

Take 6 Technical Facilities, 1 new system, and a large dose of process change...

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A little about Falmouth University...

- Founded as Falmouth School of Art in 1902
- Portfolio of Creative Arts, Design, Technology & Business
- On-campus & Online
- UG, PGT & PGR
- Approx. 6000 FTE students across 9 schools in 3 faculties
- Number 1 Arts University in the UK*



Setting the scene... The drivers

Early 2019:

- 1 Store looking into other system solutions
- 2030 Strategy – Transdisciplinary learning
- Cashless campus ambitions
- Parity in student experience
- Operational efficiencies -> standardisation of process & offer
- Ability to centrally monitor and track assets and usage



Setting the scene... The beginning

- 6 Stores (aligned to 6 schools)
 - 3 large stores using different instances of Connect2, with different processes
 - 1 store using unsupported bespoke system across 2 physical shops with a credit payment system
 - 1 store using whiteboard, paper and cash tins
 - 1 store using open-source system with no assets logged
- No online payments
- No reporting
- No centralised processes
- Students only able to access equipment from their own school store – no awareness of other stores



Setting the scene... The scope

- Consolidate stores provision
- Improve & enhance student experience
 - Loan & purchase of kit
 - Risk assessments
 - Responsive & intuitive interface
- Improve & enhance staff experience
 - Loan kit
 - Sell consumables
 - Record student inductions
 - Charge fines
- Improve data quality & management
- Remove obsolete technology
- Increase operational efficiency

THE VISION

“A multi-store single instance system for all departments; with shared processes, online payments, and easily reportable data”

Setting the scene... A false start

So, we started...

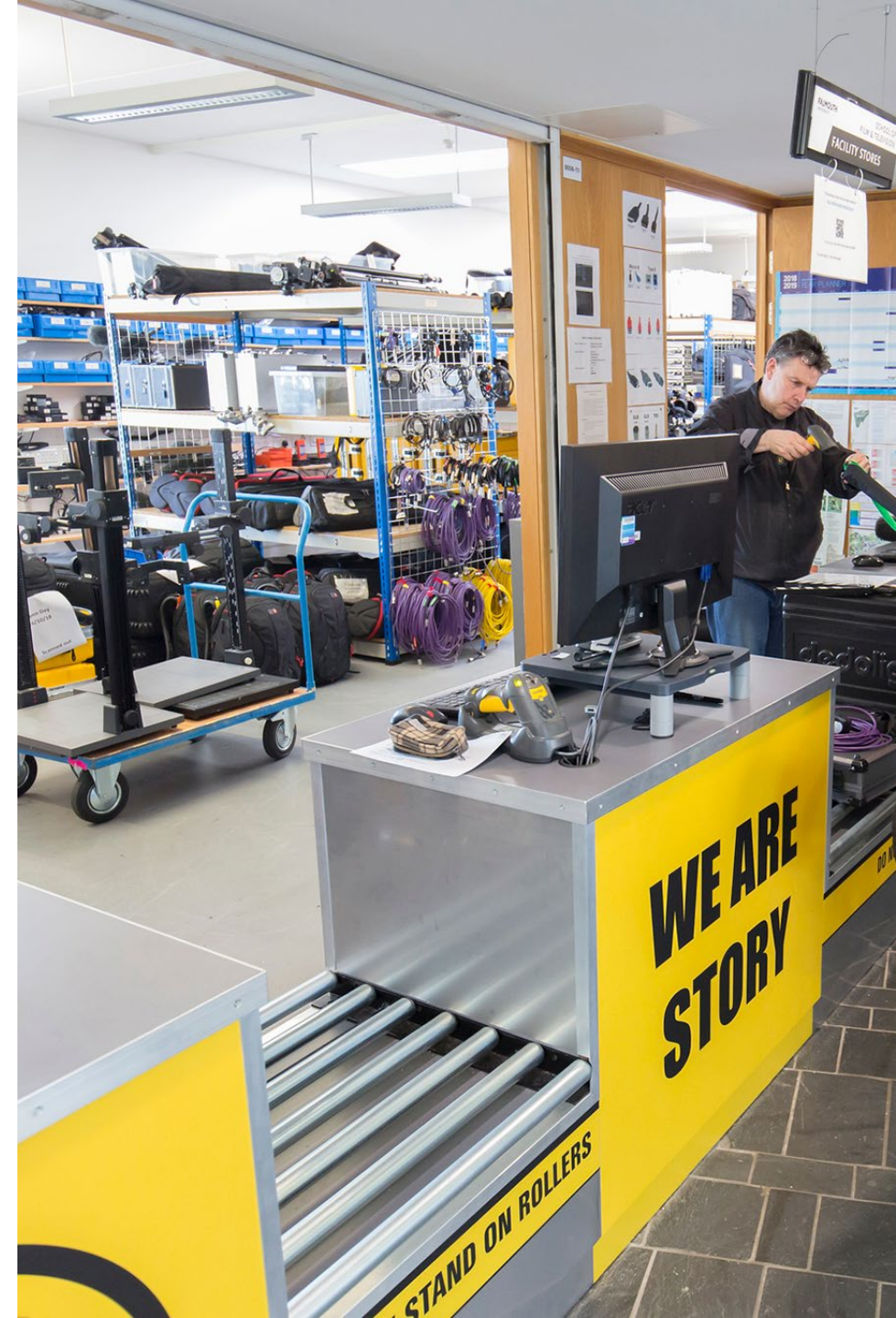
- Research
 - Only 2 suppliers in the market
 - Battle of existing vs new
- Bringing people together
- A shared understanding

