



Operations Group Strategic Direction & Priority Plan 2018

Our Vision and Aspiration

To enable the achievement of the Otago University vision: A research-led University with an international reputation for excellence.

‘Provision of an inspiring tertiary environment that sets world-leading standards for performance, assurance & sustainability’

Our Mission & Purpose

In pursuing our aspiration & goal, we adhere to the University of Otago’s mission. Through our expertise, advice and services offered the Operations Group of Division and offices directly influence and provides outstanding campuses and student experiences.

Our Goal

All Operations Group sectors will be recognised as Industry leaders within the Australasian region and amongst our Matariki Partners by 2020.

Our Values

In pursuing our aspiration and goal, we adhere to the University of Otago’s core values; excellence, knowledge, leadership, partnership, collegiality & collaboration, ethical standards, equity & social justice and stewardship.



Our Guiding Principles

- **Values:** align, embed and live the values;
- **Safety:** Everyone’s business
- **Best People:** recruit, develop and retain the best.
- **Teamwork:** A shared culture of responsibility for getting things done together;
- **Past and Future:** recognising and valuing our past but always looking and planning forward;
- **Excellent and Accountable Service:** consistent and accountable behaviour and service in accordance with job description and values;
- **Pride:** In ourselves, what we do and our work environment;
- **Resource Stewardship:** preserve, allocating and investing resources wisely and for optimal benefit;
- **Outcomes:** recognise the role we play in positive experiences and outcomes.

Our Framework

We Engage – To involve
We engage with our students, each other & our service users

We Enable – To make possible
The University to achieve its vision & mission by making things possible

Experience – To be outstanding
Experience of our students, our service users & our service partners will be outstanding.



Operations Group Strategic Direction & Priority Plan 2018

Our Vision and Aspiration

To enable the achievement of the Otago University vision: A research-led University with an international reputation for excellence.

We will achieve this by:

