

STUDENT JOURNEY PROJECT

OUTCOME OF SERVICE OWNER CONSULTATION – JULY 2013

1. Introduction

The Student Journey Project is centred on improving the efficiency and effectiveness of BU's administrative student processes and supporting services. It aims to ensure that students are at the centre of these processes and as a result have an enhanced experience embedded in a culture of service excellence and delivered as efficiently as possible.

Following completion of Phase 1 of the Project, a consultation on proposed Service Ownership commenced on 16th May 2013 and closed on 17th June 2013. Subsequently all of the feedback received was considered and discussed resulting in a series of final recommendations being presented to the University Executive Team for consideration and approval in the week commencing 8th July 2013.

This document details the agreed outcomes and provides an update on the next phase of the Project.

2. Overview of Consultation Process

The consultation document was published on Thursday 16th May and circulated to all staff via email as well as published on the staff intranet. During the consultation period staff were provided with opportunities to discuss the proposals within their School or Professional Service or relevant professional groups. Where posts were immediately *directly affected* by the service owner proposals being consulted on and a significant change to responsibilities was envisaged, the post holder received a letter in advance of the consultation and met with their line manager. It was also recognised that groups of staff *could be affected* by the proposals and those post holders were to be invited to meet with their line managers to discuss the proposals. In the majority of cases this took place but feedback has indicated it did not happen in all areas.

Schools and Professional Services provided a range of opportunities for staff to engage with the consultation process and this is demonstrated by the sources of feedback that subsequently came through. Members of the Student Journey Project team attended some of these discussion sessions by invitation. During the consultation process some additional frequently asked questions were shared with all staff to help clarify a number of matters that were consistently being raised. The Student Journey Organisational Change Lead and HR Manager met with Unison, UCU and the ICE Forum during the consultation period to discuss the proposals.

The feedback received was submitted either as individual staff responses, group or team responses, or School and Professional Service responses. In some cases additional supportive information was provided to evidence points made. A significant amount of the feedback consisted of questions relating to issues that will need to be addressed in the future reviews of services rather than specifically to the proposed service owners. The sources of feedback demonstrated a wide spread dissemination of the proposal.

3. Consideration of Feedback Received

The feedback was analysed to identify themes and issues which were then presented to the Student Journey Project Steering Group. The report presented to the Steering Group made a series of recommendations which the Steering Group considered and they agreed the final recommendations which went forward to the University Executive Team for consideration in the week commencing 8th July 2013. (Appendix C provides a supplementary document which contains

anonymised comments and feedback on the proposal where staff were in agreement for this to be shared).

4. Final Outcome

The following section details the proposal from the Service Owner Consultation and the final approved outcome following review by the Student Journey Project Steering Group and the University Executive Team.

4.1 Service Ownership Concept

The consultation proposed the concept of Service Ownership in order to ensure that one person has overall accountability and responsibility for delivery of the service being provided within BU. Service Owners will be accountable for the services within their remit and have primary responsibility for how the services are delivered together with ensuring continuous improvement. They will ensure that the services meet the needs and requirements of stakeholders across the University and embed service excellence, optimising the student experience by putting the student at the centre of service delivery.

In the feedback received there was support for the Service Owner concept and enabling Service Owners to be accountable for the services they have responsibility for. However the grade of the Head of Student Support Services was queried. The feedback reflected the view that given the scope and purpose of the role it is comparable to the Head of Central Academic Services.

The recommendation was made to the Student Journey Project Steering Group that the Head of Student Support Services role should be reviewed and re-evaluated. This was supported by the Steering Group and went forward in the final proposal to the University Executive Team for consideration.

Outcome

The University Executive Team approved the proposal for Service Owners.

The University Executive Team approved the recommendation that the post of Head of Student Support Services be reviewed and re-evaluated.

4.2 Service Owner: On-course Support

The consultation proposed that a Service Owner role is created within Schools with accountability for the delivery of course related student support. The rationale for this is that matters relating to on-course study are of a specialist nature and need to closely complement the academic delivery of the course and therefore are best supported by the Schools within which the student is based. This therefore also included the proposal for ownership and delivery of Placement support and advice to reside with academic Schools.