Then we learnt...

- Perhaps we need a rethink.....

Then we stopped...

- Importance of a senior sponsor
- Getting the resource right
- Understanding the scale, scope & culture



The Supplier

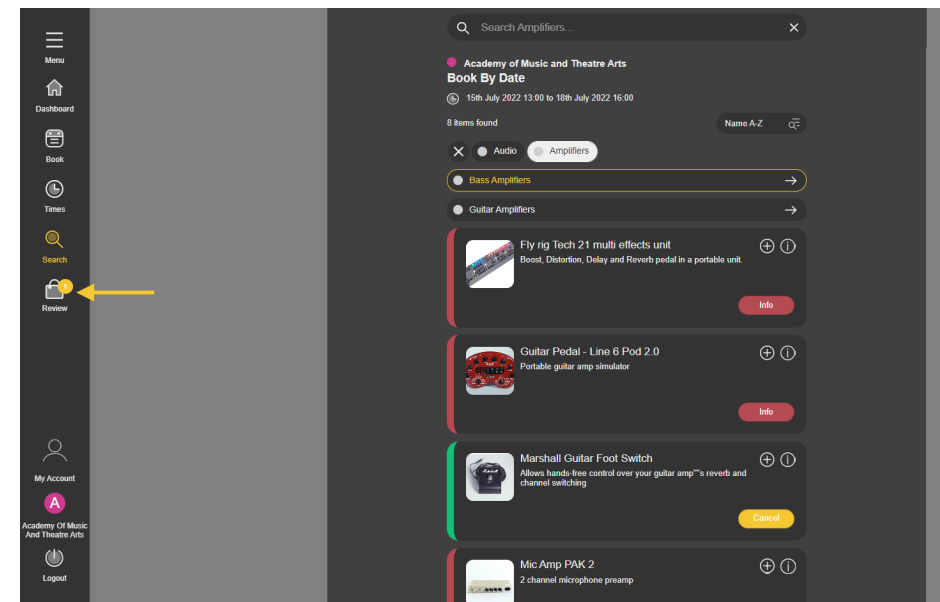
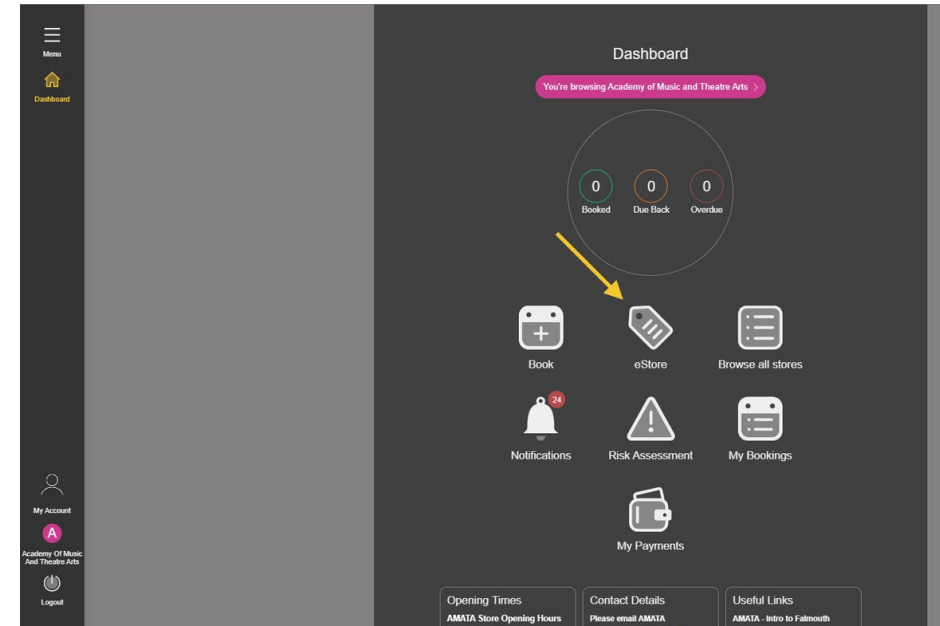
SiSO SmartHub