Campus Development

Property Services

Information Technology Services

Health, Safety & Compliance

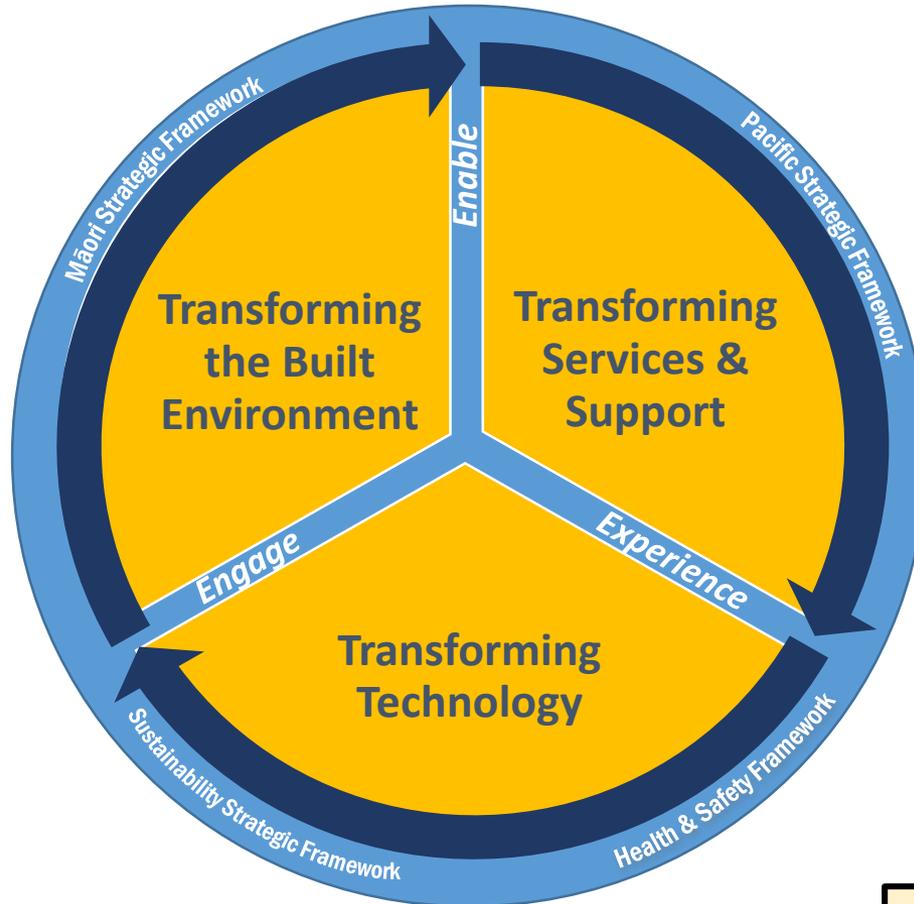
Campus & Collegiate Life Services

Shared Services

PMO

Office of Risk & Assurance

Office of Sustainability



Operations Shared Priorities 2018

Engage – Enable – Experience

- ✓ Build our Sustainability Brand
- ✓ Tier 1 Projects
- ✓ Customer Service – Implement metrics & SLAs
- ✓ Professional Development Programme
- ✓ Student Engagement
- ✓ Financial Stewardship
- ✓ Successful Implementation of SSR
- ✓ Asset Management Maturity – Core to Intermediate rating
- ✓ Business Continuity Plans
- ✓ Strategic & Operational Partnership with Academic and Research Divisions
- ✓ Competency based training and worker participation

Maori Strategic Framework

Pacific Strategic Framework

Northern & Southern Campuses

Health & Safety Framework

Sustainability Strategic Framework

Operations Shared Priorities 2018

Engage – Enable – Experience

- ✓ Project Management Maturity (CD, ITS, PSD and PMO)
- ✓ – achieve level 3 by end 2018
- ✓ Completion of design guidelines (CD, PSD, ITS, Sustainability)
- ✓ Consultant and Contractor Quality (PSD, CD, CaCL and ITS)
- ✓ Student app (IT, CaCL and PSD)
- ✓ Campus Way-finding (IT & PSD)
- ✓ Building Projects (PSD, CD and ITS)
- ✓ IT System Projects (IT, SSvc, HS&C, PMO, PSD)
- ✓ Off campus (staff and student) and incident management (RAC, HS&C)
- ✓ Business Intelligence

Maori Strategic Framework

Pacific Strategic Framework

Northern & Southern Campuses

Health & Safety Framework

Sustainability Strategic Framework

Campus Development

Operations Group BHAG: Operations Group to be recognised as industry leaders within the Australasian region and amongst our Matariki Partners by 2020.

Enable



Key Actions:
Good management of current projects

Planning and commencement of Tier 1 projects

Update the Campus Masterplan

Experience



Key Actions:
Complete the project management framework processes

Further professional development and training

Team Capability & Personal accountability

Outcomes:
Successful completion and handovers of our current projects

Business Cases submitted to VCAG/CDC

Updated Campus Masterplan

Outcomes:
Improvements in the management of our projects

Improved capability in the management of our projects

Key Success Measures:

Our clients (departments) are pleased and happy with their new facilities

The benefits identified for the projects are realised

Guides and informs decision making for future capital investments

Improved project outcomes (on time, on budget, right quality)

Links to Sustainability, Maori, Pacific & Northern Campus frameworks:

Office of Maori Development is a key stakeholder to be consulted on all projects

A number of future projects will be in the northern campuses

Campus Development

Operations Group BHAG: Operations Group to be recognised as industry leaders within the Australasian region and amongst our Matariki Partners by 2020.

Experience



Key Actions:

Complete the design guidelines/facility standards together with Prop Services

Improve consultants performance

Better integration of project inception

Develop post occupancy review process

Engage



Key Actions:

Develop stakeholder management process (incl Student Engagement)

Team Capability & Personal accountability

Outcomes:

Improved design efficiencies and consistencies

Improved project outcomes

Good planning and projects establishment

Lessons learned shared

Benefits realisation checked

Outcomes:

Implementation of robust stakeholder management plans

Key Success Measures:

Good quality design solutions for the University

Improved project outcomes (on time, on budget, right quality)

Verifies if the benefits identified for the projects are realised

Links to Sustainability, Maori, Pacific & Northern Campus frameworks:

Through design improvements and more robust capital planning, Maori, Pacific and the Sustainability frameworks will be integrated. E.g use of te reo in signage for new builds.

Office of Sustainability

Operations Group BHAG: Operations Group to be recognised as industry leaders within the Australasian region and amongst our Matariki Partners by 2020.



