



UNIVERSITY OF
PORTSMOUTH

HEAD OF STRATEGIC PROGRAMMES

CANDIDATE APPLICATION PACK



NO.1
IN THE UK FOR
BOOSTING GRADUATE
SALARIES
The Economist 2017

Nº.21
UNIVERSITY
IN THE UK
*in The Guardian
University Guide 2020*



Teaching
Excellence
Framework

97.5%
OF GRADUATES
WORKING
OR IN FURTHER
STUDY
DLHE 2017

port.ac.uk

A MESSAGE FROM THE VICE-CHANCELLOR



The University has just launched an ambitious Vision 2030 and Strategy 2025. We have embraced change to create a new breed of university, where collaboration and partnership underpin the way in which we work. We want to be judged on our achievements and by what we do to help others achieve. Those achievements have been reflected in the award of TEF Gold, in our REF outcomes and in league table performance, but we are not complacent and our ambition is for continued improvement and excellence.

The University of Portsmouth is a place where both staff and students achieve great things. As Vice-Chancellor, I never cease to be impressed by the ambition and commitment of colleagues towards growing our reputation through inspirational education and excellent research and innovation.

We have grown our global profile, strengthened and broadened our research and innovation, enhanced our students' experience, particularly in preparing them for the world of work, and developed our role within the city and the region. We are now looking for a new Head of Strategic Programmes to build on these foundations and lead the development of our digital offering to take us to the next level and to allow us to reach new audiences.

It's an exciting time to join the University as we launch our 2030 Vision and 2025 Strategy and look to become the UK's top modern university and one of the top 100 young universities in the world.

Portsmouth is a bustling and diverse city with a strong maritime tradition and an equally strong sense of place and community. As a place to live, Portsmouth offers a stimulating environment that is perfect for career and lifestyle.

Thank you for your interest in the role of Head of Strategic Programmes at the University of Portsmouth. As I hope you recognise, the University is an exciting and exhilarating place to work and study that is well placed to respond to the opportunities of the future. If you share our ambitions and values, then I hope that you will apply to join us.

A handwritten signature in black ink, reading "Graham Galbraith". The signature is fluid and cursive, with a long horizontal stroke at the end.

Professor Graham Galbraith
Vice-Chancellor

THE UNIVERSITY OF PORTSMOUTH

WORK AT THE UNIVERSITY
RANKED 21ST IN THE UK*



for Teaching,
Employability,
Internationalisation,
Facilities, and
Innovation.

QS Top Universities 2018

5,200
international and
EU students from
150 countries.



No. **1**

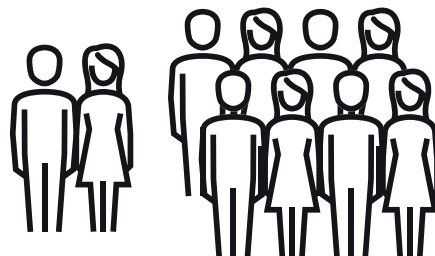


IN THE UK FOR
BOOSTING
GRADUATE
SALARIES

The Economist, 2017



Teaching
Excellence
Framework



2,900
STAFF

30,000
STUDENTS

OUR VISION, MISSION AND VALUES

A UNIVERSITY'S PRIMARY PURPOSE IS TO EDUCATE AND TRANSFORM LIVES. TO THIS, WE WOULD ADD THAT IT'S ALSO TO TRANSFORM THE LIVES OF THOSE AROUND US.

Our clarity of purpose is driven by our vision, mission and values.

OUR VISION

By 2030 we will be the UK's top modern university and one of the top 100 young universities in the world.

OUR MISSION

To create, share and apply knowledge to make a difference to individuals and society.

OUR VALUES UNDERPIN EVERYTHING WE DO

Ambitious

- We pursue bold ideas in an environment where creativity, innovation and success is encouraged and celebrated
- We nurture and value relationships and partnerships that foster a global outlook
- We inspire and support staff and students to achieve their potential and meet the challenges of society
- We never settle for second best

Responsible

- We act with integrity for the greater good
- We insist on upholding the highest academic and professional standards
- We respect and celebrate diversity and equal opportunity through an inclusive culture
- We aim for sustainability across all our activities

Open

- We work consultatively and collaboratively to benefit from new perspectives
- We share ideas and maintain transparency
- We are trustworthy and do what we say we will do
- We listen and respond to the needs of our students and staff

More information about the University's Vision 2030 and Strategy 2025 can be found on the website port.ac.uk/strategy.