The feedback received asked how efficient this model would be, questioned how compliance with external requirements would be ensured and the need for standard frameworks and service levels across the Schools. There was also support for Schools to be Service Owners of on-course study support.

The recommendation made to the Student Journey Project Steering Group was that on-course support should be owned by academic Schools. The concerns over efficiency and compliance are recognised, and are issues that will need to be addressed in the on-going review work; they do not in themselves mean that service ownership within Schools should not be established. This was supported by the Steering Group together with the acknowledgment that that there may be

exceptions where during the future reviews evidence may show the need for central ownership. The Steering Group recommendation went forward in the final proposal to the University Executive Team for consideration.

Outcome:

The University Executive Team approved the recommendation that on-course support be owned by academic Schools.

4.3 Service Owner On-Course Support: Placements

The consultation proposed that Placements advice and support should also be owned by academic Schools as the students placement year is part of their academic studies and therefore part of on-course support.

The feedback received showed similar levels of agreement for retaining ownership of Placements centrally and equally for service ownership to be with academic Schools. The concerns expressed with respect to School ownership are the need to establish an agreed standard of service and the need to ensure that Placements support is recognised as being different to an academic administration function. The feedback also suggested development of an Employability Strategy and emphasised the turbulent period that Placements and Careers have already experienced.

The recommendation to the Student Journey Project Steering Group was that Placements advice and support should reside with academic Schools as it is part of on-course support. It will also be necessary to ensure a standard level of service for all students, that the role of Employability Co-ordinators is retained and an employability framework is developed. This recommendation was supported by the Steering Group and went forward in the final proposal to the University Executive Team for consideration.

Outcome

The University Executive Team approved the recommendation that Placements advice and support be owned by academic Schools.

The University Executive Team approved the recommendation to determine common service standards and this would be part of an Employability Framework.

4.4 Service Owner: Postgraduate Research Administration

The consultation proposed that a service owner role is created with accountability for the delivery of academic support services for Post Graduate Research students and that this would be undertaken by the existing Head of the Graduate School.

The feedback received both supported and questioned this proposal. The concerns expressed included the possible erosion of the Research Administrators relationship with their academic School and how the administrative support would work if centrally owned. There was also support for centralised ownership to support PGR students who are recognised as needing different support to taught students.

The recommendation to the Student Journey Project Steering Group was that PGR administration should be owned by the Head of the Graduate School and the subsequent review of PGR administration will determine how the service is most effectively delivered, taking into account the

concerns raised. This recommendation was supported by the Steering Group and went forward in the final proposal to the University Executive Team for consideration.

Outcome

The University Executive Team approved the recommendation that PGR administration should be owned by the Head of the Graduate School.

4.5 Service Owner: Events Scheduling and Management

The consultation proposed that a Service Owner role is created with accountability and responsibility for the delivery of a centralised event scheduling and event management service. It was proposed that this service owner would report to either the Director of Estates or Director of Marketing and Communications. The rationale for this proposal is effective management of the diverse demands on the University's estate through one service owner.

The feedback received strongly evidenced the distinction between events management and the timetabling and scheduling of events, it being argued that events management is not a predominantly student focused activity. The feedback also reinforced the need for a BU space prioritisation policy and procedure and reflected that service improvements could be made without creating a new service owner role with responsibility for both events and scheduling.

In addition, the feedback provided supported the central ownership of timetabling, with devolved delivery, and development of generic responsibilities for those undertaking timetabling. There was agreement that the ownership of timetabling should reside with the Director of Estates as part of the space planning function.

In light of the feedback received, a number of recommendations were made to the Student Journey Project Steering Group for consideration. Firstly, ownership of the Events and Conferencing function remains with Marketing and Communications and that a review of Events Management across BU is undertaken to consider where service improvements can be made. Secondly, that the Director of Estates is the service owner of Events Scheduling (timetabling) as part of the space planning function and a space prioritisation policy and procedure is established. The proposed post of Head of Events Management and Scheduling is therefore removed. The Steering Group supported all of these recommendations and they went forward in the final proposal to the University Executive Team for consideration.

Outcome

The University Executive Team approved the recommendation that Events and Conferencing remain owned by the Director of Marketing and Communications. The function and service to be reviewed to ensure Events Management across BU meets stakeholder requirements.

