1. Purpose

The purpose of this document is to communicate the governance arrangements and approach to the FS Relocations Project.

2. Background

2.1 Current Operations

The F&S Division comprises 5 groups – Office of the Director, Capital Works, Facilities Planning, Facilities Site Services and Corporate Services – and a total of 15 sections / teams. The Division currently employs some 136 staff however staff numbers fluctuate at different times of the year with the engagement of casual / part time / contracted staff and student interns.

Currently the Division is located in nine (9) locations across the Campus - John Yencken #45; Innovations #124; Molly Huxley #1A; Arts Centre #16A; RSC Workshop #35; Gardeners Depot #64; Leonard Huxley #56; RSC #33; and Baldessin Car Parking Station #99.

2.2 FS Accommodation Study Stage 1

Earlier this year, F&S Division engaged IA Group to undertake a review of existing accommodation and provide recommendations on the short / medium and long term options for co-locating the Division. The sites proposed for this co-location were: John Yencken Building #45, the Birch Building #35 and the Innovations Building #124.

As part of this work, IA Group conducted site visits of the three buildings and briefing interviews with representatives from each section / team. The results of the briefing interviews revealed a number of issues relating to:

- private working / closed office spaces;
- more innovative, integrative and collaborative ways to deliver services;
- working more collaboratively to deliver high quality / seamless services to clients;
- costs to relocate some divisional functions; and
- separation of critical functional relationships.

2.3 FS Accommodation Study Stage 2

Building on the work completed to date, the Division engaged AMC Design + Management to deliver Stage 2 of the Study. This work involves assisting the Division to relocate to its medium and / or long term accommodation, through selecting and designing accommodation that:

- addresses the key issues raised by management and staff;
- facilitates the successful delivery of the FS Strategic Plan and the FS Change Agenda;
- takes into account the Division’s future business delivery model / architecture and need for flexibility (as this emerges from the change management process); and
- enables co-location of critical functional relationships.
In addition, the recommended option and associated design works are to allow the Division to showcase its accommodation both internally and externally to the University as being innovative, modern and sustainable; cost effective, including an efficient use of space comparable to best practice within both the public and private sectors.

3. **Scope of Relocation**

The FS Relocations Project involves the relocation of management and staff from the John Yencken #45 – Levels 2 and 3, Arts Centre #16, and Molly Huxley #1A.

F&S personnel located at Level 1 of the John Yencken, RSC Workshop #35, Gardeners Depot #64; Leonard Huxley #66; RSC #33; and Baldessin Car Parking Station #99 will not relocate to the Innovations Building. However, the change management process may see some individuals at these locations relocating to Innovations in the future.

4. **Rationale for the Relocation**

The 'Managing Change Document' of October 2010, outlined the major changes to the Division's operating environment over the last 2 – 3 years, and reinforced that the Division's strategy, structure, staff, skill mix and leadership / management must continually adapt to these changes in order to remain competitive and relevant within the organisation.

As part of the F&S Change Management process that is currently underway, key themes emerging from the consultation involve the need to consolidate the Division into one location (where possible) and removal of the silo approach to business operations. The following is a summary of feedback captured from recent consultation sessions with F&S personnel:

- accommodation arrangements for the Division are inefficient;
- desire to co-locate the Division in one place as far as practically possible;
- physical location of F&S staff is a real hindrance;
- staff feel disjointed and not part of the team – location is a big part of this problem; and
- co-location of F&S teams and the reinvigoration of social occasions - contribute to the removal of the "silos" and "kingdoms" that currently exist;
- too many silos and not enough communication within the Division; and
- F&S teams operate in 'silos'; improved communication and information sharing across the Division was seen as essential if the Division is to operate effectively.

The Division's relocation to the Innovations Building is expected to better position us to adapt to these changes as well as facilitate solutions to address the following gaps / improvements required:

- assessing and ensuring staff capability aligns with University and Divisional strategic priorities;
- customer / client responsiveness;
- understanding of the University’s research and education priorities;
- ensuring efficient and productive work practices when operationalising the strategic plan;
- transparency and accountability of operations;
- people and performance management capabilities at all levels;
- critical mass / flexibilities of staff numbers / numbers to respond to client needs; and
- communication and collaboration across the business units.

5. **Governance Arrangements**

The following arrangements will be implemented to support the delivery of the FS Relocations Project.
5.1 Key Principles

The FS Relocations Project presents an opportunity for Facilities and Services to demonstrate as a service division that we are change agents for the University. It will allow Facilities and Services a platform to establish new minimum green standards for internal fit-outs (as well as refurbishment of existing buildings). Similarly, it will allow us to present and promote to our Clients a new approach to the built form.

Key principles to this project are:
- green interior fit-out;
- green refurbishment of an existing building;
- best practice in space utilisation;
- innovative interior design; and
- improved business solutions i.e. Electronic Records / File Management.