THE ROLE

THE UNIVERSITY'S NEW VISION 2030 AND STRATEGY 2025 SETS OUT OUR AMBITIONS FOR THE FUTURE. A KEY ENABLER OF OUR FUTURE SUCCESS WILL BE THE INTRODUCTION OF A NEW APPROACH TO DELIVERY PLANNING AND CHANGE MANAGEMENT ACROSS THE UNIVERSITY.

THE ROLE

This new role provides an exciting opportunity, at a critical time for the University, to support implementation of our ambitious strategy. Joining the University's Planning Department means you will play a key role in our drive for excellence and impact.

With the launch of our new Strategy 2025, the University is introducing a much more structured approach to delivery planning. We are looking for an experienced programme manager who will collaborate with senior leaders across the University to transform our approach. This is a senior role that will support colleagues to develop and implement strategic programmes covering each element of our Strategy, contributing to the University's future success.

Our Strategy requires changes across the organisation, meaning skills in building engagement and commitment to change are essential. Establishing an effective framework for review and progress reporting will be important, as will bringing a strong focus on benefits realisation and risk management.

THE CANDIDATE

The role requires someone with experience, and a proven track-record of success, in developing and implementing complex strategic programmes.

The Head of Strategic Programmes will be collaborative, with tact and diplomacy and the ability to understand the needs of a diverse organisation. Experience of working in a University is desirable but not essential – more important is that you share our values and our desire to make a difference to individuals and society.

Joining the University's small Planning Department, this senior post requires a team player who is pro-active and flexible, who is willing to roll up their sleeves, and who can work in an unstructured environment to impose order and clarity when necessary. Using your influencing and negotiating skills, you'll make change happen in collaboration with colleagues across the University. To be successful, you will command respect and foster a strong sense of teamwork from the outset.

The Head will deputise for the Director of Planning when required, so a willingness to get involved in all aspects of the Department's work will be important.



PLANNING DEPARTMENTAL OVERVIEW

THE PLANNING DEPARTMENT REPORTS TO THE VICE-CHANCELLOR, SUPPORTING STRATEGY DEVELOPMENT, TARGET SETTING AND PERFORMANCE MONITORING.

IMPLEMENTING OUR STRATEGY

The Planning Department has recently led a year-long consultative process to develop our new University Strategy, in collaboration with the University's Executive Board, the Board of Governors, staff and students. This consultation has enhanced staff engagement and supported the University in developing an ambitious new Vision 2030 and Strategy 2025, building on our trajectory of success in recent years.

And now the hard work begins!

Successfully implementing our new Strategy will require changes in our organisational culture, new approaches to planning, communicating and resourcing change and to promoting accountability, recognition and reward for delivery.

We will be moving to a programme and project based approach to delivery planning, which focuses on the step change required to deliver to the Strategy. This will ensure that plans are established and then implemented for all aspects of strategy, with clarity over responsibilities, timescales and resources. It will also promote effective communication and engagement, tracking of progress and risk management.

The Head of Strategic Programmes is a newly created senior role to support this new approach.

The objectives of our new approach to implementation planning are to maximise the likelihood of successfully achieving our Vision 2030 and Strategy 2025 by:

- Ensuring that plans are developed for all elements of Strategy, clearly linked to agreed KPIs and targets and to our overall vision.
- Ensuring that there is sufficient consistency of approach between different areas to support effective prioritisation and internal resource allocation, taking account of the relative contribution of different elements to our overall vision;
- Identifying and managing risks to delivery, including the capability and capacity of relevant staff;
- Providing a framework for ongoing review of progress, achievement of targets and benefits realisation, including overall accountability for delivery by each University Executive Board lead.

A brief summary of other areas of activity within the Planning Department is below:

STRATEGIC AND FINANCIAL PLANNING

The Planning team collaborate with the Finance Department to support the University's annual strategic and financial planning process, which is managed through Executive Planning Group and led by University Executive Board (UEB).