The University Executive Team approved the recommendation that the Director of Estates is the Service Owner for the scheduling of events including timetabling.

The University Executive Team approved the recommendation not to proceed with the post of Head of Events Management and Scheduling.

4.6 Service Owner: Head of Student Support Services

The consultation proposed a Service Owner with responsibility for the range of non-academic supporting services that are required to effectively support students, noted in section 4.1 above. No feedback questioned this proposal. A number of services were proposed to be part of Student Support Services, these are listed below along with the feedback, recommendations and final outcome approved by the University Executive team.

- **Service Points for General Enquiries**

There was strong feedback that askBU Futures perform a wider remit than answering general enquiries. The support they provide is essentially marketing and more specialist functions where staff work alongside colleagues in other Marketing & Communications teams. Feedback was mixed regarding the proposed amalgamation of askBU Futures and askBU Current with views that this would be beneficial as well as concerns. Some feedback recognised that a combined service could work well but this would need a good CRM and SRS to support it together with staff development.

In light of the feedback received two recommendations were made to the Student Journey Project Steering Group for consideration. Firstly, the Head of Student Support Services is the Service Owner for Service Points, as proposed in the consultation. Secondly, the forthcoming review of General Enquiries will consider whether askBU Futures and askBU Current are amalgamated. The Steering Group agreed with these recommendations and they went forward in the final proposal to the University Executive Team for consideration.

Outcome

The University Executive Team approved the recommendation that the Head of Student Support Services become the Service Owner for Service Points.

The University Executive Team approved the recommendation that the review of General Enquiries consider the potential amalgamation of askBU Futures and askBU Current.

- **Careers Advice**

The feedback received supported Careers Advice being owned by the Head of Student Support Services. The concern was raised that there is the need to ensure that if Careers and Placements are separated, Careers do not lose the contacts they have with employers.

The recommendation to the Student Journey Project Steering Group was that Careers Advice should be owned by the Head of Student Support Services. The Steering Group agreed with this recommendation and it was included in the final proposal but forward to the University Executive Group for consideration.

Outcome

The University Executive Team approved the recommendation that Careers Advice should be owned by the Head of Student Support Services.

- **Accommodation Support**

The consultation proposed that Accommodation Support should be owned by the Head of Student Support Services as it provides a front-facing support service to students.

The feedback received was predominantly submitted by the Accommodation team and questioned the proposed move, perceiving no benefit in making the proposed change. Feedback noted that the service has experienced a number of moves in recent years and provides specialist support which requires more than a general knowledge of accommodation. Improved self-service facilities for students were welcomed as too was the planned new IT accommodation system.

In light of the feedback received the proposal for Accommodation Support to be part of Student Support Services was carefully reflected on. However the recommendation to the Student Journey Project Steering Group was that Accommodation Support is owned by the Head of Student Support Services. The rationale for this is the alignment of the Accommodation Service with other student focused services and the fact that the Service is providing support to students. Following discussion the Steering Group agreed with the recommendation and in the final proposal put forward to the University Executive Team for consideration it was proposed that Accommodation Support be owned by the Head of Student Support Services.

Outcome

The University Executive Team approved the recommendation that Accommodation Support be owned by the Head of Student Support Services.

- **Additional Learning Support**

The consultation proposed that Additional Learning Support should be part of Student Support Services. The feedback received supported this with ALS being seen as a front-facing support service to students.

The recommendation made to the Student Journey Project Steering Group was that Additional Learning Support should be owned by the Head of Student Support Services. The Steering Group agreed with this recommendation and it went forward in the final proposal to the University Executive Team for consideration.

Outcome

The University Executive Team approved the recommendation that Additional Learning Support should be owned by the Head of Student Support Services.

- **Frontline IT Support for Students; Community, Culture and Sport; Health & Well-Being; Chaplaincy and Counselling; Immigration Support; Financial Support**

The consultation proposed that the Head of Student Support Services has service ownership of the services listed as they are providing front-facing support to students.

The feedback received sought clarification on how some areas might change but no feedback disagreed with the proposal. It should be noted that after the consultation commenced, the role of community engagement was proposed to become part of OVC.

The recommendation to the Student Journey Project Steering Group was that the listed services, with the exception of Community, are owned by the Head of Student Support Services. The Steering Group agreed with this recommendation and it went forward in the final proposal to the University Executive Team for consideration.

