



University
of Glasgow



Estates and Commercial Services Five-year Business Plan 2016/17 – 2020/21

One Team:

Creating world-class Spaces

Inspiring Change

Delivering Excellence

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Introduction from the Executive Director

I am delighted to present to you the first Estates and Commercial Services Business Plan. The purpose of this Plan is to set out the Vision and strategic direction for the Directorate through to 2021.

Over the lifetime of this Plan we will lead the most exciting programme of property investment by the University in over a century as we begin a £1bn programme of development. This will incrementally transform the University's Estate and the way in which it provides for world-class teaching, learning and research, ultimately Inspiring People to Change the World.

Our Strategic Aims have been set to deliver the greatest positive impact and contribution to the University Strategy in support of its key strategic themes: People, Place and Purpose. These embrace the University's Values: Passionate | Professional | Progressive as key drivers in the development our People to ensure we are aligned with the University's ambitions for colleagues to reflect the characteristics recognised as core to the Glasgow Professional.

To deliver on our ambitions we will:

- *re-evaluate every area of our Directorate to create efficiencies, increase collaboration, innovation and creativity, reduce waste and eliminate duplication;*
- *build a culture and ways of working which support a single, integrated Directorate that is commercially focused and agile;*
- *reshape and develop our skills enabling us to increase capacity and better meet demand, address challenges and transform our services into lean, agile and efficient critical support functions for the University;*
- *shape and refine our business and operating models to ensure continuous improvement, working effectively and flexibly to consistently deliver enviable, best-in-class services with a 'right first time' philosophy;*
- *examine our strategic sourcing arrangements and seek to achieve better value from our supply chain by improving procurement, renegotiating contracts and continually challenging the standards and scope of works we specify; and*
- *provide proven Value for Money*

***Together we can Build the Future
Together we can Change the World***

Ann Allen
Executive Director of Estates and Commercial Services

Estates and Commercial Services

What we do and how we do it



Services
Strategies
Culture
Internal influence
External influence

Summary Plan on a Page

Vision:	One Team <i>Creating World Class Spaces / Inspiring Change / Delivering Excellence</i>					
Mission:	Trusted, Respected Professionals working in Partnership to support a World-changing University					
Values:	Passionate <i>Putting People at the heart of what we do</i>		Professional <i>Striving to achieve our potential</i>		Progressive <i>Acting as Agents of Change</i>	
Strategic Priorities	People		Place		Purpose	
Aims	Organisational Design and Development	Health, Safety and Compliance	Inspiring, World-class Estate	Environmental Sustainability	Service Excellence	Commercial and Operational Effectiveness
Enablers	Strategies, Plans and Programmes					
	University Strategy: Inspiring People Estate Strategy/Campus Masterplan Learning and Teaching Strategy Research Strategy Asset Strategy Security Strategy	Energy Strategy Sustainability Strategy Strategic Transport and Travel Plan Health, Safety & Compliance Strategy BIM Strategy Accommodation Strategy	Maintenance Strategy Customer Strategy Technology Strategy Information Management Strategy Value for Money Strategy Investment Strategy	Glasgow Professional Competency Frameworks People Plan Commercialisation Strategy Equality and Diversity Strategy Innovation Strategy		
Measures	Service Excellence and Efficiency		Commercial and Operational Effectiveness		Environmental Sustainability	Staff Satisfaction
By 2021 Estates and Commercial Services will:	<ul style="list-style-type: none"> • have a highly professional workforce • reflect the University's world-class aspirations • embed a culture of service excellence 			<ul style="list-style-type: none"> • operate best-in-class service delivery models • deliver proven Value for Money • provide leadership at all levels • deliver 52,000 sqm of new space 		

Our Core Values : the Glasgow Professional

Passionate | Professional | Progressive

The University Strategy sets out our Core Values. They are the strong, unifying bond and sense of purpose we all share regardless of our role. They are at the heart of our strategic, operational, tactical and personal thinking, driving and influencing our culture.