Engage



Experience



Enable

Key Actions:

Progress roadmap to zero carbon campuses

Improve waste minimisation facilities & support

Build the sustainability 'brand'

Support staff & student engagement through Green Impact

Help showcase sustainability-related research

Team Capability & Personal accountability

Outcomes:

Feasibility study, business case development

Green Building Standards being implemented

Contributes to strategic asset management, resource efficiency & risk reduction

Easy to understand, engaging narrative

Improved transparency

Relevant, timely communications

Otago emerging as a positive leader

Raised awareness & Knowledge

Sustainable practices supported, recognised & rewarded

Collaboration/meaningful involvement of staff & students

Key Success Measures:

Contribution to SSF implementation

Impact on meeting sustainability targets (& KPIs)

Individual & organisational enablers of sustainability culture are supported

Improved transparency

Increased profile (internal & external)

Active involvement of staff and students

Clearer, better aligned programme and resource requirements

Enabling improved decision making

Links to Sustainability, Maori, Pacific & Northern Campus frameworks:

Driving implementation of Sustainability Strategic Framework: 2017-2021

Consistent with Maori & Pacific Strategic Frameworks, but seek to strengthen these links during 2018

Will be proactively working northern campuses

Campus & Collegiate Life Services

Operations Group BHAG: Operations Group to be recognised as industry leaders within the Australasian region and amongst our Matariki Partners by 2020.



Engage



Experience



Enable

Key Actions:

Growth & redevelopment strategy through to 2022.

Financial Stewardship/Targeted expense & procurement mgt

Collegiate Leaders Forum

Delivery of Business case for new F&B strategy

Integration & settling of new CaCl's division & continued support of SSR Business Case objectives.

Business Continuity Plans

Team Capability & Personal accountability

Outcomes:

Clarity & direction over future investment needs which will intelligently inform and provide oversight on decision-making.

Achieving operating surplus to assist in sustainably funding strategic projects

Increase in leadership capability/collaboration in staff & engagement.

Enhanced & rejuvenated retail & food landscape for staff & students that maximises experience & provides maximum revenue opportunity.

Division is engaged as a team, clear on structure & accountabilities & operating as a high performing unit.

Decreased risk & higher assurance for all CaCl's units.

Key Success Measures:

Completion of business analysis report which outlines next 5-10 years of need including detailed funding options.

Coordination with Procurement office. reduction in costs & exceeding budget operational efficiency targets.

Evidence of best practise, collaboration & enhanced thinking impacting better outcomes for students.

Practical BC that outlines recommendations in line with Campus Master Plan, service/fiscal impacts.

Smooth integration, shared learning. Unsolicited positive feedback metrics remain high.

Approved & up-to-date Bus. Continuity plans in circulation.

Links to Sustainability, Maori, Pacific & Northern Campus frameworks:

The CaCl's division is wholly committed to all campuses and the entire student experience. Given the focus on pastoral care we also remain committed to the Maori & Pacific frameworks and incorporate these where we can.

Campus & Collegiate Life Services

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Engage



Experience



Enable

Student Mobile App

Student Mental Health

Conference & Banqueting process

Staff Development Programme

Key Actions:

Team Capability & Personal accountability

Outcomes:

CaCl's capability within its staff continues to advance for the benefit of the division & increased staff engagement/succession planning.

Commercial effectiveness within CaCl's is achieved through seamless internal coordination of services.

Better more coordinated response for students in our care.

Enhanced student experience on campus and with our colleges. Increase in favourable recommendations which further influences student pipeline.

Key Success Measures:

A comprehensive resource is developed that outlines internal/external professional development ops for staff inc. conference presenting ops (4 year timeframe).

Compendium of services is developed and in use by all operational units and new events office.

Creation of adaptive more sensitive and comprehensive approaches to student mental health issues/incidents.

Successful coordination between CaCl's, ITS, PSD and Maori Development and then successful launch of student app.

Links to Sustainability, Maori, Pacific & Northern Campus frameworks:

Campus & Collegiate Life Services

Operations Group BHAG: Operations Group to be recognised as industry leaders within the Australasian region and amongst our Matariki Partners by 2020.



Engage



Experience



Enable



Key Actions:

RA Training Programme

Support delivery of 2018 Sustainability Action Plan

SHARE policy & procedure development

Long-term accommodation strategy/Health Science Precinct

Develop frameworks for enhancing the leadership opportunities for College members

Formalise student engagement strategy
Strengthen framework for academic staff engagement with college members.

Team Capability & Personal accountability

Outcomes:

Delivery of world-class pastoral care programme that gives students best possible support in colleges
Implementation of 'green colleges' initiative.
Operationalise more sustainable practises in Colleges.

Impacts of sexual assault on victims are mitigated by more effective handling of issues.

Ability to inform effective decision-making regarding future accommodation needs.

Closer engagement with students and enhanced experience for them.

