TRANSFORMING OUR PROFESSIONAL SERVICES

A SUMMARY OF FEEDBACK RECEIVED ABOUT THE ESTATES SERVICE DESIGN DURING THE TOPS ENGAGEMENT PERIOD (SEPTEMBER-DECEMBER 2017)

THE ENGAGEMENT PERIOD- WHO, WHEN AND WHY?

During the autumn term (2017), we published the TOPS Emerging Ideas and ran a series of engagement activities to discuss and receive honest and open feedback on these. During this time, the TOPS Programme team carried out **95 engagement sessions** and acquired feedback from other channels, such as online surveys and feedback to the TOPS mailbox. We have now collated **1712 pieces of specific feedback** from across these channels. This feedback relates to the emerging ideas and service designs for the various Professional Service areas, the wider TOPS programme and specific department or faculty implications. All of the feedback received has been systematically recorded.

The engagement of UCL staff and their contributions throughout this feedback process have been invaluable and provided the TOPS Programme Team, Professional Services Leadership Team and Senior Management Team with important insights from the people who engage with our professional services on a daily basis. This has helped us to:

• understand views and perceptions on the TOPS design emerging ideas
• understand the impact these ideas may have on roles, departments or faculties
• improve these designs and develop the wider TOPS implementation plan.

WHAT HAVE WE HEARD ABOUT ESTATES SERVICES PROPOSED SERVICE DESIGN?

In addition to the original direct input to the workshop and world café sessions, feedback relating specifically to Estates Services across the various engagement channels represents **8%** of all feedback received in the autumn term. We have collated and analysed these responses to identify themes that we have heard repeatedly. In the case of Estates Services these can be categorised into six key themes.

1) The perceived under resourcing of Estates Services remains a concern

We have repeatedly heard about UCL stakeholder's frustrations with the UCL estate. The feedback received acknowledges that UCL Estates Service faces an extremely challenging job. Perceived under resourcing, the inability of IT systems to effectively manage data and the legacy of under investment in the UCL estate have all been recognised as issues that have contributed to the difficulty Estates have had in meeting service expectations and some individuals providing feedback are unsure whether the positive actions outlined in the service design will address these challenges.

2) There is almost unanimous agreement to suggested improvements in relation to room bookings and timetabling

During the initial service design development process we heard clearly that UCL stakeholders are unhappy with the process for room bookings and this theme has continued during the autumn term engagement phase of the TOPS Programme. Stakeholders have been almost unanimous in their view that this is a priority fix area and that an effective system will be hugely beneficial for the UCL community.

3) Space management and data availability are key to ensuring an effective Estates service

The UCL community have told us that space management, and particularly the cataloguing of space, is a key requirement of an effective Estates service. Furthermore, the engagement sessions have revealed the importance of data availability to manage aspects of the Estates service such as space utilisation and that this would enable a far more effective and integrated system.

4) There is an appetite for an Estates Services feedback system to support accountability structures (the SLA proposal has been well received)

As we have carried out engagement sessions and heard from UCL stakeholders about their views on the service offered by Estates it has become apparent that they feel both Estates and the wider community would benefit from an accountability structure that is underpinned by an effective feedback system. End-users have highlighted that they would appreciate the opportunity to review the performance of Estates Services and that this would in turn provide data that would enable Estates to understand where poor performance occurs and how to rectify it.

5) The challenges encountered with the process for commissioning minor works has been reiterated

Similarly to the process for booking rooms, the process for commissioning minor works has regularly been identified by stakeholders as an area of priority for improvement. Simplification of the process and improved value for money are the two most common developments UCL stakeholders would like to see as a result of the TOPS Programme.

6) Communication issues, both within Estates Services and between Estates and local organisation units, remain a concern

Throughout the engagement phase we have received feedback in relation to individual service designs and the wider TOPS Programme. A common theme in relation to the programme is the importance of communication between the centre and local organisation units. While evident across most service areas this is most common in relation to Estates.

WHAT HAPPENS NEXT?

The process of collecting the feedback has been invaluable and contributed significantly to the work of the TOPS Programme team. The feedback has been shared with the Service Leadership Teams for each professional services area. Any decisions for if, how or when the service designs may change will be made by a representative group of colleagues from across the university.

While the formal feedback collection process has now been completed we still welcome any comments you may have about the TOPS Programme and these can be emailed to the TOPS inbox at tops@ucl.ac.uk