World Class Glasgow
– Introduction
The University Strategy regularly mentions the need for us to improve our processes, get the best from our people and change the way we work for the better.

The World Class Glasgow Transformation Programme has been set up to help us achieve this.

It merges the 3 key work streams of Focus, Agility and Empowering People into a single, co-ordinated approach to transforming how we work.

The objectives of the transformation programme are to:
1) Drive a user-centric approach to ways of working.
2) Realise a step-change in organisational performance through improved operating efficiency.
World Class Glasgow Transformation Programme - Vision

The University of Glasgow is a world-class, world-changing place of higher learning. From our ground-breaking research to our enviable reputation for outstanding teaching, we pursue excellence in everything we do. However, the environment around us is changing – globally, higher education has never been more competitive; to retain and improve our position among the world’s top universities, we need to address every aspect of our business and ensure that our systems, processes, infrastructure and facilities are as good as they possibly can be.

Over the next 10 years we will invest to transform our campus. This is a historic opportunity for Glasgow to lead the way: to create a world-class environment where staff and students can discover and share knowledge that can change the world.

With the full engagement of staff and students helping to define the services they require, we will effect step-change improvements in a range of business processes with the aim of becoming leaner and more agile, by enhancing efficiency and effectiveness, removing duplication and waste, and maximising use of new technologies. By doing this we will improve the university experience for students and staff.

We will use the talents and dedication of staff at all levels in helping us define and implement programmes to empower everyone, enabling everybody to maximise their potential and to make a much greater contribution to the success of the University. This will involve an unambiguous commitment to high performance, team-working, personal development and delegated decision-making as one university working together.

Great people supported by great processes and great communications will lead to world-class outcomes and world-class experiences for our staff and students.
World Class Glasgow transformation projects will:

1. be transformative – developing a step change in performance of our processes, structures and culture.
2. be achievable – we will be realistic in our ambition
3. run across the institution – projects will address processes which cross colleges, functions and geographic boundaries
4. have a definable end date

Redesigned activity will follow the design principles below:

**Agility.** Policies and process should support work, not hinder it. Ways of working should adopt a right person, right place, right time approach, to ensure that we are able to respond quickly, flexibly, and efficiently. Work will be structured around processes and not around internal constructs such as functions, schools, geography, etc.

**Empowerment.** Staff will be empowered to take responsibility for specific tasks in a framework of accountability and performance management, appropriate incentives and rewards. There will be clarity around delegation of authority, systems and processes.

**Focus.** Transformation will prioritise and direct investment and change towards areas where GU’s wishes to establish/maintain/advance a world-class reputation and further its strategic agenda.

**Independence.** The new structures and ways of working will support and students to act as independent learners.

**Lean Governance.** Strong and effective governance should be addressed through the minimum number of approvals. Each approval should be distinct and should add value and be made by the most appropriate postholder/committee.

**One best way.** New ways of working will be designed so that all areas of the university completing similar activities will adopt them, to create a consistent and standardised approach.

**Ownership.** All redesigned processes will be allocated a process owner, who will be responsible for reviewing the performance of the process, monitoring adherence to it, and regularly looking for opportunities for future improvement.

**Technology.** Technology should always be used as an enabler. It should not be the sole driver of a service. It will be fit for purpose, and its acquisition will take into consideration the requirements of all users.

**User centricity.** New policies, structures, and ways of working will adopt a user centric orientation and promote cradle to grave management of core activity.