Engagement is meaningful/useful with staff and students more engaged. Increase in academic fellows in colleges.



Key Success Measures:

Implementation of new RA training in collaboration with SH/academic specialists.

Internal staff engagement & capability increase.

Consistent Outstanding student feedback.

Creation of Policy & procedures that provides framework for effective management

Strategic roadmap on the way forward for Colleges that incorporates impacts of hospital & fees scenarios.

Strategic roadmap signed off by COO & relevant stakeholders.

Creation of framework that can be communicated consistently to anyone joining the division

Engagements properly recorded, evidence of genuine consistent dialog and numerical metrics of increased numbers of fellows is recorded.

Links to Sustainability, Maori, Pacific & Northern Campus frameworks:

Support the guidelines prepared by the office of sustainability.
Each operational unit to maintain a monthly sustainably committee meeting chaired by the unit leader. The membership to include where practical student member to review and develop routine sustainability practices. The committee chair to send a representative twice a year to a joint divisional meeting to share knowledge and new ideas.

Operations Group BHAG: Operations Group to be recognised as industry leaders within the Australasian region and amongst our Matariki Partners by 2020.



Engage



Experience



Enable

Key Actions:

- Creation of ICT Governance Model
- ICT Strategy & Roadmap
- Dental ICT Programme (8 Projects)
- Development of Campus Wayfinding strategy
- Cyber Security Plan
- Network Upgrade Project
- Student Mobile App
- SSR Implementation
- IIT Engagement Strategy

Team Capability & Personal accountability

Outcomes:

- A model in place that identifies what decisions must be made, who should make them & how they are monitored.
- Clear direction on where ITS is going, what investment needs to be done & when.
- Provision of world-class dental facility that advances Teaching & learning for students.
- Clear direction that outlines the who, what and how of delivery.
- Robust, future-proofed ICT system that provides secure reliability for users/org.
- Increased capability & functionality of network for all users.
- Enhanced student experience & deepened engagement w students as customers.
- Consistency & effectiveness of service maintained through transition & productivity high.
- Plan for effective engagement w. customers that informs needs-based service delivery.

Key Success Measures:

- Successful Implementation of model. Ongoing delivery of service meets efficiency & service targets.
- SLT team in place, strategy development & roadmap completed.
- Business Case objectives are met on time, within budget & quality.
- Agreement & circulation of strategic plan for wayfinding.
- Policy, procedures & guidelines are created/approved.
- Awareness & training programme is delivered to staff/students.
- Rolling addition of buildings.
- Successful testing/trial and launch of app. Download, retention & satisfaction metrics .
- Service level feedback metrics high. Any potential 'holes' in service are identified & mitigated.
- Successful transition.
- Maintenance & increased client satisfaction metrics.
- Adaptive change is Customer-centric.

Links to Sustainability, Maori, Pacific & Northern Campus frameworks:

- ICT is a key enabler of Otago's vision and as such are key contributors of providing sustainable workplaces. Our strategic actions are for the benefit of all campuses.
- Commitment to the delivery of effective and comprehensive ICT service and solutions are culturally responsive & align with the objectives of the Maori & Pacific frameworks.
- The campus wayfinding & student app projects especially will incorporate consultation with the Maori & Pacific frameworks with regard to digital messaging that is developed for all student groups.

Operations Group BHAG: Operations Group to be recognised as industry leaders within the Australasian region and amongst our Matariki Partners by 2020.



Engage



Experience



Enable

Key Actions:

- Voice Comms Strategy (upgrade of PABX)
- Business Intelligence Strategy
- CRM System
- Asset Mgt Maturity
- Project Mgt Maturity
- Electronic Exams Pilot
- Lecture Recording System
- ICT design, build & installation for Campus Dev. Projects
- Student Placement System

Team Capability & Personal accountability

Outcomes:

- Continuation/upgrade of telephony service.
- Unleash the capability we currently have in data through more effective capture, storage/access & use.
- Improvement in coordination of external engagement that protects & strengthens r'ships, ops for revenue growth etc.
- Full incorporation of ICT assets into strategic asset mgt plan.
- Effective & efficient PM capability within ITS.
- Better experience for students & staff regarding exams – inc. options.
- Cloud based system that is secure & cost-effective.
- High-grade ICT capability for Science 1, St David II, Music & Theatre, Dental, RSF & UOC.
- Effective & efficient mgt of students on placement to enhance & maximise their experience.