KPI AND TARGET SETTING AND MONITORING

The Planning team define strategic key performance indicators, benchmark our position against competitors and set strategic targets in liaison with UEB and the Board of Governors. Performance monitoring data is prepared and disseminated through our 'Planning Dashboards' run through Oracle Business Intelligence software.

Our role in student target setting and monitoring includes:

- (i) regular monitoring of the University's student recruitment position to target;
- (ii) identifying recruitment risks and mitigation. We collaborate with Marketing and Communications on market research and analysis that informs strategic decision-making.

ACCESS AND PARTICIPATION

The Department leads the development of the University's Access and Participation Plan in partnership with the Deputy Vice-Chancellor. Complex data analysis enables us to identify any areas of under-performance. We then work with stakeholders, including students, to collaboratively develop and monitor an action plan for change.

TEACHING EXCELLENCE FRAMEWORK (TEF)

The team lead the University's response to TEF, again in collaboration with the Deputy Vice-Chancellor, senior staff and students. The University successfully gained TEF Gold in the first assessment round and participated in the TEF Subject pilot.

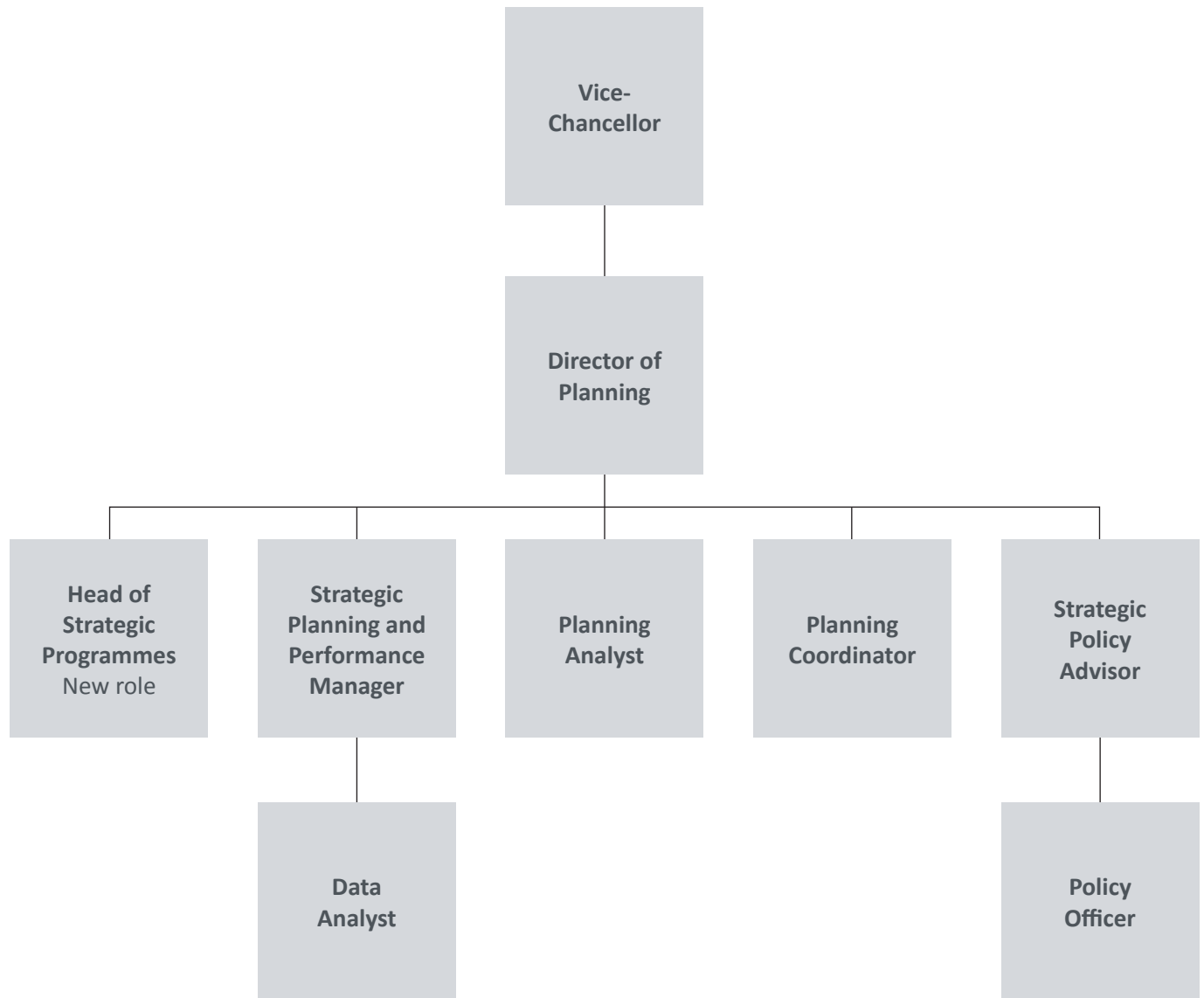
EXTERNAL PROFILE AND IMPACT

The team work closely with the Vice-Chancellor with the aim of raising the University's external profile and influence, to ensure that role of modern civic universities is recognised. We support the Vice-Chancellor in his role on the UUK board and aim to build new partnerships with similar universities, to raise our profile.

As a team we take pride in our role supporting the University to serve our community and make an impact. We are always willing to take on new activities that make a difference and contribute to the University's long-term success. We have a strongly collaborative ethos within our team, supporting each other to deliver with impact.

PLANNING

ORGANISATIONAL CHART



JOB DESCRIPTION

Job Title:	Head of Strategic Programmes
Grade of Post:	Grade 10
Faculty/Centre:	Central
Department/Service: Location:	Planning Department, University House
Position Reference No:	ZZ006077
Responsible to:	Director of Planning
Effective date of job description:	January 2020

KEY RESPONSIBILITIES:

1. Lead the development and implementation of new approaches to strategic programme management and project management

To lead the rapid introduction of effective approaches to strategic programme and project management across the University that support successful implementation of the University's future strategy. To design and embed a new approach that is tailored to be effective, taking account of the University's current and future culture and resources.

To collaborate closely with executive leads and key stakeholders, including project managers for major projects, Governance, HR and Finance staff. To lead these collaborations and build a shared culture of accountability, transparency, delivery and effective management of risk.