Outcome

The University Executive Team approved the recommendation that Frontline IT Support for Students; Culture and Sport; Health & Well-Being; Chaplaincy and Counselling; Immigration Support; Financial Support are owned by the Head of Student Support Services.

4.7 Service Owner: Student Support Systems

The consultation proposed this Service Owner role as there are a range of IT systems supporting student activity and at present ownership and delivery of these is not coherent, different systems are owned and administered by different parts of the University. There is a need for a service owner who understands the technology of the different systems and can work with specialist users across the University to ensure that current and future needs are coherently supported.

There was limited feedback on this proposal but it generally reflected support. It also highlighted the need for IT Services to understand the range of specialist business needs the IT systems support; the service owner would need to work closely with those who manage and administer these systems and their content. Feedback also suggested the VLE should be included and perhaps other systems such as Facility, ARC and Bluqube.

The recommendation to the Student Journey Project Steering Group was that the Director of IT Services is the service owner for Student Support Systems, working with specialist business users and that consideration be given to widening the scope of the systems owned to include the VLE. The Steering Group agreed with this recommendation and asked for additional IT support systems to be considered. This went forward to the University Executive Team for consideration in the final proposal.

Outcome

The University Executive Team approved the recommendation that the Director of IT Services is the service owner for student supporting systems.

4.8 Service Owner: Recruitment and Admissions Process

It was proposed in the consultation document that service ownership is created for the Recruitment and Admissions Process and resides with the Director of Marketing and Communications.

The feedback received varied but the majority emphasised the importance of the Head of Admissions role and queried the separation of the strategic and operational aspects of admissions. The majority of feedback challenged the proposal that Marketing & Communications should be the service owner for the admissions process when their function is perceived as predominantly recruitment focused. Feedback supported the proposed Planning, Risk and Information function, together with the suggestion that the Head of Admissions should be part of this team and lead on all aspects of admissions.

In light of the feedback received two recommendations were made to the Student Journey Project Steering Group. Firstly, it was recommended that ownership of the admissions process resides with the Head of Admissions, reporting to the Deputy Vice Chancellor as part of the Planning, Risk and Information function. Secondly, the recruitment process remains with the Director of Marketing and Communications. The subsequent reviews of both Admissions and Recruitment will determine how the processes and procedures are most effectively developed to support these services. The Steering Group agreed with these recommendations and they were put forward in the final proposals for consideration by the University Executive Team.

Outcome

The University Executive Team approved the recommendation that the admissions process resides with the Head of Admissions role, reporting to the Deputy Vice Chancellor.

The University Executive Team approved the recommendation that the recruitment process remains with the Director of Marketing and Communications.

4.9 Service Owner: Head of Central Academic Services

The consultation proposed the creation of a service owner as Head of Central Academic Services. The majority of feedback received supported this service owner role but there were questions with respect to some of the areas of service responsibility it is proposed to include. The recommendation to the Student Journey Project Steering Group was that the Head of Central Academic Services role be established, this was supported and included in the final proposals put forward to the University Executive Team for consideration.

Outcome

The University Executive Team approved the recommendation to establish a Service Owner for Central Academic Services.

A number of services were proposed to be owned by the Head of Central Academic Services, these are listed below along with the feedback, recommendations and final outcome approved by the University Executive team.

- **Fair Access and Widening Participation**

The feedback received emphasised the different aspects of the services supporting Fair Access and Widening Participation, some support admissions activity and others outreach activity. The feedback generally reflected the view that there is more alignment with Student Support Services and Marketing & Communications for Outreach activity.

In light of the feedback received the recommendation made was to the Student Journey Project Steering Group that they consider whether Fair Access and Widening Participation should reside with the Head of Student Support Services rather than Head of Central Academic Services.

Following discussion the Steering Group recommended that service *ownership* should reside with the Admissions function given the remit of work that is undertaken across Fair Access and Widening Participation. However, it was noted that *delivery* of the different services could be across different parts of the University. The recommendation was put forward in the final proposal to the University Executive Team for consideration.

Outcome

The University Executive Team approved the recommendation that ownership of Fair Access and Widening Participation should be included in the Admissions Process residing with the Head of Admissions.

