Presentation Overview

1. **Transformation**
2. **University South Wales (USW): The story so far**
3. **Challenges**
4. **Opportunities**
5. **Achievements to date**

What is Transformation?

University of South Wales
Prifysgol De Cymru
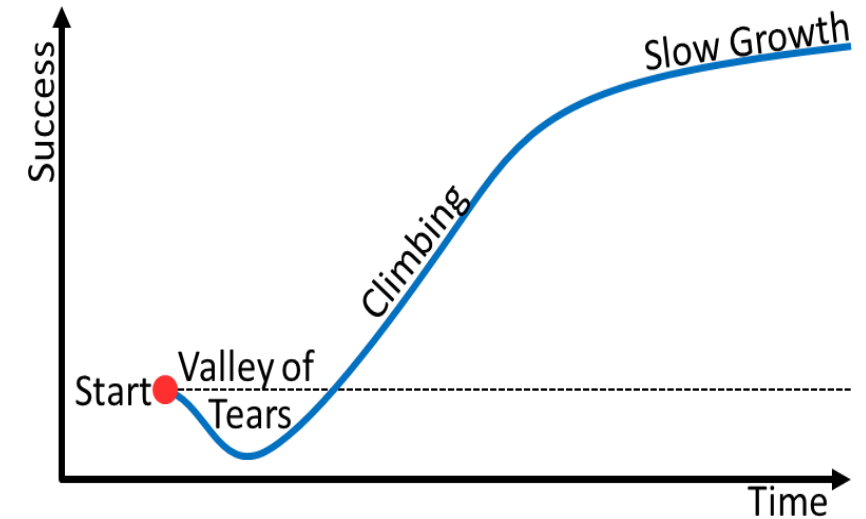
Transformation is doing not reading or talking

Never a done deal, needs to deal with key things, but is also an ongoing process

Most of our activity is Transformation – not separate but always looking at ways of improvement, processing, systems. Simplify, streamline etc.

Change at an organisation level

Keeping up with the times

Positive, always a hearts and minds cultural piece

A coordinated approach to change

Working together to address culture and sustainability

Having organisations oversight

Fundamental change to ensure you have the competitive edge

The way to deliver on a vision

Securing improvement

Transformation acts as the 'Conductor' in an organisation

A vehicle for moving things on

Transformation at USW

Transformation

- Define and align

- A central resource - focused on the institutional approach

- Hybrid approach to programme and project management, with appropriate governance layers planning, developing and assuring progress

- Heavily reliant on all business areas – engage, communicate, input, output, embed, review

- Business change – efficiency and effectiveness

A conduit for the delivery of the USW 2030 Enabler – Operational Transformation

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To secure a consistent and effective partnership approach to the continued development and evolution of USW; resulting in sector leading practice, performance, engagement and retention

Alignment with the Operational Transformation Goal of the USW 2030 Strategy – 'fit-for-the-future operations' ensuring our 'services will be efficient and innovative and meet the needs of our students, staff and partners'

Vision

USW 2030 Strategy Overview

USW 2030 Vision | Changing lives and our world for the better: A leading UK university maximising positive impact for students, partners and communities

CORE PURPOSE

We are:

ambitious for our students and dedicated to making a positive impact on the communities we serve | focused on inclusion, enterprise and growth | a trusted partner, equipping students with skills for success

a knowledge creator through research and innovation, making a difference now and in the future | proudly anchored in South Wales with global reach

VALUES

Professional | Responsive | Creative | Inspiring | Collaborative

GOALS

Maximising Graduate success and opportunities

Distinctive academic offer
Our portfolio will focus on the skills needs of students and employers, with a well-evidenced and market-led development process. It will be co-designed with industry, regularly refreshed and professionally recognised. Our curriculum will instil a professional identity and be connected to regional, national and global challenges.

Transformational learning, teaching, and student experience
Problem and challenge based learning will be embedded in all programmes. Interdisciplinary team-based learning will connect to problems beyond the classroom, with curriculum that creates a deep sense of belonging, engagement, networking and pride. Engagement with alumni will be embedded in student life and students will have a voice in the development of the curriculum.

Workplace and lifelong learning solutions
Focusing on new interactive CPD opportunities and modes of delivery, we will develop workplace, blended and online learning to meet learner needs and extend market reach.