Key Success Measures:

- PMP developed, options for upgrade, change mgt plan.
- Current state review, organisation maturity assessment and stakeholder requirements completed.
- Successful evaluation of RFP to inform final BC. System chosen & implemented by end of 2019.
- Full transparency over long term ICT asset mgt and needs inc. how, when & cost of future investments.
- ICT projects delivered on time, to budget & agreed quality metrics.
- Successful implementation by end of 2018.
- Successful transition & upgrade of system in cloud.
- Successful coordination & completion of projects alongside CD, on time, to budget & quality metrics.
- Successful implementation & use of system.

Links to Sustainability, Maori, Pacific & Northern Campus frameworks:

ICT is a key enabler of Otago's vision and as such are key contributors of providing sustainable workplaces. Our strategic actions are for the benefit of all campuses.

Commitment to the delivery of effective and comprehensive ICT service and solutions are culturally responsive & align with the objectives of the Maori & Pacific frameworks.

Office of Risk, Assurance & Compliance

Operations Group BHAG: Operations Group to be recognised as industry leaders within the Australasian region and amongst our Matariki Partners by 2020.



Engage



Experience



Enable

Key Actions:

Client Training Prog. (RAC)
BCP validation prog.

Compliance Mgmt Framework & financial checks
Info. & Records Mgmt Training & Compliance checks

Internal audits

Professional dev.

Succession plan

Cross skilling

Coms Plan – our services and objectives

Team Capability & Personal accountability

Outcomes:

Increased awareness of the need for risk management, compliance and internal controls

Services and capability maintained/improved

Increased stakeholder engagement

Key Success Measures:

Workshops and training sessions conducted (Count by Type)

BCP validation exercises undertaken (Count)

Compliance Mgmt Framework developed and adopted (ARC Endorsement)

Progress with risk mitigations strategies (% VH,H,M risks)

Progress against internal audit plan (% complete)

Reduction in financial compliance issues (Count)

Info. and Records Management compliance checks (% of programme complete)

Professional development initiatives undertaken (Count)

Coms Plan implemented (ARC endorsement)

Links to Sustainability, Maori, Pacific & Northern Campus frameworks:

Our Office provides support/services to all Divisions, who in turn link to these frameworks. Sustainability objectives are also incorporated into all activities as appropriate.

Health & Safety Compliance

Operations Group BHAG: Operations Group to be recognised as industry leaders within the Australasian region and amongst our Matariki Partners by 2020.



Engage



Experience



Enable

Key Actions:

Chemicals Inventory – identifying req's, system & implementation programme.

Better@work strategy

Contractors on-site Management system

Student & staff working off-campus mgt. system

Development of H&S training policy & programme.

Developed documented workers participation system.

Team Capability & Personal accountability

Outcomes:

More efficient & effective use & mgt of chemicals that provides cost savings to university and reduced risk around use & disposal.

Staff better supported at work during times of illness.

More effective & safe mgt which lowers risk & potential harm.

Consistent visibility over staff/student whereabouts whilst working so emergency responses can be est.

Meet minimum requirements & increase H&S awareness responsibilities for staff

Increased participation & involvement in H&S

Key Success Measures:

Est. of project team, specs detailed, system selected & successful implementation. Subsequent wider transparency & mgt of chemicals.

Subsequent higher staff productivity & lower sick leave metrics.

Documented system & training programme est.

InReach locator beacons in use. Travel tracker in place.

Training programme & ongoing high attendance.

System publicity. Nominated/elected reps. Established H&S committees.

Links to Sustainability, Maori, Pacific & Northern Campus frameworks:

Health, Safety and wellbeing are key pillars of providing sustainable workplaces. Our strategic actions are for the benefit of all campuses.

Commitment to the delivery of effective and comprehensive health & safety strategic actions that are culturally responsive & align with the objectives of the Maori & Pacific frameworks.

Animal Welfare Office

Operations Group BHAG: Operations Group to be recognised as industry leaders within the Australasian region and amongst our Matariki Partners by 2020.



Engage

Experience

Enable



Key Actions:
Comp. based training & review

Mandatory training Operations manual IARMS

Training review
Delivery of training IARMS

Sub-group working party
Operations manual IARMS

Team Capability & Personal accountability

Outcomes:
Working group
Agreed training requirements

Site visits completed

Student/staff engagement in training review & training delivery method reviewed

Documented processes & inclusion of students in IARMS



Key Success Measures:
Increase in training numbers

Site visits completed

Decrease in identified welfare issues

Training review completed

Shared understanding of training requirements

IARMS operational

Shared OurDrive site for all animal users

Links to Sustainability, Maori, Pacific & Northern Campus frameworks:

Animal waste reduced

Paperless systems

Training provision across all campus locations

Consistency of services and requirements

Property Services Division

Operations Group BHAG: Operations Group to be recognised as industry leaders within the Australasian region and amongst our Matariki Partners by 2020.



