provide accessible, consistent and connected services

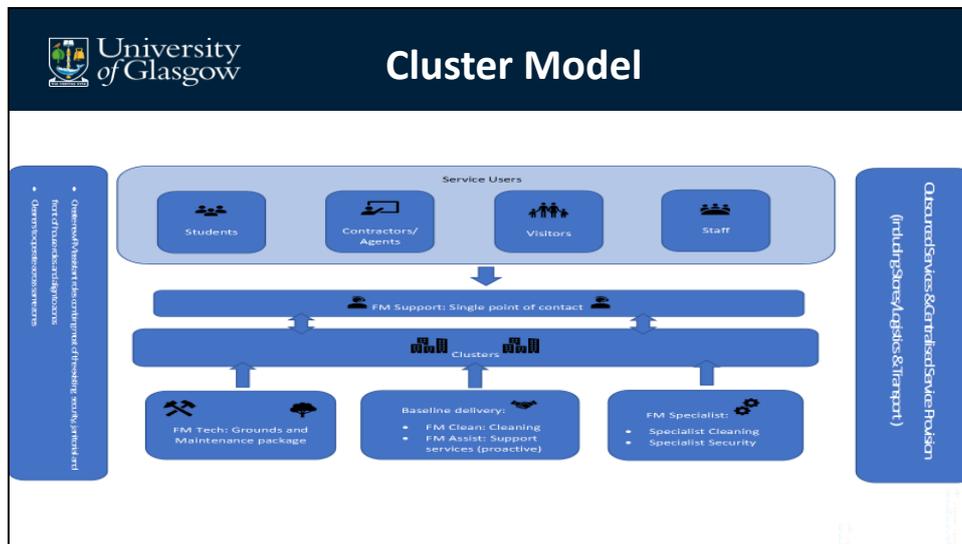
**...which means the Facilities Services Organisation must be:**

Flexible	Able to deliver consistently cross-campus, responding to peaks and troughs in demand
Resilient	Able to adapt to new buildings or requirements without organisation upheaval
High performance	A high performance culture aligned to the University values
Focused	Streamlines activity to remove duplication with clear accountabilities for all job roles

Read out design principals.



Go through options.



- Aligns the roles to clusters of buildings rather than specific buildings current thinking is 7 clusters. They are based on geographical spread and take into account building complexity and activities in the buildings within each clusters.
- Creates new broader roles
- Clarity in the baseline services (i.e. all buildings receive) and those requiring additional packages of service
- Customer focused but drives flexibility
- Will be a portable model, with broader roles
- Delivered as part of centralised and services strategy but there be an element of tech aligned to clusters
- Delivered to each Support Services – Baseline serves within a cluster
- Services required specialist will operate across the University distributed centrally
- Contracts and Business partners and stores/logistics Transport centrally driven

**This model aligns with the design principals and also the Reach out model student model that the University is rolling out.**