5.2 Steering Group

The Steering Group is the decision-making body for the FS Relocations Project. Its core role is to provide overall direction and management of the project and is ultimately accountable for the project’s success.

It should be noted that this Steering Group has already been established for a broader program of work. In lieu of additional governance arrangements, the role of this group will extend to the FS Relocations Project.

The Steering Group will meet monthly commencing November 2010.

Membership is as follows:

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director Facilities and Services</td>
<td>Mick Serena</td>
<td>Chair</td>
</tr>
<tr>
<td>Associate Director Capital Works</td>
<td>Brian Lane</td>
<td>Member</td>
</tr>
<tr>
<td>Associate Director Planning</td>
<td>Wayne Ford</td>
<td>Member</td>
</tr>
<tr>
<td>General Manager Corporate Services</td>
<td>Karen Hill</td>
<td>Member</td>
</tr>
<tr>
<td>Project Leader</td>
<td>To be advised</td>
<td>Member</td>
</tr>
<tr>
<td>Executive Assistant to Director Facilities and Services</td>
<td>Marianne Behnke</td>
<td>Secretariat</td>
</tr>
</tbody>
</table>

5.3 Reference Group

The core role of the Reference Group is to represent the requirements and interest of their respective sections (via the provision of constructive and timely feedback) as well as regularly communicate progress of the project and decisions taken to all personnel within their sections.

The Reference Group will meet weekly commencing on 12 November 2010. The Reference Group meetings will be held prior to the project team meetings to better facilitate the flow of information in a timely manner.

Membership is as follows:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wayne Ford (Interim Chair)</td>
<td>Associate Director Facilities Planning</td>
</tr>
<tr>
<td>To be advised (Chair)</td>
<td>Project Leader</td>
</tr>
</tbody>
</table>
5.4 Project Team

The core role of the project team is to assist the Project Coordinator (Harry Stephenson) in the timely delivery of internal fit-out and building refurbishment works associated with the Division’s relocation to the Innovations Building. This role will involve the management and delivery of various project components associated with building services, sustainability / green features, building fabric, fire protection, transport and parking, landscape, IT and security.

The project team will meet weekly commencing week of 15 November 2010.

Membership is as follows:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brian Lane (Interim Chair)</td>
<td>Associate Director Capital Works</td>
</tr>
<tr>
<td>To be advised (Chair)</td>
<td>Project Lead</td>
</tr>
<tr>
<td>Harry Stephenson</td>
<td>Project Coordinator</td>
</tr>
<tr>
<td>Lisa Brown</td>
<td>Space Planning</td>
</tr>
<tr>
<td>David Cook</td>
<td>Architect</td>
</tr>
<tr>
<td>Surender Vasudeva</td>
<td>Mechanical</td>
</tr>
<tr>
<td>Jim Pollard</td>
<td>Electrical</td>
</tr>
<tr>
<td>Mark Pritchard</td>
<td>Fire Protection</td>
</tr>
<tr>
<td>Ross McLoughlin</td>
<td>Security</td>
</tr>
<tr>
<td>John Sullivan</td>
<td>Sustainability / Green features</td>
</tr>
<tr>
<td>Sharon Ferry / Vanessa Lauf (alternate)</td>
<td>Transport and Parking representative</td>
</tr>
<tr>
<td>Melinda Walker</td>
<td>Landscape</td>
</tr>
<tr>
<td>Greg Brierley</td>
<td>Maintenance / Operations</td>
</tr>
<tr>
<td>Tony Ruggeri</td>
<td>IT</td>
</tr>
<tr>
<td>Jamie Van Aalst</td>
<td>Building Management System</td>
</tr>
<tr>
<td>Cheryl Cairns</td>
<td>Secretariat</td>
</tr>
</tbody>
</table>

6. Impact of the Relocation

The impact of the relocation is expected to involve:
- service upgrade to the building;
- moving from an office base to open plan environment;
• staging and possible decanting of F&S personnel;
• clean-up of all individual and common work areas;
• archival of files, documents, folders, etc;
• shift to group storage requirements;
• new furniture and equipment; and
• creation of new modern amenities and common areas.

7. Potential Benefits

• administrative efficiencies;
• enhanced collaboration and communication as well as consistent information flow;
• co-location of critical functional relationships;
• flexibility to meet changing / emerging needs;
• forming of new relationships and a renewed sense of community;
• consultative approach to new and improved business operations;
• increased customer / client responsiveness;
• improved face to face contact; and
• consolidated understanding of research and education priorities.

8. Further Information and feedback

Further information on the Terms of Reference for the FS Relocations Project can be obtained from the Manager Space Planning (lisa.brown@anu.edu.au). Feedback on this document is also welcome and can be emailed to space@anu.edu.au for review / consideration by the relevant governance body.

WAYNE FORD
Associate Director Facilities Planning