



WARWICK TRANSFORMATION

Online event for all staff

22 January 2024



What we'll cover today

- 15.00** **Welcome**
- What's changing, and why?
 - Where are we in the programme?
- 15.20** **What's happening: Updates from live projects**
- IDG and Library
 - Finance & Procurement
 - HR
- 15.45** **Questions**
- 16.00** **Close**

Why are we changing?

The world of Higher Education is changing. What got us to this point in our story won't take us to our next chapter.

We have grown rapidly:

We are now a community of 30,000 students and 6,000 staff.



We're an academic and research powerhouse

which is widely recognised as a global leader and innovator – but we have ambition to achieve even more.



Our external environment has changed dramatically, and we have a rapidly changing operating environment.

This presents new challenges – and opportunities.



We need to transform our Professional Services

Professional Services are **unscalable** to deliver future growth plans.

Complexity in our ways of working with **duplication** and waste in our processes.

User feedback on service offering and perceived cultural gap between centre and departments.

Inconsistent service level performance with a lack of qualitative measures.

Lack of clarity on roles and responsibilities; career paths unclear.

Our mission

is to build a 'fit-for-the-future' Professional Services organisation that...



Provides a high-quality service to **students**



Allows **academic staff** to focus on education & research



Empowers **Professional Services staff** to be at their best

Our objectives

Simplicity



- A clear overall model for our Professional Services
- Establishing common, easy to navigate, digitally enabled processes wherever possible.

Value





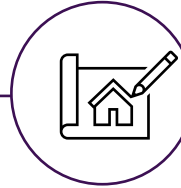
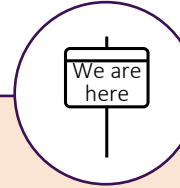
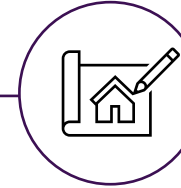
- Professional Services aligned to the core mission of teaching and research.
- Delivered efficiently with the ability to invest in the right things to support our ambitions.

Empowerment



- Empowering our people so that decisions are made by the right people, at the right time, without unnecessary governance or hierarchies preventing or frustrating progress.

Where we are in the programme

				
Early 2023: Pilot	September 2023: Programme	Nov-Dec 2023: Wave 1	January 2023	What's next: Wave 2
<p>IDG kicked off work as an early adopter programme under "Project Rewire"</p> <p>HR survey and listening sessions gathered input from across the University</p>	<p>Warwick Transformation came together with a cohesive approach and a dedicated team</p> <p>Wave 1 projects and governance agreed</p>	<p>Formal design work kicked off in Wave 1 projects:</p> <ul style="list-style-type: none"> • HR • Finance & Procurement <p>IDG moved into Implementation phase</p>	<p>IDG is preparing to launch a new service model; Library is refocusing its strategic direction</p> <p>HR is in Design Phase following listening exercises</p> <p>Finance & Procurement is developing recommendations and early improvements</p>	<p>Wave 2 projects commencing</p>

What's happening

IDG: Overview

Progress to date

- Future service design is moving into Implementation phase:
 - 6 functional areas + Library
 - Senior leadership team in place
- New organisational structure has been shared, with some staff changes and promotions.
- Recruitment underway for vacant roles, which will be staggered between now and July 2024.

For more information: <https://warwick.ac.uk/services/idg>
or use the QR code at right

Looking ahead

From February

- **New Digital Business Partners** to provide an interface to all University staff. The first 3 (of 7) will be in post from February.
- **Warwick Print** moving to a guided self-service model with support from 2 newly recruited staff. All digital print requests will continue to be placed online until 31 July 2024; more information on future changes to follow.

From March

- We will be relaunching our **digital strategy, vision and roadmap** that enables and empowers the University's strategy.
- **Services will be transitioning over time** to minimise impact to users, with new ways of working implemented as our people move into their new posts.