Estates and Commercial Services will embed the principles of **the Glasgow Professional** as a cornerstone of our strategic, operational planning, our tactical delivery plans and our organisational and personal development plans.

the Glasgow Professional

Passionate	Professional	Progressive
<i>We put People at the heart of what we do</i>	<i>We strive to achieve our potential</i>	<i>We are Agents of Change</i>
<p><i>We warmly welcome and support new colleagues</i></p> <p><i>We respect and value each other, embrace diversity and do not tolerate inappropriate behaviour</i></p> <p><i>We promote fun at work as it improves our collective wellbeing</i></p> <p><i>We inspire others through our positive behaviour</i></p> <p><i>We celebrate and share our successes</i></p> <p>We lead the way in Service Delivery</p> <p><i>We deliver an excellent customer experience</i></p> <p><i>We go above and beyond to help</i></p> <p><i>We are pro-active and solution-oriented</i></p> <p><i>We are co-ordinated in our response to customer needs</i></p>	<p><i>We take responsibility for our own development and career</i></p> <p><i>We self-pace and self-style our development and career</i></p> <p><i>We seek opportunities to expand our skillsets</i></p> <p><i>We support our colleagues to achieve their potential</i></p> <p>We are One Team</p> <p><i>We collaborate and share knowledge and experience to make a difference</i></p> <p><i>We understand what colleagues do and trust their expertise</i></p> <p><i>We take pride in our work and recognise excellence</i></p> <p><i>We are a well networked community</i></p>	<p><i>We courageously challenge mediocrity</i></p> <p><i>We encourage creative, innovative and imaginative solutions</i></p> <p><i>We are future-focused</i></p> <p><i>We build on our successes and share best practice</i></p> <p><i>We learn from our mistakes and embrace continuous improvement</i></p>

Our Resource Summary

People

Estates and Commercial Services is supported by 946 colleagues (664 fte) who collectively bring almost 10900 years of valuable experience of working at the University of Glasgow. Their knowledge, skills and experience are critical ingredients which enable us to build on past success and plan for the future.

Funding

	2016/17	2017/18	2018/19	2019/20	2020/21
	Anticipated spend in year	Anticipated Budget	Anticipated Budget	Anticipated Budget	Anticipated Budget
	£m	£m	£m	£m	£m
Operational					
Income	£53.82	£34.89	£36.89	£40.92	£37.09
Revenue Spend	£30.46	£29.91	£31.61	£38.04	£40.85
Utilities Costs	£9.80	£10.58	£10.58	£10.58	£10.58
Rent and Rates	£4.05	£3.70	£4.13	£4.13	£4.13
Depreciation	£23.10	£22.41	£22.48	£24.60	£27.42
Total Operational budget	-£13.58	-£31.71	-£31.91	-£36.42	-£45.88
Staffing					
Total pay	£20.55	£21.40	£22.04	£22.69	£23.41
Total non-pay	£0.17	£0.32	£0.32	£0.32	£0.32
Total staffing budget	£20.72	£21.73	£22.36	£23.02	£23.73
Total Contribution	-£34.30	-£53.44	-£54.27	-£59.44	-£69.61
Capital Spend	£33.29	£106.95	£154.80	£114.04	£77.78

Our Aims and Objectives

Estates and Commercial Services will focus on six key areas, all of which are interlinked and interdependent to our success.



PEOPLE

Organisational Design and Development

By 2021 Estates and Commercial Services will operate with the right structure and skills to deliver the professional services required by the University

Key Objectives

Build capacity, competence, capability and accountability to lead the Directorate and improve services

Create an empowered and empowering culture which inspires and motivates People to achieve organisational goals

Improve innovation, creativity and flexibility across services and teams

Maximise performance and potential through ongoing learning and development

Key Delivery Milestones

16/17

17/18

18/19

19/20

20/21

Continue organisational planning
Analyse organisational structures and roles
Define roles, responsibilities and accountability
Glasgow Professional embedded
Attendance data baselined - improvement Action Plan scoped
People Plan reviewed
Review application of PDR to ensure consistency and alignment with policy

