



Organising for Success

Project Governance

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1 Introduction

The University aims to be a community that empowers students from a wide range of backgrounds to find and shape their place in the world, and where academics are free to explore and deepen our understanding of it. We want staff to enhance each other’s work and feel part of a common identity.

To support this aim and to meet the challenges brought by a changing Higher Education Environment, we need greater consistency across Schools and departments and a structure that allows us to make changes quickly. This means reshaping our leadership team and grouping schools into new academic divisions. Changes will also be made across the University to allow key professional services to be delivered within academic divisions, so that they can respond to changing needs more easily.

This project is part of a wider package of changes (such as the Academic Career Map) that allows staff to be clear about expectations of them while providing the scope to develop their own activity and that of their units.

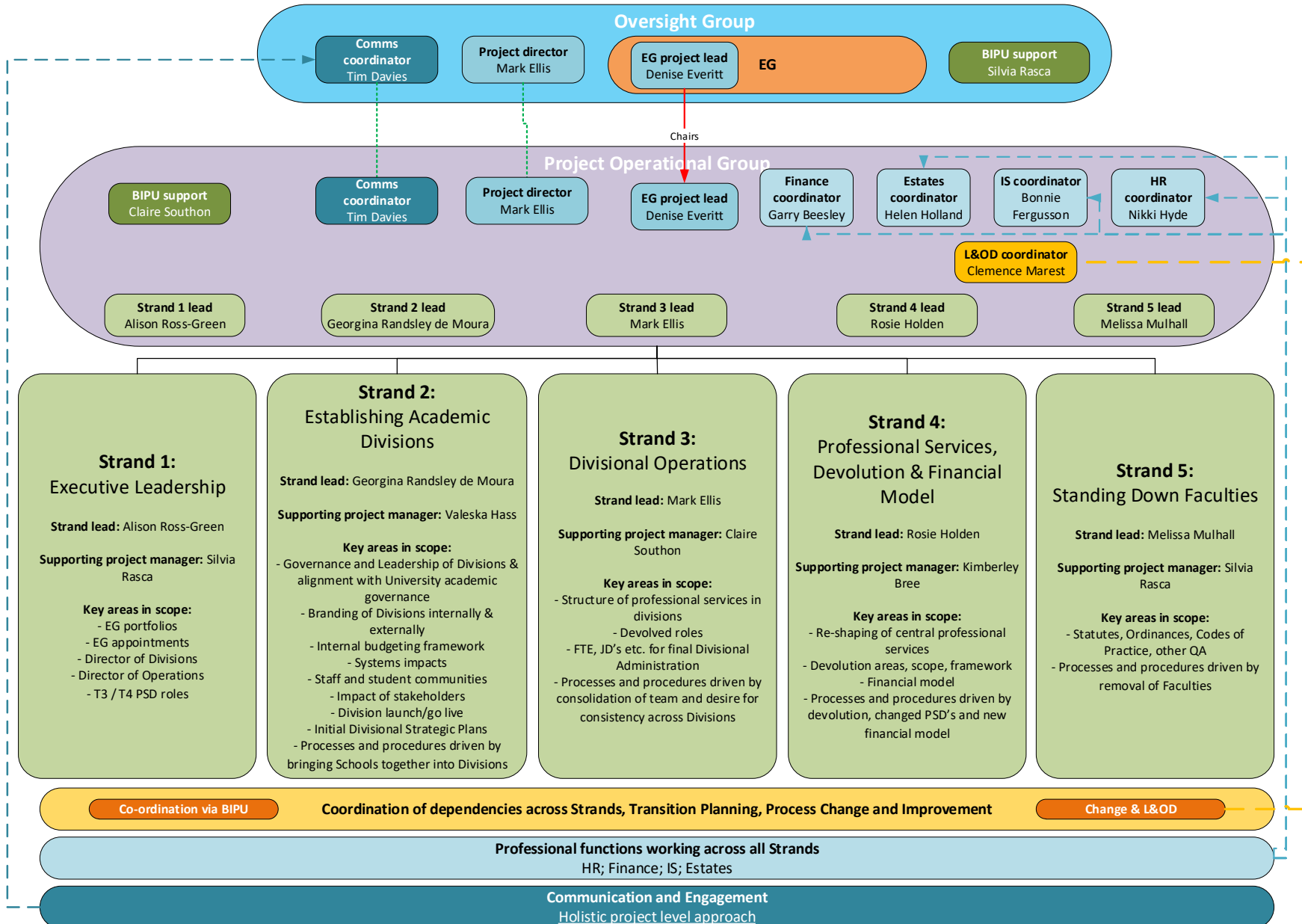
The project has been developed from a number of prior pieces of work and to date has brought forward a proposal that was agreed at Senate and Council in Summer Term 2019.

The project now moves into a full design and delivery phase and to that end requires a governance structure to hold the project to account and to deliver against its aims.

This document outlines the governance structure that has been agreed.

2 The Structure

The structure planned for the project is shown below.