Research excellence and innovation impact

Internationally excellent research capabilities
Accelerated development and investment in our internationally reputable and high impact research areas: sustainable environment; crime, security and justice; health and well-being; creative, as well as advancement of innovative pedagogical practice.

Research and innovation impact
Our multidisciplinary research teams will focus on solutions to problems that affect society and the economy, with learning and teaching based on insight from our research and innovation impact. We will support and showcase the talent and ambition of our research and innovation.

Knowledge and skills exchange for student and strategic partner benefit
Our major strategic partnerships will address global challenges and act as catalysts for wider influence and support. Our collaborative work will focus on creating greater levels of productivity, innovation and economic impact and act as a bridge for knowledge exchange. We will inspire and support student entrepreneurship.

ENABLERS

Our external focus

Accessible Higher Education
Working with partners to promote access to and participation in higher education will be a priority, notably the growth of HE in FE opportunities across our region and beyond. We will continue to support students from under-represented communities and grow international student mobility.

Contribution to economic and societal well-being
We are committed to improving the future wellbeing of the communities we serve across our region, nurturing relationships between industry and communities, building supportive relationships with civic leaders to enable positive change, and maximising the economic and public value of our campuses. We are committed to making a positive contribution to the development of the Welsh language.

Connected and responsible organisation
We will deepen our regional, national and international strategic partnerships. Our alumni network will be our advocates, supporting the communication of our purpose and value with clarity, integrity and enthusiasm. We will embed environmental and corporate social responsibility principles into our practice.

Our operational transformation

Focused, talented and ambitious staff
With a deep sense of belonging, focus and pride in our work, all staff will have an ethos of continuous improvement. We will be a high performing and digitally innovating workforce, and have an inclusive workplace environment that supports diversity and promotes collaboration and well-being.

Fit-for-the-future operations
Consolidating our estate and enhancing our digital infrastructure, we will use flexible spaces and emergent technologies to enable innovative pedagogical and work practices. Our services will be efficient and innovative and meet the needs of our students, staff and partners. We will deliver timely and consistent business intelligence to inform and empower decision making.

Financial strength
Our institution will be sustainable, embracing operational and commercial models that enable us to grow and diversify our income to generate surpluses for re-investment in our core purpose.

Transformation Approach

Business Need Identified

Framework Assessment

Road Map and pipeline

Strategy

Roles & Responsibilities

Concept

Capability Focus

**Possible selves/situation

Fears, hopes & aspirations

Requirements – functional and measurable

Return on Investment

Resource & workload

Benefits

Impact assessment

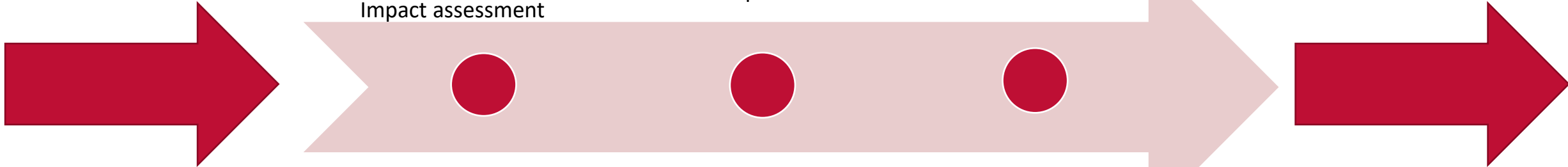**Programme & Project Management – Hybrid (e.g. Prince2 & Agile mix)**