Resource modelling complete
Managerial competence improving
Induction programmes revised
Alignment of skills/competencies reviewed
Organisational Development Plan scoped
Workforce Plan scoped
Working patterns reviewed
Performance Management embedded
Organisational and People strategies reviewed
Sickness absence reduced
Staff resilience and agility developed
Opportunities for skills sharing and knowledge transfer identified
Colleague Forum model reviewed

Staff Survey Action Plan prepared
Succession Planning strategy prepared
Aspiring Team Leaders programme embedded
Behavioural competencies adopted
Actions for knowledge and skills sharing implemented
Career pathways developed
Work patterns aligned with business need
Revised Colleague Forum established

Skills and knowledge fully aligned
Succession planning implemented
Staff satisfaction & engagement improved

Succession Plan outputs evidenced
Inspiring Leadership and Management embedded and evidenced
Fit-for-purpose, agile teams staffed with competent people
Organisational design, structures and role profiles meet business needs
'One Team' culture established
Organisational and individual performance optimised

PEOPLE

By 2021 Estates and Commercial Services will demonstrate a positive and continuously improving Health, Safety and Compliance culture with visible leadership and personal accountability at all levels

Key Objectives

Individual competence and accountability for Health, Safety and Compliance

Rigorous standards of Health, Safety and Compliance with continuous risk reduction

Recognised Health, Safety and Compliance accreditations

An appropriately resourced and competent Health, Safety and Compliance function

Statutory and legislative compliance across the Directorate

Key Delivery Milestones

16/17

Health, Safety and Compliance resourcing underway
Health, Safety and Compliance Strategy scoped
Directorate risk register prepared
Risk and incident reduction plan extended
Performance metrics developed
Leadership Team walkabouts embedded throughout all services
Health & Safety awareness-raising programme developed

17/18

Integrated Health, Safety and Compliance Strategy launched
Training Plan devised and implementation underway
Policies, processes, procedures and recording systems embedded
Health, Safety and Compliance embedded with supply chain partners
Health, Safety and Compliance performance standards embedded in PDR
Tiered Health, Safety and Compliance guidance launched
Safety Culture Survey completed
Health, Safety and Compliance accreditation plan scoped
Improved incident reporting and record keeping
'Lessons Learned' protocol in place for all incidents
Visible leadership in all aspects of health, safety & compliance

18/19

Health, Safety and Compliance accreditation process underway
Health, Safety and Compliance performance measured and reported
Health, Safety and Compliance Strategy/Action Plan reviewed
Risk-based examination of workplace standards established

19/20

Accreditations achieved
Audit processes embedded
Managerial competency measured
Health, Safety and Compliance Strategy/Action Plan updated
Follow-up Safety Culture survey completed

20/21

Managers accountable for Health, Safety and Compliance within teams
Systematic and comprehensive compliance and risk management processes embedded
Excellent Health & Safety culture evidenced

PLACE

Inspiring, World-class Estate

By 2021 Estates and Commercial Services will have delivered 52,000 sqm of new space to support world-class learning, teaching and research