To ensure that robust and effective programme and project management is undertaken on an ongoing basis, with appropriate identification of achievements, issues and risks.

To use initiative and creativity to resolve issues and conflicts which arise, to ensure successful implementation of complex programmes and projects.

To collaborate with the Finance Department on cost benefit analyses, affordability and financial reporting.

To ensure that all programmes and projects are aligned to University Strategy and alert senior management to risks or misalignment in terms of overall delivery.

2. Integrate strategic programme management into wider University processes

To work in partnership with the Director of Planning and executive leads to ensure that that new approaches are embedded into relevant University processes in future, including budget planning, risk management, staff engagement and annual performance development reviews.

To deliver measurable benefits realisation through these processes and to successfully integrate change into business as usual operations.

3. Coordinate work within the Planning team

To pro-actively support and mentor the Planning team and executive leads, to develop their knowledge and skills in implementing structured approaches to strategic programme management and performance review.

To coordinate the input of team members to these processes, to ensure that the small Planning team and associated staff make maximum impact in supporting successful implementation of University strategy.

4. Leadership and management

To deputise as required for the Director of Planning as appropriate at internal and external events, providing information and guidance to senior University leaders.

To display respect for the often confidential and sensitive nature of the work of the Planning team and maintain the highest level of integrity at all times.

5. Other duties

Undertake such other duties as may reasonably be required by the Director of Planning.

WORKING RELATIONSHIPS (KEY INDIVIDUALS THE JOB HOLDER WOULD BE WORKING WITH):

- Director of Planning and all members of Planning team
- Members of the University Executive Board
- Directors of Professional Services
- Faculty Managers
- Finance Department
- Internal Communications team
- HR Department



PERSON SPECIFICATION

SPECIFIC KNOWLEDGE AND EXPERIENCE

Rating

• Extensive experience and proven success in strategic planning in a complex organisation and a record of achievement in developing and implementing successful strategies.	Essential
• In depth understanding of strategic programme and project management and leadership in a complex environment.	Essential
• Senior level experience in engaging with stakeholders and gaining commitment to major change programmes.	Essential
• Evidence of leading substantial initiatives and coaching others to ensure successful delivery of large-scale change to time, budget and measurable benefits.	Essential
• Ability to work with senior teams and other internal stakeholders through effective influencing and negotiating skills.	Essential
• Knowledge of the higher education environment and policy developments.	Desirable