- **Student Development Award**

All of the feedback received stated that the Student Development Award should be part of Student Support Services, very little alignment could be seen with Central Academic Services. In addition

during the consultation period the Student Development Award was independently moved and has become part of Careers.

The recommendation to the Student Journey Project Steering Group was therefore that the Student Development Award be owned by the Head of Student Support Services, as part of Careers Advice. The Steering Group agreed with this recommendation and it went forward in the final proposal to the University Executive Team for consideration.

Outcome

The University Executive Team approved the recommendation that the Student Development Award be owned by the Head of Student Support Services.

- **Library and Learning Support**

The consultation proposed that Library and Learning Support be owned by the Head of Central Academic Services because it supports the academic endeavours of students and staff.

The feedback received came primarily from Library and Learning Support and presented the view that there is more alignment with Student Support Services. The support the service provides is mainly to students and this is front-facing via library assistants, IT support, learning technology and similar all of which has most synergy with other Student Support Services. Feedback was also received from other parts of BU which supported Learning and Library Support being owned by Central Academic Services as it provides supports for academic endeavours of staff and students including research activity and Postgraduate Research students.

The recommendation to the Student Journey Project Steering Group was that Library and Learning Support is owned by the Head of Central Academic Services. The Steering Group agreed with this recommendation which went forward in the final proposal to the University Executive Team for consideration. The Steering Group also noted that Library and Learning Support was outside the scope of the phase one process user group reviews but it is expected that the service owner will review this in the future.

Outcome

The University Executive Team approved the recommendation that the Head of Central Academic Services own Library and Learning Support.

- **Complaints and Appeals**

The consultation proposed that formal complaints and appeals be owned by the Head of Central Academic Services.

The feedback received questioned the proposal. It was suggested that ownership should reside with the Head of Student Support Services because the majority of complaints received are about non-academic matters, mostly related to finance and accommodation issues rather than academic issues.

In light of the feedback received the recommendation to the Student Journey Project Steering Group was that consideration be given to Complaints and Appeals being owned by the Head of Student Support Services. This would enable issues which can be resolved without recourse to a formal process to be dealt with before reaching a formal complaints and appeals procedure.

Following discussion the Steering Group recommended that the Head of Central Academic Services has ownership of the policy and procedures for Complaints and Appeals. It also recognised that these procedures may be delivered in different ways depending on whether the issue is formal or informal, academic or non-academic. In some circumstances matters raised by students will be dealt before reaching a formal complaint or appeal. The Steering Group recommendation was put forward in the final proposal for the University Executive Team consideration.

Outcome

The University Executive Team approved the recommendation that Complaints and Appeals be owned by the Head of Central Academic Services.

- **Student Administration**

The consultation proposed that Student Administration be owned by the Head of Central Academic Services.

The feedback received sought further clarification regarding what Student Administration would include and also questioned the approach being taken to determine Service Owners ahead of the planned service reviews. The ownership of Student Administration by the Head of Central Academic Services was supported.

The recommendation to the Student Journey Project Steering Group was that Student Administration be owned by the Head of Central Academic Services. It was also recognised that the scope of the service may change over the course of the Project. The Steering Group supported the recommendation and this went forward in the final proposal to the University Executive Team for consideration.

Outcome

The University Executive Team approved the recommendation that Student Administration be owned by the Head of Central Academic Services.

- **Educational Development & Quality and Academic Partnerships**

The consultation proposed that Educational Development and Quality and Academic Partnerships should be owned by the Head of Central Academic Services.

No feedback was received questioning this proposal.

The recommendation to the Student Journey Project Steering Group was that the Head of Central Academic Services be the service owner for Educational Development & Quality and Academic Partnerships. The Steering Group supported the recommendation and this went forward in the final proposal to the University Executive Team for consideration.

Outcome

The University Executive Team approved the recommendation that Educational Development and Quality and Academic Partnerships should be owned by the Head of Central Academic Services.

5. Next Steps

The table following provides details of the immediate next steps following the completion of this consultation.