Key Objectives

World-class, inspiring spaces supporting innovation

Resilient infrastructure

Optimised value derived from our Estate with space utilised as a strategic asset

New development compliments and enhances our heritage

Improved building performance and management

Key Delivery Milestones

16/17	17/18	18/19	19/20	20/21
				Major Projects on site Capital Programme Infrastructure
	Business Cases submitted Research Hub Institute of Health and Wellbeing Adam Smith Business School	Major Projects complete Learning and Teaching Hub	Major Projects complete Research Hub Joseph Black (external refurbishment)	
Full Business Cases approved Interdisciplinary Research facility Learning and Teaching Hub	Major Projects on site Western site clearance Capital Programme Infrastructure Joseph Black (external refurbishment) Learning and Teaching Hub Research Hub	Major Projects on site Capital Programme Infrastructure Joseph Black (refurbishment) Research Hub	Major Projects on site Capital Programme Infrastructure	Strategic Disposals Commenced Ten-year Capital Plan reviewed Research Hub post occupancy evaluation commenced Soft Landings aftercare (Research Hub) commenced Accessibility across the Estate maximised
Major Projects on Site Capital Programme Infrastructure Joseph Black (external refurbishment)			Learning and Teaching Hub post occupancy evaluation commenced Commercial plot development commenced Soft Landings aftercare (L&T Hub) commenced Completed projects delivered within approved financial boundaries	
Building Design standards completed Delivery Partners appointed WI site preparations commenced Condition Survey updated Investment Strategy scoped Asset Management principles developed Review BMS metering arrangements to inform 17/18 Metering Strategy Finalise and test Space Strategy Pilot Planned Preventative Maintenance service delivery model Estate maintenance strategy reviewed	Asset Strategy implemented Maintenance Strategy updated BIM strategy produced BIM process reviewed BMS/Metering Strategy developed Planned Preventative Maintenance rolled-out Infrastructure Plan developed Space Strategy implemented Soft Landings adopted Commercial strategic partnerships developed Innovation strategy developed	Asset Plans/strategic disposals aligned PPM Programme embedded Outer-years Projects Business cases developed L&T Hub delivered within approved financial boundaries 'Innovation Quarter' opportunities piloted		

By 2021 the University's carbon footprint will be reduced and Estates and Commercial Services will be demonstrating clear leadership on environmental sustainability

Key Objectives

Improved Estate carbon efficiency contributing to a reduction in the University's carbon footprint

Assets and resources utilised in ways which reduce environmental impact

BREEAM Excellent/EPC B (new builds)
BREEAM Very Good/EPC B (refurbishments)

Environmentally friendly, socially responsible Estate development which encourages greater use of active and public transport

Enhanced Biodiversity

Key Delivery Milestones

16/17

17/18

18/19

19/20

20/21

Sustainability resourcing complete
Sustainability Strategy launched
SMART Metering expanded
BEMS Review completed
Energy Investment Review scoped
Utilities consumption data analysed
Energy Performance Assessment Tool developed (new builds)
Gilmorehill Public Realm and Landscape Strategy completed

Energy Strategy developed
Carbon Management Plan updated
Sustainability Strategy Communication Plan prepared
Strategic Travel and Transport Plan implemented
Climate Change Adaptation Plan reviewed
Unregulated Waste and Recycling Strategy developed
Staff training delivered
Decentralised billing pilot complete
Metering data reviewed and published
Sustainable procurement embedded
ISO 14001 accreditation scoped
BIM/BMS providing environmental data
SKA Assessment Review complete
Waste Stream analysis complete
WARPIT Review complete
Composting opportunities examined

Carbon and Energy Improvements Fund launched
Volume of centrally managed space increased
Use of central space management systems increased
Internal recycling facilities expanded
Audit Action Plan prepared
Timetabling efficiencies delivered
Delivery of the University's sustainable construction targets embedded in all projects

ISO 14001 accreditation achieved
Private car use reduced
Number of green and open spaces increased
Bio-diversity performance standards embedded and measured
Campus Bio-diversity strategies and action plans implemented
Improved use of video-conferencing facilities

Sustainability Strategy and Action Plan targets achieved
Whole department approach to sustainability
Sustainability embedded firmly in all Directorate service and activities
Increased species-rich habitat

PURPOSE

Commercial and Operational Effectiveness

By 2021 Estates and Commercial Services will be delivering new, integrated service models which are commercially focused and offer clear Value for Money

Key Objectives

Maximised and evidenced Value for Money

Improved effectiveness, efficiency and productivity, waste eliminated and commercial best practice embedded

Fit-for-purpose IT systems and increased digital capability

Improved data collection, information management and accessibility, systems integration and business intelligence

Rigorous financial management, good governance and predictive financial modelling

Key Delivery Milestones

16/17

17/18

18/19

19/20

20/21

Space Utilisation measures baselined
Phase 1 (TeamEB) process improvements implemented
Programme Office established
Financial controls and reporting established
Procurement Review launched
Store and stock management processes reviewed
Business Contingency and Continuity Plans developed