Timeline

Financial profile

Risks, issues, assumptions and dependencies

Change management

Benefit review and tracking

Sprints

Implementation

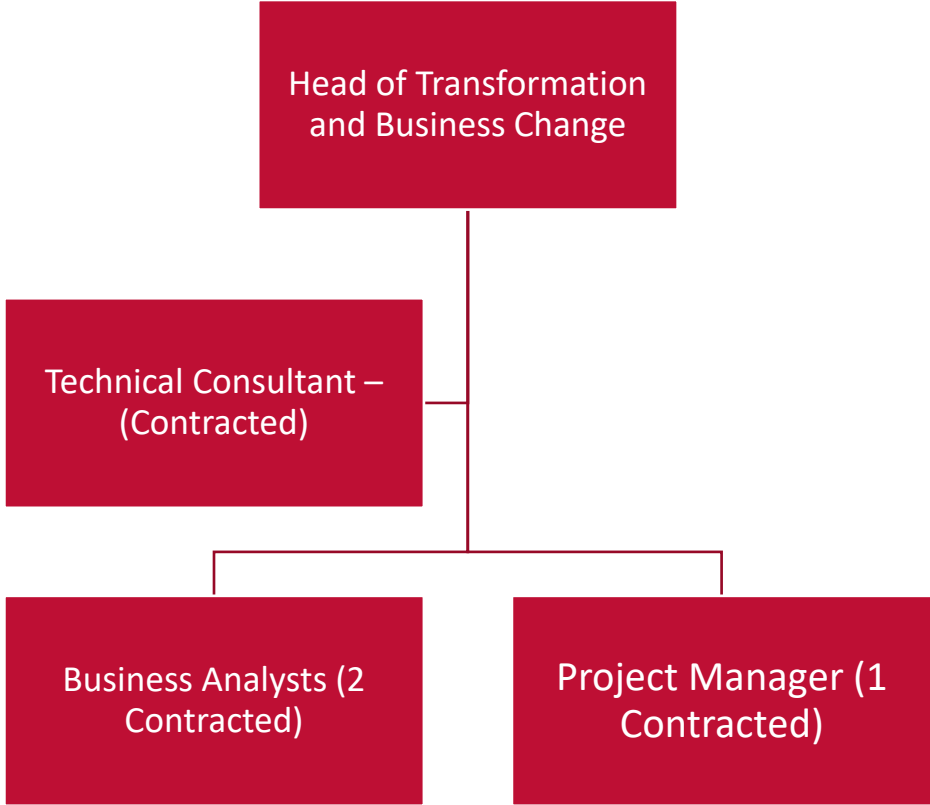Outcomes & outputs

Benefit realisation

Lessons Learned

Sustainability

Review & Development Plan

Embed & evaluate

Return on Investment

Transition Planning

Communication & Engagement

Governance

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Core Transformation Resourcing Plan

University of South Wales
Prifysgol De Cymru

Head of Transformation and Business Change