2.1 Oversight Group

There will be an Oversight Group (OG) comprised of all members of the Executive Group with the project director, communications lead and external adviser in attendance. The Oversight Group will be chaired by the Vice-Chancellor and President who will also act as the project sponsor.

Members:

- Karen Cox, Vice-Chancellor and President (Chair and project sponsor)
- Denise Everitt, Chief Operating Officer (EG project lead)
- Georgina Randsley de Moura, DVC Academic Strategy, Planning and Performance
- David Nightingale, DVC External Engagement
- Christina Hughes, DVC Education and Student Experience
- Philippe de Wilde, DVC Research and Innovation
- Jane Higham, Director of Finance
- Alison Ross-Green, Director of HR and Organisational Development
- Directors of Division as appointments are made

Attendees:

- Mark Ellis, Assistant Director – University Operations Support (Project director)
- Tim Davies, Stakeholder Communications and Engagement (Communications coordinator)
- Nick Outlaw, Outlaw Consulting LLP (External adviser)
- Silvia Rasca, Assistant Project Manager (Secretary to the Oversight Group)

2.2 Project Operational Group

There will be a Project Operational Group (POG) comprised of the strand leads, the project director and the coordinators from key supporting professional services. Support for POG will be provided by BIPU. The POG will be chaired by the Chief Operating Officer as EG project lead.

The role of the Project Operational Group will be to resolve specific issues arising from strands and provide coordination across all Organising for Success activity. Its role will also be to bring consistent and integrated approach ensuring that the work of the strands is able to knit together. Full terms of reference for the group will be published separately.

Members:

- Denise Everitt, Chief Operating Officer (Chair and EG project lead)
- Mark Ellis, Assistant Director – University Operations Support (Project director & Strand 3 lead)
- Alison Ross-Green, Director of HR and Organisational Development (Strand 1 lead)
- Georgina Randsley de Moura, DVC Academic Strategy, Planning and Performance (Strand 2 lead)
- Rosie Holden, Director of Student Services (Strand 4 lead)
- Melissa Mulhall, Assistant Director – Student Engagement & Experience (Strand 5 lead)
- Nikki Hyde, Assistant HR Director (HR coordinator)
- Clemence Marest (L&OD coordinator)
- Bonnie Fergusson, Head of IT Support (IS coordinator)
- Helen Holland, Head of Space Management (Estates coordinator)
- Garry Beesley, Head of Financial Planning (Finance coordinator)
- Tim Davies, Stakeholder Communications and Engagement (Communications coordinator)

Attendees:

- Claire Southon, BIPU (Secretary to Project Operational Group)

2.3 Project Strands

There will be five project strands which will work closely together to deliver the overall project. Each strand shall have a strand lead and will have a dedicated supporting project manager from the Business Improvements and Projects Unit (BIPU). Each strand will be expected to deliver on the objectives assigned to it, resolving issues at the POG as necessary.

The project strands are:

1. Executive Leadership (SL: Alison Ross-Green, SPM: Silvia Rasca)
2. Establishing Academic Divisions (SL: Georgina Randsley de Moura, SPM: Valeska Hass)
3. Divisional Operations (SL: Mark Ellis, SPM: Claire Southon)
4. Professional Services, Devolution & Financial Model (SL: Rosie Holden, SPM: Kimberley Bree)
5. Standing Down Faculties (SL: Melissa Mulhall, SPM: Silvia Rasca)

It is expected that each project strand will engage with staff to work on the strand as appropriate. Additional support and / or backfill arrangements will need to be considered and where necessary referred to the POG for funding decisions. Strand team membership may evolve as the work of the strand progresses. Strand leads will be expected to form stakeholder groups as needed to deal with discrete issues and pieces of work. Wider engagement with staff is expected to be via such stakeholder groups. Strand leads will also be expected to fully involve Kent Union and engage with student views where appropriate in order to ensure that students are kept at the heart of the developed implementation plans.

2.3.1 Strand 1 – Executive Leadership

Strand 1, the Executive Leadership strand, will be tasked with defining and re-shaping the senior leadership team. It will also have a key role in developing leadership skills and driving culture change.

Key areas in scope are:

- EG job descriptions & appointments (Tier 2)
- Director of Divisions role and appointments (Tier 3)
- Divisional Director of Operations role and appointments (Tier 4)
- Director of PSD roles and appointments (Tier 3)
- Heads of PSD internal team appointments (Tier 4)
- Leadership development and culture change strategy
- Initiating plan for transition to new operational management structure

2.3.2 Strand 2 – Establishing Academic Divisions

Strand 2, the Establishing Academic Divisions strand, will be tasked with defining the governance and shape of our new academic divisions and bringing them to the point of go-live in 2020.