Engage



Experience



Enable

Key Actions:

Effective asset mgt. of all university Assets.

Develop SAMP communications plan

Develop and improve asset information & reporting systems in line with the PSAS Roadmap and the SAMP improvement plan.

Develop & implement Building Specification Brief & Performance Standards.

Develop, implement and resource Construction Quality Management process for all new build, upgrade, redevelopment and maintenance projects.

Develop and implement Occupancy Agreements and Service Levels agreements

Team Capability & Personal accountability

Outcomes:

Standardised & improved management of all university assets.

Ensure university wide familiarity and support.

Consistent, clear communication is managed and data is transparent & used resulting in better operational outcomes.

High level Compliance & standardisation is achieved to minimise risk and achieve higher quality outputs, consistency and transparency within budget constraints.

Shared service expectations are agreed and met resulting in higher experience of service by all parties.

Key Success Measures:

Clear decision-making & investment is made where & when its needs to be. Client satisfaction rates are high.

SAMP reviewed and improvement plan items completed. Successful development & implementation of improved reporting systems.

Demonstrated & evidenced processes, standards, agreements.

Communication & agreement from division occupants. Established feedback & satisfaction measures in place.

Links to Sustainability, Maori, Pacific & Northern Campus frameworks:

Property Services are fundamental to providing sustainable workplaces. Our strategic actions are for the benefit of all campuses.

Commitment to the delivery of effective and comprehensive strategic actions that are culturally responsive & align with the objectives of the Maori & Pacific frameworks.

Make Maori, Pacific Island and Sustainability Frameworks a visible part of the campus and Property Services operations.

Property Services Division

Operations Group BHAG: Operations Group to be recognised as industry leaders within the Australasian region and amongst our Matariki Partners by 2020.



Engage



Experience



Enable

Key Actions:

Manage the “Big Five” costs across portfolio.

Increase asset efficiency & pursue external income streams across the asset portfolio.

Ensure that BCP/EMP/Crisis Management are integral to PSD’s operation & the required plans are in place.

Continue partnering with academic, research & service divisions & “Here & Now” sessions.

Customer Service training for PSD staff.

Auditing management

Increase use of Technology including business intelligence tools

Staff development programme

Team Capability & Personal accountability

Outcomes:

reduction in unfavourable budget variances.

Effective & strategic decision-making & care of assets.

Compliance is adhered too consistently and risk is mitigated to reduce potential for harm & cost.

Deepened & broadened relationships ensure ability to respond to needs is maximised & satisfaction levels are increased.

Increased capability in PSD & deepening of customer-centric focus. Completed jobs & customer touchpoints/contacts are consistently audited. Job flows, customer responses & requests streamlined for efficiency. Reporting improved. Better capability building & succession planning.

Key Success Measures:

Favourable budget variance by end of 2018.

Costs efficiency & increase in potential revenue for university.

Risk auditing confirms successful robust plans in place.

Increase in customer satisfaction metrics.

Increased customer satisfaction metrics.

Metrics measuring work flows show increased efficiently & response. Increased productivity & engagement as measured through staff feedback & outputs.

Links to Sustainability, Maori, Pacific & Northern Campus frameworks:

Property Services are fundamental to providing sustainable workplaces. Our strategic actions are for the benefit of all campuses.

Commitment to the delivery of effective and comprehensive strategic actions that are culturally responsive & align with the objectives of the Maori & Pacific frameworks.

PMO Office

Operations Group BHAG: Operations Group to be recognised as industry leaders within the Australasian region and amongst our Matariki Partners by 2020.



Engage



Experience



Enable

Key Actions:

Relaunch OURDrive pages

Consistency across portfolio

Standard project communications framework

Prioritisation methodology and visibility for IT Projects

More support for sponsors and PMs

Training toolkit launched

Team Capability & Personal accountability

Outcomes:

Overall improved Project management maturity

Key Success Measures:

Level 3 PM maturity achieved in 2018.

Customer feedback initiated and shows strong positive views of the PMO.

Links to Sustainability, Maori, Pacific & Northern Campus frameworks:

Review and monitor consistent inclusion of these groups in all projects