- **Service Owner Implementation**

| Action | Timescale |
|---|---------------------------------|
| Service Owner Consultation: All staff notified of outcome | w/c 22 nd July 2013 |
| Head of Student Support Services: Review and re-evaluation of job description | w/c 15 th July 2013 |
| Head of Student Support Services: Prior consideration process | w/c 29 th July 2013 |
| Head of Central Academic Services: Commence recruitment to post | w/c 29 th July 2013 |
| Director of Estates to receive letter confirming role as Service Owner of Events Scheduling | w/c 1 st August 2013 |
| Director of IT to receive letter confirming role as Service Owner for IT Student Systems Support | w/c 1 st August 2013 |
| Head of Graduate School to receive letter confirming role as Service Owner of PGR Administration. | w/c 1 st August 2013 |
| Deans of School and Directors of Operations to be advised that service ownership for on-course support resides with academic Schools, including Placement advice and support. | w/c 1 st August 2013 |

After the consultation outcome is published, Directors of Professional Services or Interim Managers, and School Director of Operations will be communicating with teams which are potentially affected by the Student Journey Project and are part of the forthcoming reviews. This will be to confirm the consultation outcomes and explain the next steps in the Project.

Where there are currently interim arrangements in place for SAS Central Management and Student Administration, these will remain in place (including their reporting lines) to provide continuity and clear interim reporting structures for staff until such time as Service Owners are in place and/or review work has been completed.

- **Service Reviews**

Following completion of the Service Owner consultation, the Project will subsequently move to its next stage which is the detailed review of services together with IT system implementations. The consultation document, and communications and engagement strategy document, provided an initial timeline for this work. This has been re-examined in light of the publication date of the consultation outcomes, recognition of the time of year as well as timings of the introduction of new IT systems.

The table in the section below provides an updated timeline for the commencement of reviews and associated IT system implementations. Please note that this timetable could be subject to change and will continue to be evaluated as the Project develops and the SRS/CRM implementation schedule is confirmed.

Further information regarding the Review Framework and what will happen during the reviews is provided to staff in a separate document.

| Project Activity as at July 2013 | Status | Planned Timescale or Commencement Date |
|--|-----------------|---|
| Student Record System (SRS) and Customer Relationship Management System (CRM) | | |
| Procurement Process for the SRS/CRM commences | Complete | January 2013 |
| Evaluation Process for tender documentation | Complete | March to June 2013 |
| Appointment of SRS and CRM supplier(s) | Pending | August 2013 |
| Implementation of SRS | To be confirmed | Sept 2013 – Dec 2014 |
| SRS goes live | Completion date | April 2015 |
| Implementation of CRM | To be confirmed | From June 2014 |
| CRM goes live | To be confirmed | |
| PGR Monitoring System | | |
| Implementation of PGR monitoring system | Underway | July/August/Sept 2013 |
| PGR Monitoring System goes live | Completion Date | 18 th September 2013 |
| Accommodation System | | |
| Procurement process for accommodation system | Underway | July/August 2013 |
| Implementation of accommodation system | To be confirmed | November 2013 |
| Accommodation system goes live | To be confirmed | Nov/December 2013 |
| Organisational Design and Reviews | | |
| Service Owners Consultation | Complete | May/June 2013 |
| Appointment to Service Owner Posts | Pending | July/August 2013 |
| Staff Development Programme | Underway | June 2013 onwards |
| Service Owners lead Service Reviews: | | |
| | | |
| PGR Administration Review | Pending | September 2013 |
| Placements and Careers Review | Pending | September 2013 |
| General Student Enquiries Review, including Frontline IT Support | Pending | End of October 2013 |
| Timetabling / Scheduling Review | Pending | End of October 2013 |
| Student Accommodation Service Review | Pending | November 2013 |
| Admissions Review | Pending | End of November 2013 |
| Events Management Review | Pending | End of November 2013 |
| Schools Administration Review | Pending | June 2014 |
| Student Administration Team Review | Pending | June 2014 |
| Student Record Team Review | Pending | September 2014 |

Communication and Engagement

Following completion of this consultation the Student Journey Project team will ensure that communication and engagement with staff continues as the Project moves into the next stage. Staff will be updated either via face-to-face meetings, email, up-dated information on the Student Journey staff intranet page or the forthcoming Student Journey Project Blog.

Appendices – in separate documents

- Appendix A – Job Descriptions
- Appendix B – updated BU Leadership Team diagram with Service Owners
- Appendix C – anonymised feedback received and responses (read only)