SKILLS AND ABILITIES

Rating

• Ability to convey complex ideas and information in a compelling way that will engage and motivate stakeholders.	Essential
• Self-leadership and motivation in pursuit of stretching targets and delivery requirements.	Essential

QUALIFICATIONS, EDUCATION AND TRAINING

Rating

• Educated to Degree level.	Essential
• Educated to Masters level.	Desirable

OTHER REQUIREMENTS

Rating

• Understanding and respect for the confidential nature of much of the work of the Planning team.	Essential
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TERMS AND CONDITIONS

This is a permanent full-time role.

The University offers 32 days annual leave plus Bank Holidays and Christmas closure.

There is a 12 month probationary period.

References will be taken up on acceptance of offer, and appointment is conditional on the receipt of satisfactory references.

Qualifications must be provided on the first day of employment.

The successful candidate must evidence their Right to Work prior to starting with the University.

The successful candidate should live within a commutable distance and a relocation package may be available.

The appointee will be eligible to join the Local Government Pension Scheme.

In addition the University offers a comprehensive maternity scheme, library and sports facilities and retail discount platform.

HOW TO APPLY

For an informal conversation please contact:

Fiona Loughran
Director of Planning
University of Portsmouth

Please contact Fiona by email initially at:

Fiona.Loughran@port.ac.uk

Please apply online by submitting your application to:

Planning-vacancy@port.ac.uk

Your application should consist of your full CV and a covering letter that outlines your motivation for applying and suitability for the role.

All applications will receive an automated response.

Shortlisted candidates will be asked to complete an Equal Opportunities Monitoring Form.

Closing date for applications is **Tuesday 18 February 2020**.

Interviews will be held on **Wednesday 4 March 2020**.

They will include a short presentation on a topic to be notified to shortlisted applicants.



THE UNIVERSITY AND THE CITY: A BREATH OF FRESH AIR

LIVELY, VIBRANT AND STEEPED IN HERITAGE, THE WATERFRONT CITY OF PORTSMOUTH HAS LONG BEEN A GATEWAY - A PORT OPEN TO NEW AND GAME-CHANGING PEOPLE AND IDEAS.

A place of commerce and exploration, Portsmouth has innovation running through its veins.

Campus buildings are dotted throughout the 'University Quarter' in the city centre. We are part of the bustle of city life, and many of our staff live in Portsmouth while students often settle here after graduation, further enriching our city's boundless creativity and vitality.

AN ISLAND CITY

The UK's only island city, Portsmouth offers a wonderful quality of life. Easy to get around with a terrific sense of community, highlights include four miles of beach fronting the Solent, where you can enjoy sailing, windsurfing and other watersports. Foodies and culture vultures love Southsea's thriving independent scene and, like any great city, Portsmouth has a fantastic range of bars, restaurants and cafés. For shopping, you have Gunwharf Quays, home to the 170m iconic Emirates Spinnaker Tower.

A MARITIME HISTORY AND FUTURE

Home to the Royal Navy, the Historic Dockyard attractions include HMS *Victory* and the award-winning Mary Rose Museum. Millions of visitors flock here from around the world. The city is also home to Ben Ainslie Racing and, in 2016, hosted the Louis Vuitton America's Cup World Series.

SPORT

The University is the proud main sponsor of Portsmouth Football Club. This strong partnership will play a huge role in the city, to help increase participation rates in higher education for the benefit of local communities. Every year, Southsea hosts the Great South Run, which has come to represent the passion for health and wellbeing in this waterfront city.

ROAD, RAIL, SEA AND AIR

We are just over an hour from London by rail, and Southampton Airport can be reached within 30 minutes. The International Ferry Port offers regular trips to Europe. The New Forest, the South Downs National Park and the Isle of Wight are within easy reach, as are the historic cities of Winchester and Chichester. Visit visitportsmouth.co.uk for more information.