Key areas in scope are:

- Governance and leadership of divisions & alignment with University academic governance
- Branding / visibility of divisions externally and internally
- Internal budgeting framework
- Systems impacts arising from creation of divisions (StaffConnect / directories / SDS / KentVision etc.)
- Creating and fostering staff and student communities
- Analysing and mitigating the impact on stakeholders both internal and external
- Division launch / go-live
- Planning framework for divisions that interacts with PSDs and key enablers
- Delivering initial divisional strategic plans
- Processes and procedures impacted by bringing schools / centres together into divisions

2.3.3 Strand 3 – Divisional Operations

Strand 3, the Divisional Operations strand, will be tasked with defining the structure, roles, size and shape of the operational teams (professional, technical and administrative functions) within the new academic divisions. The strand will need to work closely with Strand 4 which will be defining devolution to accommodate devolved roles and responsibilities. It will also need to align with the work of Strand 2, Establishing Academic Divisions in planning for go-live.

Key areas in scope are:

- Recommending the structure of the operations teams within divisions in agreement with the Directors of Division, Divisional Directors of Operations and the Heads of Profession
- Drafting job descriptions for all divisional operations roles to be agreed with relevant Heads of Profession in line with any proposed role for Heads of Profession
- Proposing the FTE of operational roles within divisions
- Resolving issues around location of teams and sub-teams
- Resolving issues around processes impacted by bringing teams together

2.3.4 Strand 4 – Professional Services, Devolution and Financial Model

Strand 4, the Professional Services, Devolution and Financial Model strand, will be tasked with migrating central professional services to the newly agreed structure aligned with EG portfolios, agreeing the scope and nature of devolution and the new financial model. This will include creating a defined devolution framework that is able to identify how professional standards and policy compliance will be achieved and documenting what level of authority over decisions will sit within Divisions; the extent of involvement with Heads of Profession and the mapping out of this relationship. The strand will need to work closely with Strand 3.

Key areas in scope are:

- Defining the role of Head of Profession
- Identifying the Heads of Profession
- Overseeing the planning and implementation of the new organisational structures required to support devolution
- Agreeing the size and shape of devolution to divisions including how this will be governed, managed and documented to allow clarity around authority and decision-making
- Agreeing the new financial model that will form the basis for a new Resource Allocation Model (RAM) including internal charging and delivering value for money (VfM)
- Resolving issues around processes impacted by devolution and changes to the financial model

2.3.5 Strand 5 – Standing Down Faculties

Strand 5, the Standing Down Faculties strand, will be tasked with identifying all the areas that relate to faculties, all of the processes and procedures that involve faculties and agreeing the transfer of all faculty responsibilities. This strand will need to recommend new governance documents for approval and will have a substantial role in updating processes and procedures that currently run through faculties.

Key areas in scope are:

- Re-writing Statutes, Ordinance, Codes of Practice and Annexes
- Agreeing the transfer of all faculty responsibilities and resolving conflicts, eliminating duplication and examining opportunities for simplification
- Re-writing processes, policies and procedures impacted by the removal of faculties e.g. academic promotions, staff recruitment, appointment of examiners (internal and external)

2.4 Professional Services Coordination

In order to support the project, there will be a number of professional services staff on the POG who will have key coordination roles for their areas.

2.4.1 HR Coordinator

The HR coordinator will coordinate the substantial amount of HR work involved in designing and delivering the new structure. This will involve working across strands to identify and new, changed and discontinued roles, identifying and implementing new structures and ensuring compliance with policy and legislative requirements. Additionally, the HR coordinator will develop amended policies, support work on developing central and devolved structures and new governance frameworks.

2.4.2 IS Coordinator

The IS coordinator will work across the strands to identify the implications on University systems and develop plans and priorities for tackling them in conjunction with the appropriate strands. The IS coordinator will also look to see what technology could enhance, standardise and simplify our processes and procedures as these are identified by the strands. Once again, a plan to support process change with associated prioritisation will be key.

2.4.3 Estates Coordinator

The Estates coordinator will work across strands to pick up space implications driven by the project. Issues may include the need to co-locate leadership teams, identifying suitable accommodation for newly combined divisional operations teams, signage, suitability and efficiency. The Estates coordinator will seek to ensure that an appropriate student-focussed space strategy is followed. Short, medium and long-term solutions will need to be drawn up to tackle the issues raised.

2.4.4 Finance Coordinator

The Finance coordinator will work across strands and with the project team to provide supporting data and model the impact of proposals. They will also provide assistance, advice and input with regards to any impacted financial processes and procedures. This role is distinct from the financial model work outlined in Strand 4 which will involve reviewing and revising the Resource Allocation Model.

2.4.5 L&OD Coordinator

The L&OD coordinator will need draw out the leadership development, behavioural change and cultural shifts needed by the project. With leadership, accountability and culture as core underpinning aspects of the project. A clear and timely people focussed organisational development programme will need to be in place to ensure the success of the project.

2.4.6 Communications Coordinator

The Communications coordinator will attend both POG and OG and will ensure that a joined up and coherent communications plan is designed and delivered. A timely and constant flow of clear, key messages is seen as vital to the success of the project. Whilst the communications lead will be primarily focussed on staff communications, this role will provide detailed information to the wider comms team to enable clear and informative student communications.