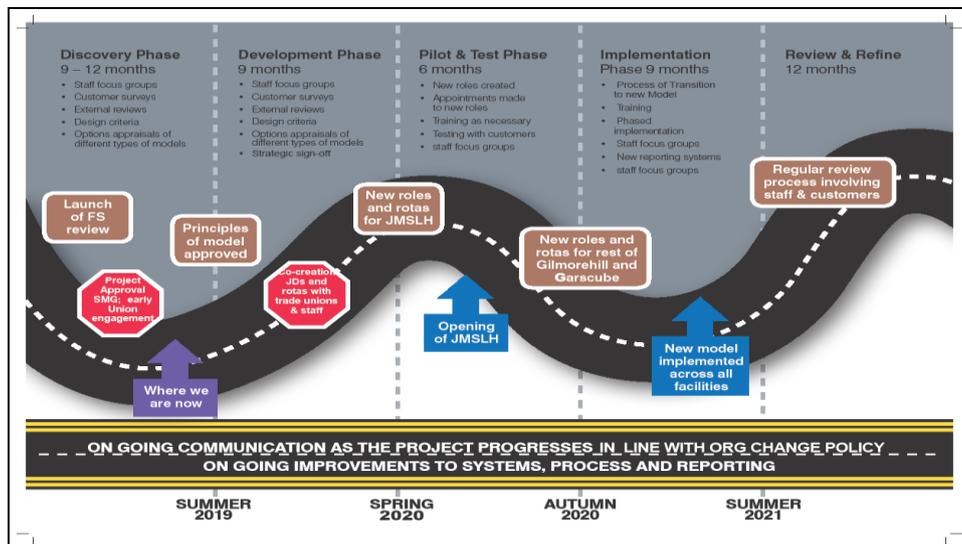
## People Opportunities

- Opportunity to provide more sustainable employment in some areas through increased fte, the creating of some broader roles and the introduction of career pathways
- Opportunity to explore ways to address occupational segregation.
- Opportunity to design improved working patterns which better support work/life balance, wellbeing and flexible working whilst delivering critical business needs

### **Opportunities**

- Opportunity to provide more sustainable employment in some areas through increased hours, the creating of some broader roles and the introduction of career pathways.
- Opportunity to explore ways to address occupational segregation.
- Opportunity to design improved working patterns which better support work / life balance, wellbeing and flexible working whilst delivering critical business needs.

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At the Voice group it was suggested that a road map would be good way to share our current positions and timelines.

We have completed the discovery phase which I gave a brief description of earlier, and now moving on to the development stage and test and learn stage.

I appreciate this is a busy slide and this will be shared with all staff so that they can have an understanding of timelines and ongoing work and key milestones.

I would like to highlight some key points, we take handover of the JMSLH in spring 2020 and we require to have new roles created and appointments in to those roles and we intend to use this as a test and learn phase to ensure that the model works and to refine where necessary.

Following on from the test and learn phase a phased transition process to implement the model from Autumn 2020 to Summer 2021.

The road along the bottom shows regular communication and updates on the project including continuation of focus groups and staff workshops, and also recognising ongoing improvements to system, processes and business as usual that complement the model.



## Next steps

- **Detailed review of job descriptors – desire to co-create and create key work streams to support the review of work patterns to deliver integrated services aligned to new and emerging business needs**

### Next steps

We have identified clusters and have thoughts on new roles, but we would like to co-create with yourselves, Union representatives and services users this will explore your thoughts and views on the new roles and what tasks align to them also discussion on work patterns. I would say there that the myth of 5/7 is exactly that, yes there will be areas within the clusters due to service times and opening hours of buildings we will need to cover evenings / nights and weekends but we are not making everyone 5/7 !!!

We have already met with Union colleagues who are supportive of co-creation myself and Alison are looking for volunteers to help support have your say through co-creation workshops / focus groups, this is an exciting time to come and have your say.



## Project team

- **Project Director – [Lorna.Campbell@glasgow.ac.uk](mailto:Lorna.Campbell@glasgow.ac.uk)**  
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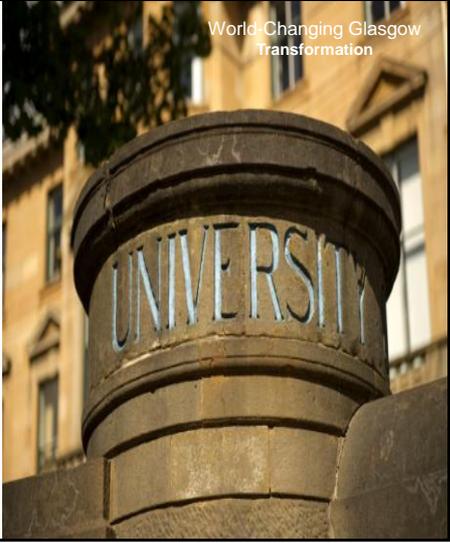
Here are our details.



World-Changing Glasgow  
Transformation

## Hopes & Fears

- Take 5 minutes to write down your hopes and fears
- 3 post it notes max for each
- Put them up on the sheets



### Hopes and Fears

Before leaving here today, I would like you all to take 5 minutes and reflect on what you have heard today, there are post-it pads and some flipcharts, it would be great if you can note down a few hopes and fears for the future, this will help myself and Allison ensure that we make this journey the best we can and elay fears and use the positives to shape our future.

Thank You