What's happening

IDG: Close-up on Library

Progress to date

- Proposed operating model defined alongside IDG design work
- University staff engaged through series of IDG listening sessions and events
- Library, Academic staff and students invited to give additional input to inform Library service model
- Recruitment for Library leadership team nearly complete

Looking ahead

- **Refocusing the Library's strategic direction**, to achieve the University's strategy as part of IDG
- **Library service model designed as one of IDG's 4 pillars: "Digital Innovative Library"**
 - Research-intensive library
 - Ensuring simple, easy access to physical, digital and multi-media assets
 - An inter-faculty fulcrum where all disciplines in our University community come together
 - Digital services and physical spaces are integrated, accessible and flexible to need

What's happening

Finance & Procurement

Progress to date

- 500 service users and staff shared insights via surveys
- Functional Design Board established, with 6 working groups organized around Value Streams
- 3-year vision - the 'north star' for Finance & Procurement
- Now at mid-point in Design Phase:
 - User journeys and pain points mapped through the Finance and Procurement service
 - Improvement opportunities identified for each of 6 Value Streams
 - Future capabilities being defined and agreed for each Value Stream, with a current maturity assessment and location

Looking ahead

- **Series of engagement events underway** for working groups to share early work and get feedback
 - 2 events for Finance and Procurement staff
 - 5 events open to users and providers across the University
- **Early Improvement initiatives** identified, to be rolled out in 'Launch and Learn' activities
- **Operating model design options** to be developed in February
- **Implementation Plan** to be defined in March

What's happening

Human Resources

Progress to date

- Over the summer, we listened carefully to what HR users and service teams told us about their experiences
- Cynthia Oddman-Howe joined as Interim Chief People Officer on 27 November
- We have undertaken further engagement sessions with HR staff and academic services users (December and Jan)
- Future design of the service started, with a focus across people, policy, process and technology (Success Factors)

Looking ahead

- **Functional Design Board** to be established to guide work on the design and implementation of the future HR service
- **Further user engagement events** scheduled in January to gain additional input
- **Working groups** to be established to support detailed design activity and implementation approach (especially in services, policy and process)
- **Early Improvement initiatives** to be confirmed and then implemented as 'Launch and Learn' activities

To learn more...