- Equipment booking
- Room utilisation
- Maintenance suite
- Asset management
- Barcoding & tagging
- Reporting

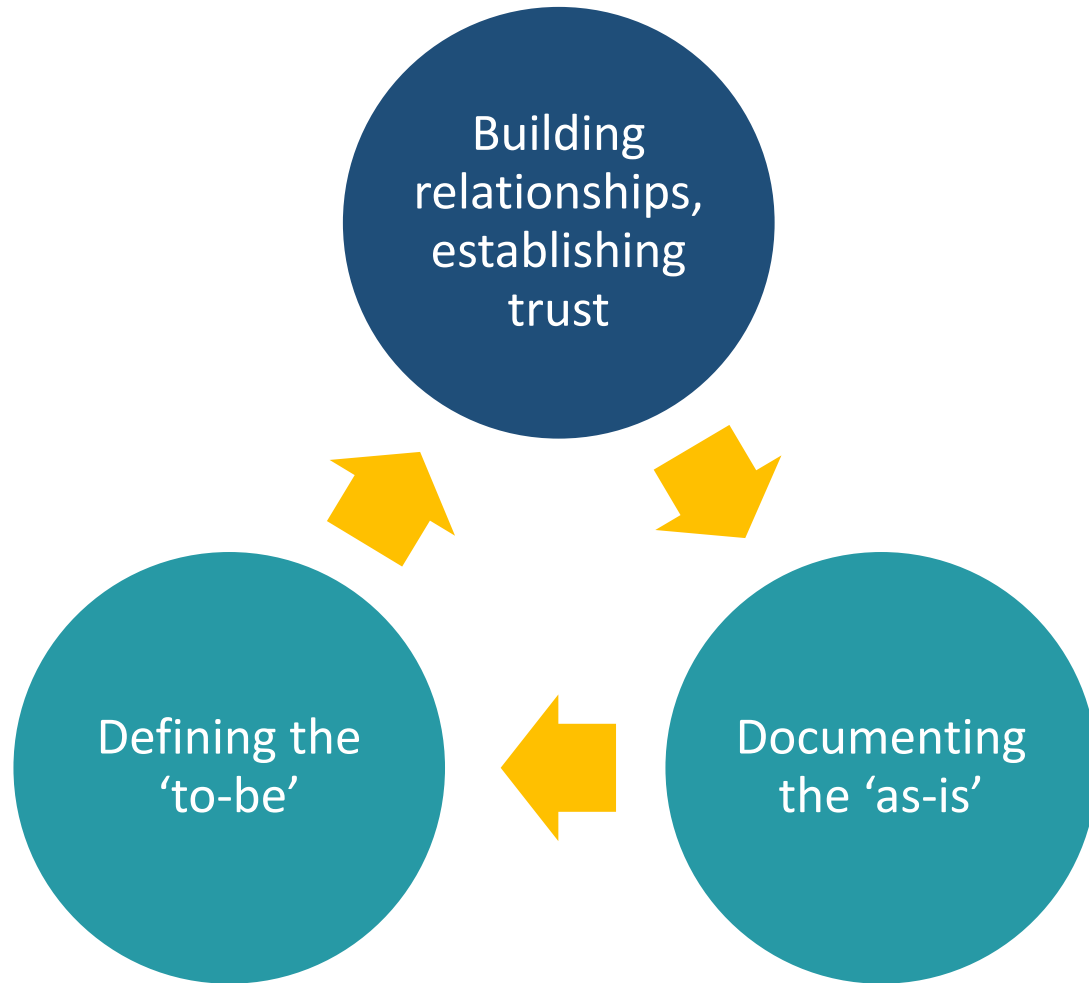
Custom multi-store configuration

Custom e-Store build

<https://www.siso.co.uk/smarthub-equipment-booking/>



Defining processes and requirements



Approach to the change

- Very clear milestones in place
- Formal governance -> guiding coalition
- Communication -> clear and open lines
- Monitoring and managing resistance
- Short term wins
- Regular reporting

**Ensure understanding
on all sides: 'What's in it
for me / what will
change for me?'**

Delivering the pilot

- First use of new system functionality
 - 2 loan stores, all equipment barcoded & traceable
 - 2 click and collect e-Stores
 - Online payment for all items used in workshops
 - A new fines and charges model
- New centralised processes
 - Same student experience in both areas
 - All students able to book or buy items from both areas
- First reporting capability



...And then 2020 happened

Project team
transition to
remote working



Ways of working
with stakeholders
changed



Scope changes &
opportunities

Scope change

Student space
booking

Online technical
inductions

Centralised process
& set up of risk
assessments

Adding another
store

Timetable
integration

Commercial hire of
spaces &
equipment



Changing the scope: Keeping people with us

- Large amount of change in what was already a complex change project
- Reworked scope: 1 store had to wait an extra year
- Added 2 permanent support roles, increased trust
- Delivered small complete packages of work to them (and all areas) in the meantime
- Kept communication lines open



Delivering the results

Multi-store, single instance system for all departments

- 7 stores with over 17,000 items catalogued
- 6 click and collect e-Stores
- Online payments for all technical services
- Detailed permissions mean all students access all areas

