

Organising for Success / Engagement Sessions



Purpose of today

- To share the rationale for the changes that are being proposed and the headline key changes
- To explore current thinking on the proposed revised EG portfolios in line with the three pillars of the Institutional Strategy
- To explore the approach to the professional services structure that will report to EG (note: detailed structures with posts will not be developed until at least the first quarter of 2020)
- To give you the opportunity to ask questions about the rationale and approach and identify weaknesses or opportunities in the proposal

Content

- Recap of why we need to make changes to the structure at Kent and how we do things
- Headline current thinking
- Overview of the rationale for change to EG portfolios and how this will be supported by professional services functions
- Time for questions and discussion
- How we are moving forward

Strategy Refresh

- The University strategy has been refreshed this academic year and has three key pillars:
 - Research and Innovation
 - Education and Student Experience
 - Engagement and Civic Mission
- Our strategy sets out a road map for change, development and sustained growth, but we need to do things differently if we are to deliver our ambitions in this volatile environment.
- To do this, we need to change how we are currently structured to ensure that they support academic activity and the delivery of our Strategic Plan

Organising for Success - key drivers

Addressing student and staff feedback. This includes:

- a need to improve our performance as a University, with better alignment of decision-making, accountability and resources
- a desire to improve communication and engagement
- bureaucracy and layers slows decisions and creates poor communications
- an inconsistent student experience across multiple schools and centres and services
- a strong 'school identity' is seen as key for student and staff recruitment and creating a sense of community
- a need for clear and streamlined work flows, digitisation of processes and single trusted data sources
- a greater sense of being 'academically led' within our core mission
- a need to be more agile and responsive, be bold and take some risks.

Organising for Success - key drivers

These changes are designed to:

- allow synergies to be developed quickly within cognate academic and professional areas that reduce duplication and diffusion of activity
- provide a consistent baseline service to students, sponsors and staff
- Provide greater value for money in a time of financial challenge
- Create more resilient and flexible academic units, able to adapt to a volatile environment
- Improve connections between academic units and senior management
- Deliver EG/Central PSD structures that fully support academic activity and the themes of the Strategic Plan

The Proposal

- A single layer of groupings of Schools
 - 6-8 to ensure more direct connection with EG, shaping policy and strategy
 - Greater financial autonomy and more local decision making
- School identity maintained (if wanted) within groupings
- Groupings led by a Director of Group who will have ultimate responsibility for academic and financial success of grouping
- Group level will be responsible for administrative and student support to schools/departments/subjects via pooled resource
- Further central services to be devolved to grouping from centre subject to devolutions principles / discussions / costs
- Central professional services re-aligned to support EG portfolios and institutional objectives, with fewer units so that fixed costs can be reduced within and across units

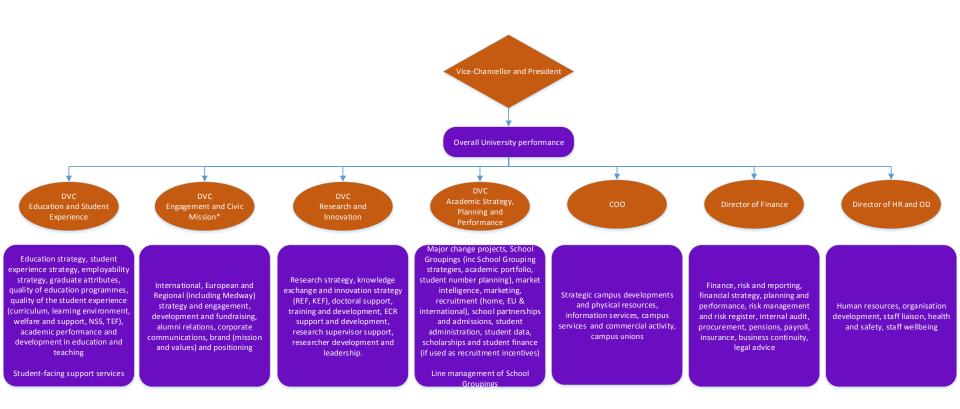
Overview

- Project Board established
 - Co-sponsors Denise Everitt & David Nightingale
 - First four meetings held
 - Meeting weekly
- Formal JSNCC sub-group established
 - All Union and staff reps involved
 - Currently meeting weekly to establish concerns and update on progress – also discussing other relevant issues such as Voluntary Severance Scheme
- Website launched
 - https://www.kent.ac.uk/organising-for-success
 - Information will be added as engagement ramps up

Revised EG portfolios

- Why revise? What does it aim to achieve?
- In May 2018, the Vice-Chancellor launched a strategy refresh consultation. Over 150 responses were received, with rich content.
- The revised strategy is set around three "pillars"
 - Education and student experience
 - Research and innovation
 - Engagement, impact and civic mission
- To deliver the strategy, some re-alignment of portfolios was felt in order to line up these "pillars" with EG responsibilities and accountabilities
 - 4 "academic" Deputy Vice-Chancellors, one heading our School Groupings and related planning and strategy, and one heading up each of the three "pillars"
 - 3 "professional" EG members supporting operations, HR and finance
- To reduce the number of operating units (as with schools) in order to minimise internal transaction and fixed costs

Revised EG portfolios



Re-alignment of PSDs and PSD functions

- With EG portfolios re-arranged to match the revised Strategy 2025 pillars, EG members will have oversight of the functions that can deliver against their objectives - providing a direct link between responsibility, resources and accountability
- This leads to re-aligning some PSDs to different EG members
- This is an opportunity to bring together functions where there are "splits" across PSDs to make processes easier
- In order to align with the EG portfolios and deliver effectively, some activities within PSDs have also been moved
- Work still ongoing in certain areas, partly as a result of feedback and discussions to date
- This is an opportunity to comment and flag issues/opportunities

