FUTURE STRUCTURES PROGRAMME

Annual Report - Activities and Milestones 2021-22

Context

Strategy 2030 aims to enable the University to project its strengths globally with increasing focus on the vital fields of environment and sustainability, health, and social justice. Over the course of 2020-21, the Big Conversation and the Bonfire of Bureaucracy highlighted demand amongst staff and students for a more streamlined approach to organisation of University structures. The University also led a series of in-depth discussions with national and global experts on the University environment which endorsed the need for fewer, larger structures to provide resilience against external changes. Following the UEB Residential meeting in September 2021 it was agreed to develop an initiative to reshape academic and PS structures to respond to these issues. This initiative was entitled 'Shaping our Future Structures Together' (abbreviated to the 'Future Structures Programme' or FSP).

Future Structures Programme work packages

This section describes the strands that have made up the project. A detailed breakdown of milestones by month is provided at Annex A. A full list of workstreams is shown at Annex B.

Consultation Process

An initial proposal was developed and agreed with Senate and Council in Autumn 2021 and shared with the University community via an online consultation process which launched in January 2022. The consultation generated significant interest including 26,000 views of the dedicated websites and 7805 attendances at in person or on-line events. There was a high volume of responses representing the views of 1700 staff members and 121 students. In all there were 5300 comments on specific aspects of the proposals including individual responses from 605 people using the online response form.

Strengthened Proposal

The proposal was strengthened as a result of the consultation with changes made to: the shape of specific departments; proposals to enable more local leadership of Cornwall departments; names of new Faculties/ departments; and to re-organisation of PS Directorates. Senate and Council were consulted on the resulting changes to the initial proposal and the revised proposals were agreed in late March 2022. The final arrangement of faculties and departments is shown at Annex A.

New Appointments to all Senior Roles

Once the proposals were agreed, the new roles set out in the proposal were advertised within the University. By mid-April appointments had been made to the key roles of Pro-Vice-Chancellors and Executive Deans and Deputy PVCs of the Faculties; Professional Services Divisional Directors; and Directors of Faculty Operations. By mid-May appointments had been made to around 30 additional senior leadership roles including Associate Pro-Vice-Chancellors, Associate Deans and Heads of Department. There remained some vacancies which were re-advertised internally with some going to external advert. Final internal recruitment is expected to be completed by end of June with any remaining vacancies resolved through external processes.

The next steps for faculties are to make appointments at departmental level ie Directors of Research, Education, Global, PGR etc; to consider line management arrangements; and to ensure that the new faculties start with a core set of policies already in place.

New Ways of Working

A key feature of the proposal is to change ways of working across the University. This will lead to more empowered decision making closer to the academic endeavour and closer alignment of PS teams to academic departments and faculties. A new Leadership Development and Induction programme has been developed to prepare new post-holders for these new ways of working.

Data, systems and website changes

97 out of the University's 148 systems are being changed to reflect the new structures and several of these are underpinning systems with many interconnections. The systems have been divided into three main groups with staggered 'go-live' dates

- Trent – 1 August
- T1 – 1 September
- SITs - 3 October

There will also be significant changes to the University's website to reflect the new organisation of departments and Services which will kick-start a whole-scale refresh of the website, linking in with the new University branding being developed at the same time. Signage has also been changed around the University.

Ensuring Accreditation Continuation

The University's accreditation processes through OfS, CMA and up to 30 external accreditation bodies including EQUIS, AMBA and Athena Swan are being managed to ensure that the TQA manual correctly represents the new structures and that external bodies receive the information they require to make assessments on any necessary additional accreditations.

Professional Services Changes

The Professional Services plans to align more closely to academic structures includes the redirection of over £1M investment to provide around 20 Department Managers to support academic Heads of Department and to enable named support for key processes in departments. There will be a reduction of roles in other areas to enable this and a formal consultation with 27 affected staff was completed. This was followed by an appointment process to around 60 available roles including Professional Services Partners in each Faculty.

Programme Governance and Workstreams

The Programme is governed by the Strategic Review Group (SRG) which is chaired by the Vice-Chancellor and comprises all the University's senior executive leaders (UEB). A small Programme Management team led by a Programme Director manages 22 work-streams listed at Annex B. Weekly governance updates are provided on progress for each work-stream.

Risk and Mitigation

A risk register is regularly reviewed by SRG. Many of the early identified risks relating to acceptance of the plan or external factors such as covid or changes to government policy have been removed. There are remaining risks associated with staff wellbeing, particularly overload of key staff managing business as usual while preparing for the new structures; and the potential for loss of key staff caused by uncertainty. We have managed these risks by maintaining a high pace for formal consultations on staff roles to reduce uncertainty, while extending the overall timeline for the

process changes to be introduced. There is also elevated risk associated with the IT systems which must be in place to serve the new structures while the final arrangements for contracting with external consultants are agreed. This is being mitigated through stringent governance and appointment of additional programme managers and consultants to test and fix systems.

Outstanding Actions

The programme will run through to April 2023 although most outstanding actions such as appointing to all departmental leadership positions and establishing full Faculty governance will be completed early in 2022-23 AY.

Sean Fielding

FSP Programme Director

July 2022

ANNEX A

Programme milestones

The table below reports on milestones for the Future Structures Programme – 1 August 2021- 31 July 2022. Progress has been good, with all objectives achieved. The timeline is ambitious with the new Faculties and PS Divisions expected to be operational in September 2022 although work will continue through the Autumn and Winter to further refine the operation of the new structures.

This was a whole University effort that was completed in the context of continuing covid risk and aftershocks; threatened industrial action relating to pay and conditions; and a changing and increasingly hostile government policy environment.