Real-time timetable integration

Centralised location and process for all inductions

Centralised process and system for risk assessments

Online management and standard process for commercial hire

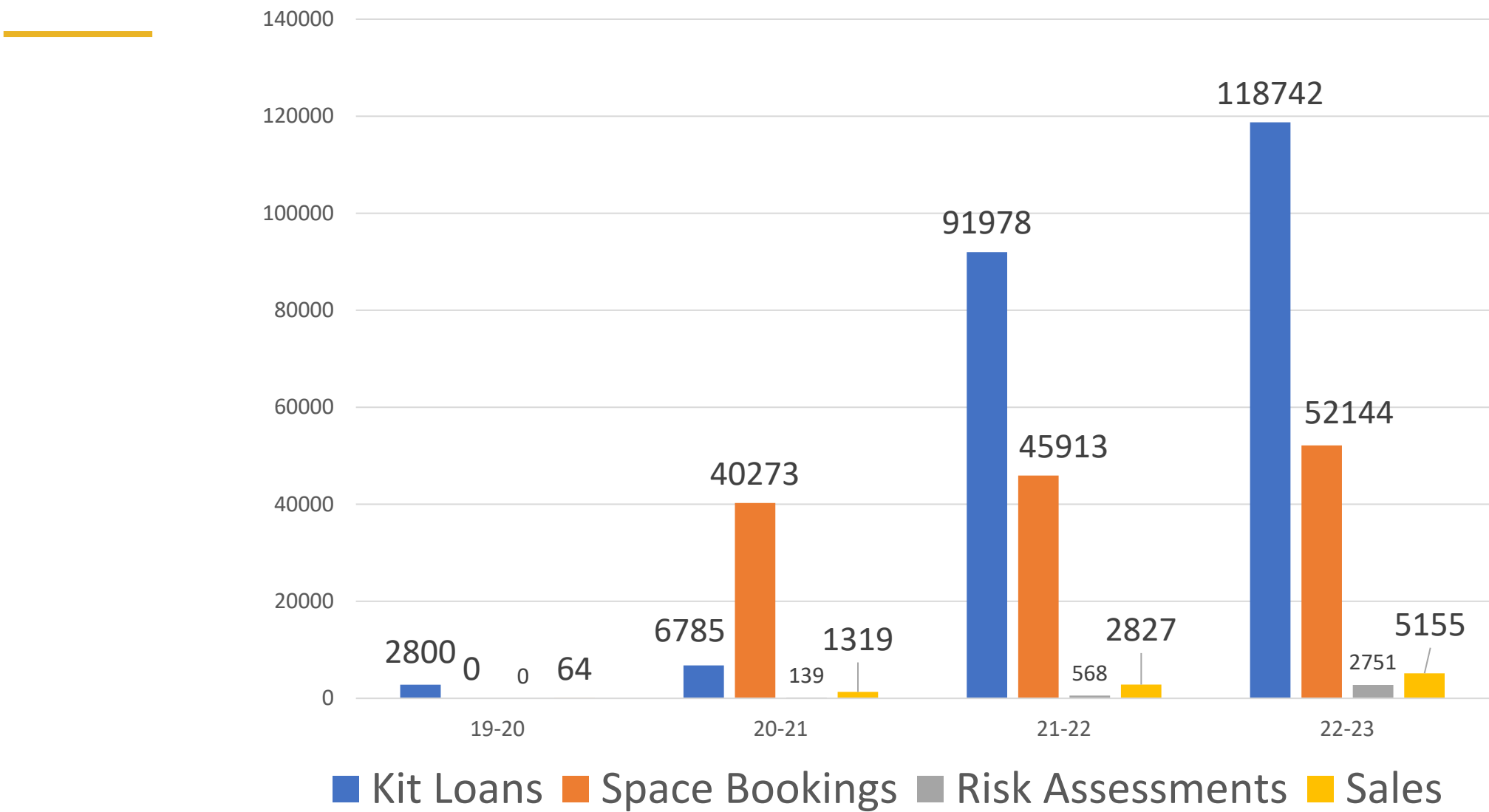


Embedding the changes

- **Support:**
 - Focus on support and embedding
 - Put ongoing support plan in place
- **Train:**
 - Provide training that suits each area
 - Follow up frequently to check knowledge
- **Monitor:**
 - Check all new processes are being adhered to. Transparent reporting helps with this
- **Sustain:**
 - Build a community of users. Each of our stores are in regular contact now



Measuring the impact... System usage



Measuring the impact... Gathering feedback

Students: multi-store system

- I didn't even know there was all this stuff! I'm much more likely to book. The e-Store is great. So much more visibility.
- I can now plan ahead online. Makes working with other courses easier. It's really cool that we've got all of this in one place.
- This is next level .. highlights the collaboration.. doing something like this really brings students together.
- Much more joined up. Far easier to find out what other departments have to offer. Makes borrowing things way more accessible.

Stakeholders: managing the change

- Bringing together all the various stakeholders built the community and engagement which really underpinned the project.
- The PMs had to "herd the cats" of competing interests, objectives, traditions and eccentricities and in doing so created a spirit of common mutual endeavour. It was a great and enjoyable project to be involved in.
- Without this approach we would not have reached the milestones, with the level of cultural change required, as smoothly as we have.

Supplier: changing their product

- This was a massive development and very much a journey we are still on today. It was a monumental undertaking for all involved.
- So has it made the product better? I would have to concede and say yes, it has.
- The project team have been brilliant in placing perspective on the project, supporting, testing, and liaising with us.

Final take-aways

People and process first, system second

Listen to users, value their viewpoints

Put effective governance in place

Build a strong supplier relationship

Give adequate time to initial scoping phase

Allow plenty of time for testing & training

Support and embed the change

Celebrate each win



Thanks and Questions

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