Re-alignment of PSDs and PSD functions

Education and Student

Education strategy, student experience strategy, employability strategy, graduate attributes, quality of education programmes, quality of the student experience curriculum, learning environment, welfare and support, NSS, TEF), academic performance and development in education and teaching

Student-facing support services

Education Division

Functions: QA, CMA, Academic Practice, Curriculum Development, TEF, NSS, Exams, Timetabling, Progression, Academic Complaints and Appeals, Portfolio Management

Student Services

Functions: Advice, Health / Wellbeing, Careers, Employability, Placements, Chaplaincy, Medical Centre, KU Liaison, SLAS, Student Success, Work/Study, Student Conduct (Non-Academic)

Professional Development & Education

Functions: HDA, Professional Practice, Online Courses, PGCHE, CPD Engagement and Civic

International, European and Regional (including Medway) strategy and engagement, development and fundraising, alumni relations, corporate communications, brand (mission and values) and positioning

External Relations

Functions: Press, Media, Brand, Staff & Student, Stakeholder Communications. Fundraising and Development, Corporate Events, Congregations, Arts and Culture Strategy, International, European and Regional Partnerships, **English and World** Languages

Research and

Research strategy, knowledge exchange and innovation strategy (REF, KEF), doctoral support, training and development, ECR support and development, research supervisor support, researcher development and

leadership.

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Research & Innovation Services

Functions: Research Support, Innovation and Enterprise Support, Knowledge Economy

Graduate School and Researcher Development College #

Functions: PGR Training, ECR Support and Development, Researcher Support and Development, Research Skills Development, DTP

Shared Services - Separate Leads

Academic Strategy, Performance

Najor change projects, School **Groupings (inc School Grouping** strategies, academic portfolio, student number planning), market intelligence, marketing, recruitment (home, EU & international), school partnerships and admissions, student administration, student data, scholarships and student finance (if used as recruitment incentives)

Line management of School

School Groupings

Strategy, Planning,

Performance &

Implementation Unit

Functions:

Managing relationships /

reporting to statutory

bodies, Strategic analysis of

published data, Monitoring

& reporting on strategic

plans and projects, Strategic

portfolio development,

Student record, KPIs

Strategic campus developments and physical resources, information services, campus services and commercial activity, campus unions

Finance, risk and reporting, financial strategy, planning and performance, risk management and risk register, internal audit, procurement, pensions, payroll, insurance, business continuity, legal advice

Human resources, organisation development, staff liaison, health and safety, staff wellbeing

Estates, Space Management

Estates

Commercial Services

Functions: Accommodation, Conferences, Venues, Sport

Marketing, Recruitment and Admissions

Functions: Marketing, Home and Int. Recruitment, Enquiries, Applications, Enrolment, Scholarships, Immigration, Ambassadors, Access

Functions:

Information Services

Functions: IT, Library, Learning Technology, Digital Campus, Digital Strategy & Engagement, Web Services

Finance

Functions: Finance, Reporting, Procurement, Payroll, Pensions, Income. Payments, Credit Control

Legal & Risk

Functions: Legal, Insurance, Risk Management & Register, Internal Audit, Business Continuity

Human Resources

Functions: HR Policy, HR Strategy, L&OD, Reward, Employee Relations, Organisational Design

> Safety, Health and Environment

Functions: Health & Safety, Environment, Occ. Health

* - To be confirmed

- Further work to be undertaken to confirm full remit, including location of PGT



Expected benefits

- School Groupings will be empowered to deliver against the University strategic plans and their agreed objectives
 - The focus of all staff in School Groupings will be on the student and staff journey - problem solving and solution development will draw in the full of range of professional devolved expertise
- Relationships, understanding and joint working between professional disciplines and School Groupings will be strengthened
- Fewer PSDs and fewer School Groupings means fewer interactions and makes it easier to simplify processes
- Smaller units will have more resilience in terms of staffing and PSD support services (eg finance and marketing within existing units) can be brought together
- PSD units should have a clear understanding of the strategic objectives of their unit, aligned to those set out in the University Strategy

Questions?

Discussion on tables

Thought starter questions (or choose your own topics)

- How can we ensure we do not re-create silo working between the portfolio areas?
- Are there any obvious issues with the current thinking regarding the proposed realignment of professional service functions?
- Is there a better way to change the structure and still meet our objectives?
- What is of most concern about these proposals and how might we address these?
- What might be the most important transitional issues and/or risks?
- Anything missing?

Transitional and Implementation plans

- Implementation working groups will be established to look in detail at processes and specific areas of concern/ development
- This will include ensuring that the key functions and activities of the current professional service remits are transferred effectively and appropriately, whilst maintaining business as usual
- The intention is to establish an implementation team drawing on staff from across the University
- The work on devolution will need to dovetail with the revised structures at University level

Timeline

- Structured engagement activities with staff, Heads and other stakeholders (e.g. KU) will be ongoing in March/early-mid April
- Review and reflect on Feedback
- Discussion at SLF 16 May
- Proposals to Senate: 21 May and 12 June 2019
- Council Meeting 28 June
- It is anticipated that implementation work will start Summer 2019 with target implementation complete by end 2020

Engagement and Feedback

- In addition to providing feedback to line managers and via <u>feedback@kent.ac.uk</u>, JSNCC and other channels, this event is part of a series of engagement events.
- These thematic engagement events cover:
 - Devolution of professional services
 - Organisational structure PSDs
 - School / group configuration and governance / management
 - Transfer of faculty accountabilities/responsibilities
 - New leadership model

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