Room booking model reviewed
Local Space transfer proposals scoped
Technology Strategy briefed
Project Management processes embedded
Information/data review complete
Contract management and strategic sourcing models embedded
Clear financial governance embedded
Sickness absence reduced
Replacement FM system scoped
Commercialisation Strategy scoped
All commercial services fully reviewed
Specification & standards drafted for all services
Opportunities for improved operational efficiency identified
Data Management Strategy developed

Ten-year Space Efficiency Strategy prepared
Business Effectiveness Review completed
Replacement FM system approved
Commercialisation Strategy launched
New service specifications launched
New operating model established ahead of opening L&TH

Digital records management process embedded
BIM/BMS data informing decisions
Effective data management established
Evidence-based decision-making fully enabled

QA Measure achieved
Value for Money evidenced
Financial management and accountability embedded
Efficiency targets achieved
Commercial income targets achieved

PURPOSE

Service Excellence

By 2021 Estates and Commercial Services will be delivering integrated, customer-centric services with new models of delivery which are aligned and compliant with industry standards

Key Objectives

A strong Customer Service culture with a drive towards 'Right First Time'

Strategic links which maximise opportunities for partnership working providing enhanced insight into customer needs and improved service delivery

Focused service delivery teams

Improved quality and accessibility of information about our Services and People

Key Delivery Milestones

16/17	17/18	18/19	19/20	20/21
<p>Customer Service Strategy launched Zonal service models scoped Customer Service training planned Enquiry Management model scoped Customer engagement model trialled</p>	<p>Customer Service training delivered Key Account Management embedded Balanced Scorecard developed Zonal service models tested Customer Journey mapping completed Partnership working ethos developing Customer feedback obtained Service Standards definition agreed Integrated enquiry management model defined Security Strategy embedded Accommodation Strategy reviewed</p>	<p>Customer Service Strategy reviewed Customer engagement evidenced Zonal service model embedded Integrated enquiry management established Revised Accommodation Strategy launched</p>	<p>Partnership Service Delivery structures agreed Customer Service Improvement Plan prepared New technologies adopted to enhance service delivery</p>	<p>Customer Service accreditation achieved Strategic partnerships effective Strong Customer Service culture evidenced</p>

Appendix 1: Key Performance Indicators (Measures and Targets)

The ten-year Capital Plan Programme comprises a series of individual projects, each of which will have a stand-alone business case and measurable benefits. The overall Capital Plan forms a programme of work and this requires a set of KPIs to monitor progress and measure the success of the Programme. For Estates and Commercial Services these are grouped into: Service Excellence and Efficiency; Commercial and Operational Effectiveness; Environmental Sustainability; and Staff Satisfaction.

Service Excellence and Efficiency

KPI	Actual 13-14	Actual 14-15	Actual 15-16	Forecast 16-17	Target 17-18	Target 19-20
Space Utilisation (Centrally managed Teaching Space)	26.0%	26.0%	25.0%	27.0%	29.0%	32.0%
	<i>Utilisation is measured as frequency of bookings x occupancy of the room (size of class relative to capacity of room) using measured data taken from the annual space audit</i>					
Sickness Absence	5.16%	5.67%	6.58%	6.87%	5.87%	4.87%
	<i>Figures are combined % loss of available time averaged across the Estates and Commercial Services Directorate (no. of staff x days or part days (hours) available/loss.</i>					