For up-to-date information

See [Warwick Transformation hub](#) for latest updates and FAQs

New content highlighted in weekly **inbox insite** staff newsletter



Ask a question or share feedback

warwicktransformation@warwick.ac.uk

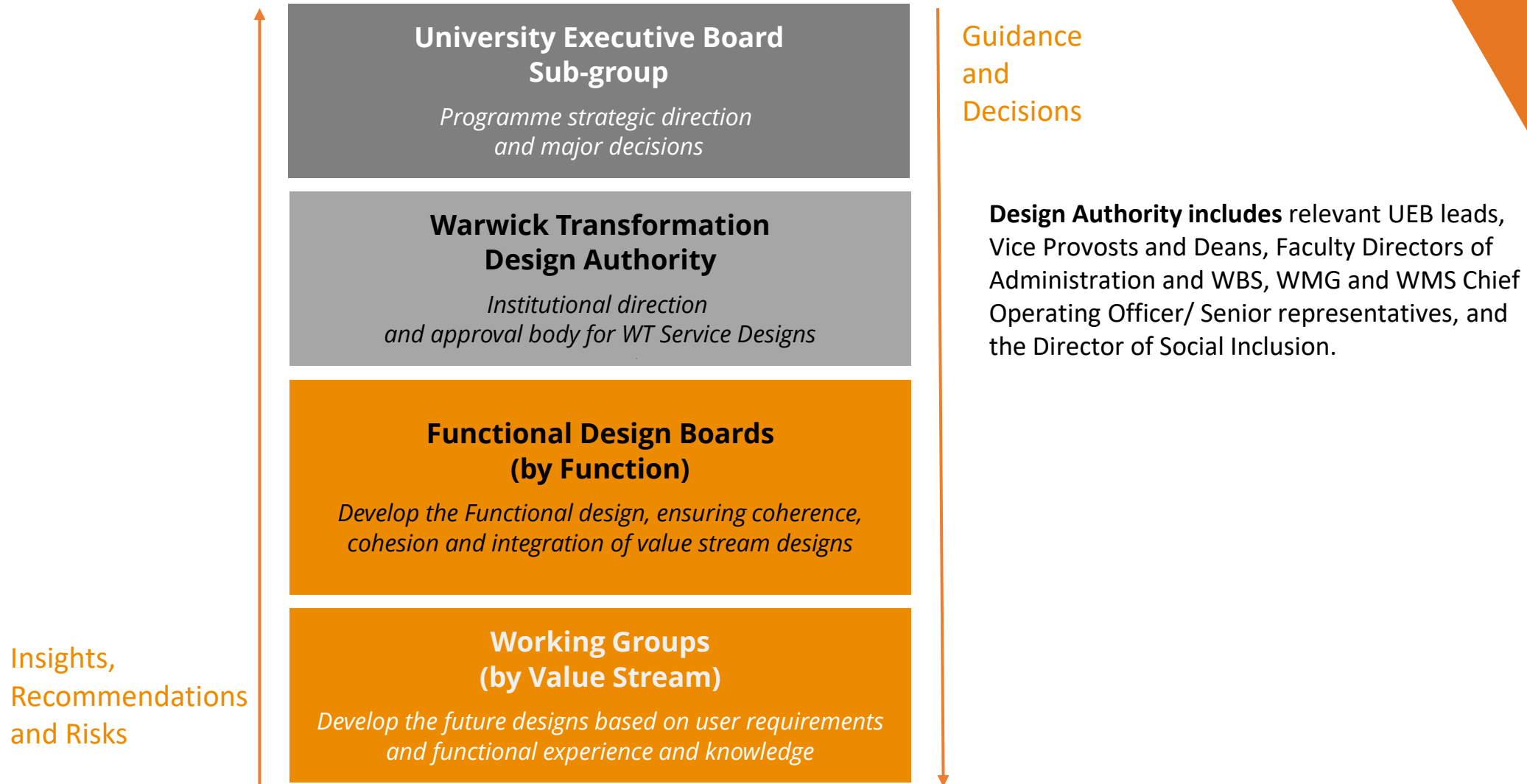


WARWICK TRANSFORMATION GOVERNANCE

An overview of the forums who are guiding designs and improvements, making recommendations and decisions



An overview of how Warwick Transformation is governed



Working Groups

Assess the current capabilities and design the future experience

Purpose:

To collaborate and develop proposals on the future service design, what the optimum experience looks like, communicating options to the Functional Design Board and developing an implementation plan.

Role in Design:

- Assess the current capabilities based on the experience of members and user feedback.
- Design the future requirements.

Role in Implementation:

- Inform ongoing implementation.

Role / Level	Source	# of reps.
Value Stream Lead	Function	1
Function delivery team member	Function	2-5
Central Professional Services reps	Other PS function(s) with key users	2
Academic department reps	Academic Departments	3
Student reps	Student Insight Group and SU	<i>As required</i>
TOTAL		8-11 for each Value Stream

Functional Design Board

Provides coherence, cohesion and integration of the future design

Purpose:
To set the vision and direction for the future design of the function, to oversee and support the work of the working groups, and to design the relevant changes to the operating model at the functional level.

Role in Design:

- Quality controlling service design, ensuring coherence across working groups.
- Making recommendations to Design Authority

Role in Implementation:

- Ensuring compliance with design
- Approve, manage and monitor change.

Role / Level	Source	# of reps.
Function Lead (or delegate)	Function or area	1
Senior manager	Function or area	2
Middle manager	Function or area	3
Academic user perspective	COOs / Faculty Directors of Admin.	2
Central Professional Services reps.	Other PS function(s) with key users	1+ <i>(depending on Function)</i>
Academic Department reps.	Academic Departments	6
Student reps.	Student Insight Group and SU	<i>As required</i>
Warwick Transformation Director	WT Programme	1
TOTAL		16