Technical Consultant – (Contracted)

Business Analysts (2 Contracted)

Project Manager (1 Contracted)

Head of Transformation and Business Change

Transformation Office
Senior Transformation Manager
Transformation Officers (Project and Business Partner focus)
Business Process Analysts
Project Support Officer

Expensive, flight risk, alignment with business need, experience, institutional knowledge and understanding

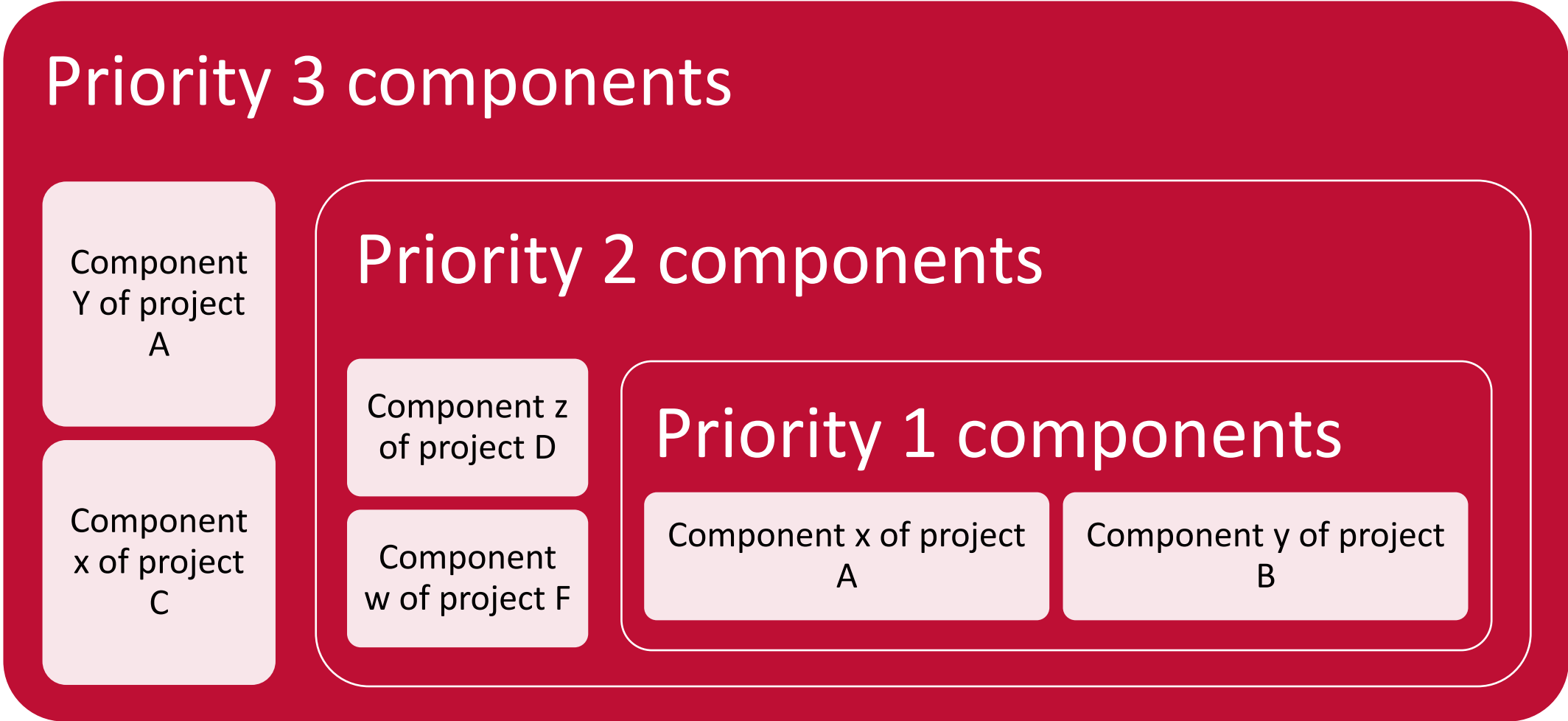**Financially efficient, employed and engaged, HE experience, resilience and flexibility**