Commercial and Operational Effectiveness

KPI	Actual 13-14	Actual 14-15	Actual 15-16	Forecast 16-17	Target 17-18	Target 19-20
Income per m ²	1.23	1.36	1.50	tbc	tbc	tbc
	<i>KPI is based on being within top 8 of Russell Group (HESA Income/space data).</i>					
Collaborative Teaching Space (centrally managed space)	a	-	14150	14150	14150.00	17957.00
	b	-	268.81	871.5	1431.60	5238.60
	c	-	2.00	6	10	29
	<i>Proportion of the learning and teaching Estate configured to support collaborative and active learning. a) Total sqm of the L&T estate b) total additional sqm of new and refurbished teaching space delivered which supports collaborative learning c) (b) as % of (a)</i>					
Building Management Net Satisfaction (-100 to 100)	—	7th	—	7	-	7
	<i>To remain within the top eight of Russell Group Universities (Uniforum). Our current position is 7th of 8 participants</i>					
Commercial Contribution	£2,575,540.00	£1,897,408.00	£1,944,305.00	6,949,311	7,536,857	7,522,018
	<i>Combined contribution from Hospitality Services, Residential Services, Conferences and Events and Central Services (car parking). increase in 16/17 forecast and future years contribution due to change in treatment of GSV properties</i>					
Financial Control	-	-	-	1.0%	5.0%	-
	<i>Annual contribution towards two-year (minimum 5%) reduction in controllable spend (ECS Efficiency Board)</i>					

Environmental Sustainability

KPI	Actual 13-14	Actual 14-15	Actual 15-16	Forecast 16-17	Target 17-18	Target 19-20
Carbon Reduction CO2 kT	45.1	45.4	45.3	39.1	-	42.7
	<p>The University Strategy contains a target to reduce annual carbon footprint to 39000 ton CO2e by 2020. This was set when our annual carbon footprint was ~50000 ton CO2e, and represented a desire to reduce emissions by ~20%. The target was set at a time when the scope of the carbon footprint did not include emissions from either staff/student commuting or business travel. Our most recent carbon footprint for 15/16 was 69591 ton CO2e and included ~20000 ton CO2e from staff/student commuting and business travel. We have proposed a revised annual carbon footprint target of 55673 ton CO2e by 20/21, including emissions from staff/student commuting and business travel. This is consistent with the original desire to reduce carbon emissions by 20% over the period, based on the 15/16 total.</p>			<p>Forecast based on "Moderately Challenging" Scenario, which assumes that the level of future grid decarbonisation as projected by DECC (green book projections) is 75% of that expected. Scope 1 & 2 including impact of WI development and the effect of grid decarbonisation on CHP performance. Scope 3 including business travel and staff and student commuting equating to circa. 21.9 on each target</p>		
CO2 (kg)	45,059,071	45,385,165	45,333,000	tbc	tbc	tbc
m ²	376,205	384,583	395,890	tbc	tbc	tbc
Carbon Efficiency as we grow our estate (kg/m ²)	119.77	118.01	114.51	tbc	tbc	tbc
CO2 (kg)	45,059,071	45,385,165	45,333,000	tbc	tbc	tbc
Research Income (£k)	133,618	172,982	177,790	tbc	tbc	tbc
Carbon Efficiency as we grow research income (CO2 kg/ £k)	337.22	262.37	254.98	tbc	tbc	tbc

Staff Satisfaction

KPI	Actual 13-14	Actual 14-15	Actual 15-16	Forecast 16-17	Target 17-18	Target 19-20
Survey Respondents	58	—	89	—	650	750
Staff Headcount	165	—	142	—	946	946
Staff Engagement (Staff Survey Participation)	35.2%	—	62.7%	—	68.7%	79.3%
	<p>13/14 - 15/16 are for Estates and Buildings only. In February 2017 Estates and Buildings and Campus Services merged and became Estates and Commercial Services (ECS). Forecast figures reflect the entire Directorate including the addition of Sport Services and Print Services.</p>					
Staff Satisfaction with University as an Employer (staff survey)	90%	—	91%	—	85%	91%
	<p>It is anticipated that whilst the Directorate goes through a process of transformational change staff satisfaction will fluctuate but will recover by 19/2013/14 - 15/16 for Estates and Buildings only.</p>					
Staff Satisfaction with University Catering (staff survey)	48%	—	48%	—	55%	65%
	<p>It is anticipated that the appointment of a Commercial Director will have a significant impact on the satisfaction with commercial activities including catering</p>					