Month	Task
July/ August	Established governance structures for the Future Structures Programme (FSP) including informal sounding boards and formal structures approved by SRG.
	Developed and agreed a draft timeline for FSP including preparation of a risk assessment for agreement by SRG and Chair of Council
	Created a set of narratives and information describing the proposed programme
	Created a core delivery team to manage the Programme including a set of Programme Managers
	Agreed key programme of work with identified leads including: Governance, Financial, Students and staff numbers; People impacts; risk register; resourcing plan; stake holder map
	Developed a communications and stakeholder engagement plan including Trades Unions and internal and external stakeholders.
Sept	VCEG Residential meeting in September considered all documents and approved all the key programme elements.
Oct	Prepared all materials for discussion with Senate and Council and prepare communications for engagement with Senior Leadership Forum and the wider PSLT
Nov	Developed and ran stakeholder management programme including with Trades Unions and student bodies and external stake holders
	Initial Senate meeting considered plans and approve process of consultation
Dec	Senate and Council approved plans and agree to move to Consultation
Jan 22	Ran Consultation process on proposals including VC and Registrar talks
	Created website with all information about the proposal
Feb	Received and analysed responses to significant levels of consultation and prepared University response including significant revisions to original plan.
March	Presented revised proposals to Senate and Council - approved
	Coordinated communication plans to announce new Structures including new website
	Senior staff (academic and PS) recruitment process began
	Working groups on IT systems started work with new, agreed structure framework
	Faculty Programme Managers appointed
April	Senior staff (academic and PS) recruitment process completed
	Developed and agreed a scheme of accountabilities and responsibilities for Academic organisational units and between PS and embedded teams and central directorates
	PS alignment and associated plans linked to the Faculty changes published.
	External accreditation bodies (PSRBs/ EQUIS etc) informed of changes

May	Created documentation and started PS Consultation process with affected staff
	Started PS engagement process with regular meetings in directorates
	Started recruitment for faculty leadership roles
June	Completed PS Consultation process
	Identified and agreed key University policies that must be in place by Start of faculties
	Started website change project
	Developed and agreed Faculty governance structures and start Faculty FEB meetings
	Started PS outcomes for affected people and TERS
	Developed and agreed leadership and development programme for academic and PS leaders
July	Completed recruitment of Faculty Leadership roles
	Set up IT systems governance and approvals for systems launch process
	Started recruitment process for Departmental leadership roles
	Agreed line management arrangements in Departments
	Faculty and PS contact maps produced (Faculty Eye View)
	Recruitment of PS Department Managers
	Recruited to all PS alignment staffing (PS Partners)
	Appointed Faculty Senate representatives
	Put in place Faculty intranet, handbooks and information systems.
	Agreed locations of main faculty offices
	Developed communication plans for launching new arrangements in September
	Senate and Council received report on progress in the year

ANNEX B

Programme Workstreams

Workstream	Description	Owner
Data Governance & IT	Enable the effective implementation of new internal organisation structures at go-live across the university's technology estate so as to provide the right information to the right people at the right time	Michael Wykes, Nathan Burden, Rick Walker
Governance, Finance Planning & Business Model	Description of how all the pieces come together including governance, financial plans and business models. Need to be able to demonstrate how this new structure is more effective than current	Prof Rich Smith Michael Wykes, Andrew Connolly
Statutory Notifications	Manage the process of statutory/ legal notification/requirements and support for bodies such as OfS and accrediting organisations	Chris Lindsay
Programme Budget	Manage the programme budget in line with expectations and need, with appropriate governance	Rick Walker
People Impact, Recruitment	Establish systems and organise teams to manage the consultation and recruitment programmes for academic and PS staff	Imelda Rogers, Prof Janice Kay
Staff development/ Leadership	Programme of staff development for change management and leadership commissioned and then put in place.	Prof Janice Kay, Imelda Rogers, Christian Carter, Clive Betts
Wellbeing, Inclusion and Culture Committee	Inclusion and Belonging; mental Health, Wellbeing and Safety; Job Roles and Workload; Recognition, Reward, Pay Gaps and Policies; Leadership development and Support; Future of Work	Professor Janice Kay
Workload Allocation & Equity Group	Develop options to resolve impressions of inequity in workload allocation and opportunity.	Prof Alex Gerbasi
Exeter Academic/ Exeter Professional	Develop a series of options for further development of current academic/ PS role probation, progression and promotions criteria and processes	Prof Rich Smith, Mike Shore-Nye
Internal / External Comms	Communications programme for all stakeholders to support the Future Structures Programme across key phases	Lindsay Aitken/ Rob Mitchell
Website	Populate web pages with new structure – using the structure developed by the Data/ IT Systems programme	Ed Creed
Branding	Institutional lead for re-branding project for delivery in 2022.	Rob Mitchell
Building Signage	Audit and plan for physical signage and branding changes. Link to University branding project	Hugh McCann/ Helen Wallace
Launch Campaign /events	Develop and plan launch events and comms campaigns to support the formation of new structures, build community and celebrate past successes.	Jane Chafer/ Sarah Snow/ Sean Fielding
Faculty Transition Planning – 1 for each Faculty	Support PVCs and Senior Leadership Teams to develop new structures, processes and ways of working while allowing BAU to take place	3 Programme Managers and DFOs
Thematic Transitions 1 for each thematic area	Support DVCs with planning for new structures including roles, governance, policies and processes	Prof Neil Gow, Prof Tim Quine, Prof Mark Goodwin
PS Alignment	Develop and implement plans for supporting faculties and departments including JDs and costed org design	Linda Peka, Roo Haywood-Smith
PS Leadership	Develop and support consultation and transition plans with PS leadership	Mike Shore-Nye, Laurie Magowan
PS Other	Other PS changes as a result of transformation and/ or linked to PS Size and Shape project	Mike Shore-Nye, Laurie Magowan