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Transformation Programme Overview
Linear Implementation

Revolutionising the Workplace

EventMAP - **Scheduling, Booking. Monitoring, Compliance and Data**

Content Management System Website

Student Portal Unilife/ MyUSW

Systems Review

Customer Relationship Management & Student Record Systems

Academic Workload Allocation Model

Programme Implementation – Emerging Timelines

Project	2021/22	2022/23	2023/24	2024/25	2025/26
EventMAP	🟩	🟩	🟩		
CMS Website		🟩	🟩		
Student Portal		🟩	🟩		
Systems Review (Student Records and Customer Relationship Management)		🟩	🟩	🟩	🟩
Academic Workload Allocation Model			🟩	🟩	🟩
Transforming the Workplace			🟩	🟩	🟩

Dependencies and Integrations
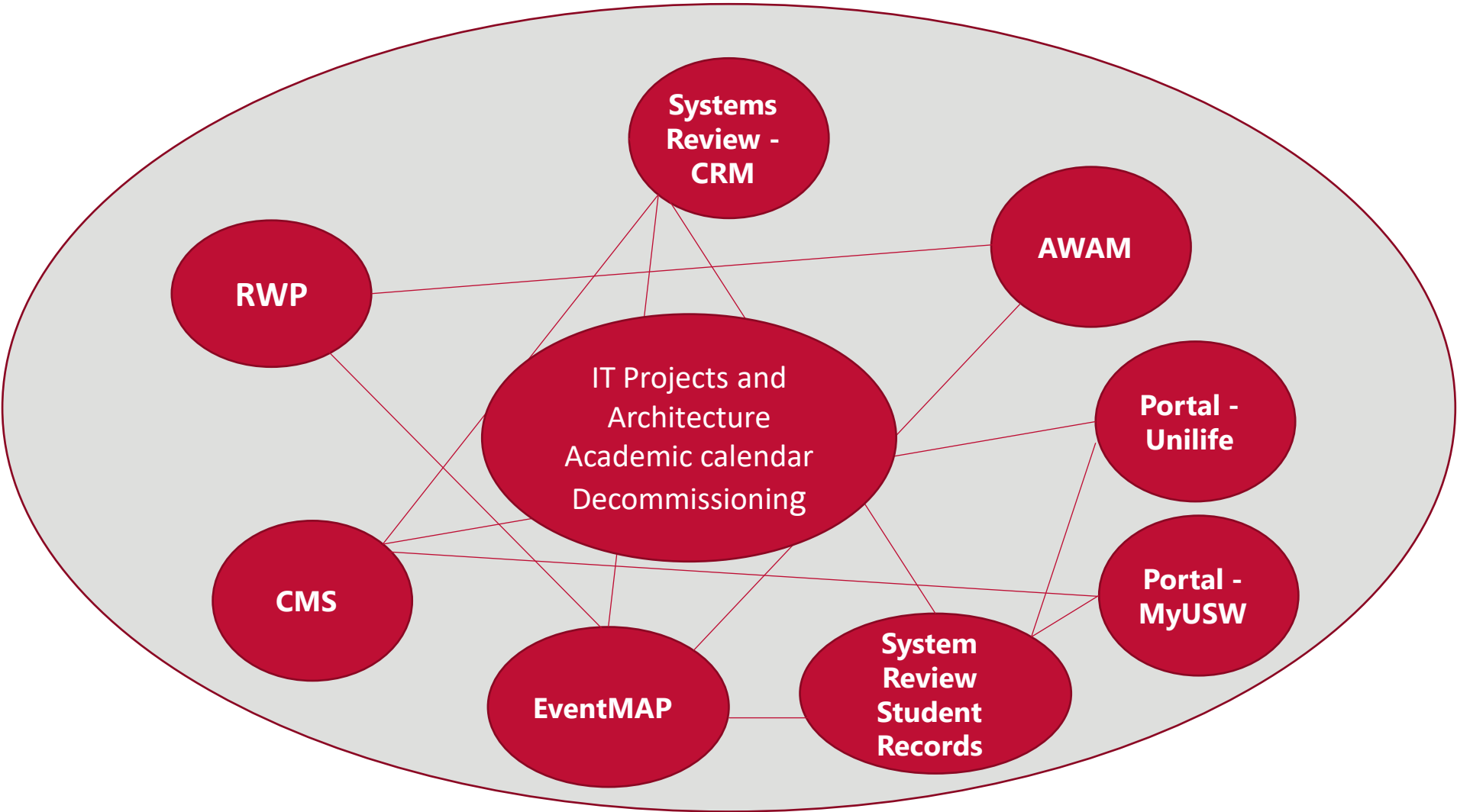
Programming and Risk Appetite

The House Analogy

Walls and ceilings have to come first.

There are lots of dependencies when you consider how to approach what comes next.

You can put the furniture in before painting the walls, but then you risk getting paint on the furniture.

The time gained may not be worth the risk.

Challenges

1. **Organisational readiness**
2. Changes in approach and dynamic as a result of the pandemic
3. Security - Cyber Essentials impact combined with lack of investment in our systems
4. **Resourcing and Workload**
5. Narrow market and supplier readiness
6. **Scale, Magnitude and Volume** of activity and business change required at once, along with the interdependencies
7. **Culture** and ability to adapt
8. Silo working and reactive nature of the business
9. Oversight and control of system procurement and contracts
10. Changes in programme and project management post concept
11. Appetite to maintain and reduced solution architecture
12. **Impact** across the institution
13. Single points of failure
14. Reliance on consultants with limited institutional knowledge
15. System and solution customisation

Opportunities

1. Business partnering to ensure that professional services and faculty knowledge and understanding increases, and silo working decreases
2. Clear change management process operating at an institutional level
3. Road map and pipeline – procurement and programming
4. Alignment of USW and supplier strategies
5. Efficient operations and resourcing
6. Sustainability plan with a clear scheme of delegation
7. Identifying gaps and issues to be addressed
8. A structured approach to programme and project development which is adaptable
9. Frameworks to support concept development, in consideration of resource, workload and procurement
10. Clear requirements enabling effective procurement and contract management
11. Fit for future systems and architecture, which is sustainable

Achievements to Date

1. Business Engagement
2. ITS engagement
3. Procurement and Compliance Engagement
4. Consultation, Communication and Engagement Framework developing
5. USW Legal Team & Supplier relationships – brokering better financial packages
6. Beginning to understand the art of the possible around roadmap for student journey
7. Governance processes being established and welcomed
8. Evidence that transformation process can impact change
9. Assisting with issue identification and parallel work to add value, e.g. Ext. Circumstances
10. Establishing a team – with experience and added value across USW

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De Cymru

Cardiff | Newport | Pontypridd
Caerdydd | Casnewydd | Pontypridd

Thank You

Any Questions?

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