Job Profile

Post: Interim Director of Strategy and Strategic Performance

Job number: TBC

Reports to: Chief Operating Officer & University Secretary

Department: Strategy Delivery Office

Hours: Part Time, 29.6 hours per week (0.8fte)

Contract type: Fixed Term (8 months contract)

Campus base: The post is based at Bishop Otter Campus, Chichester, with an expectation of ideally three days per week on campus. Occasional travel to the Bognor Regis Campus or other University locations may be required, together with some evening and weekend working during peak periods and University events.

Function of the Post:

Reporting to the Chief Operating Officer and University Secretary, the postholder will lead the University's approach to strategy delivery, planning, governance, risk, transformation and institutional strategic performance.

The role will lead the Strategy Delivery Office and translate institutional strategy into clear priorities, measurable outcomes and coordinated delivery plans across the University. It will ensure that planning, governance, risk, strategic performance insight and transformation activity operate as a coherent institutional framework.

The role will support the Senior Leadership Team and Board of Governors with high-quality analysis, programme oversight, assurance and decision support. The role will strengthen the University's ability to deliver strategic change at pace while maintaining clarity, accountability and institutional grip.

The postholder will provide direct leadership of the Strategy Delivery Office, bringing together functions spanning institutional strategy and policy, planning and performance insight, transformation and programme management, and risk and strategic assurance. The office will integrate existing roles and capability across the University, providing a coordinated institutional function focused on delivery, performance monitoring and assurance, rather than creating significant new structures.

This is a role for a senior leader who combines strategic insight with delivery focus, can navigate complexity across a multi-stakeholder institution, and can build the systems, behaviours and discipline required for successful strategy execution.

Principal Accountabilities:

- Lead the development and continuous improvement of the University's integrated planning and strategy delivery framework, ensuring alignment between institutional strategy, annual planning, resource allocation, governance and strategic performance management.

- Translate University strategy into clear, deliverable priorities, work packages and milestones, ensuring strategic intent is converted into executable plans across faculties and professional services.

- Lead and embed best-practice planning processes, including annual and multi-year planning, scenario planning, options appraisal, horizon scanning and strategic prioritisation.

- Provide advice and challenge to the Chief Operating Officer, University Senior Leaders and Board of Governors on strategic delivery, institutional performance, risk, transformation and organisational readiness.

- Lead and embed an integrated institutional risk and governance framework, ensuring that strategic risks, opportunities and dependencies are identified, mitigated and escalated appropriately; that assurance arrangements are proportionate and aligned to board expectations; and that governance structures enable effective strategic decision making, delivery oversight and accountability across the University.

- Oversee the development and use of institutional KPIs, dashboards and reporting packs to support executive and board decision-making, progress monitoring and accountability.

- Drive integration across planning, finance, academic planning, transformation and change activity so that strategic decisions are informed by robust evidence, operational feasibility and financial implications.

- Lead the University's approach to strategic portfolio and programme oversight, including governance, business case development, benefits realisation, escalation and delivery assurance across major institutional initiatives.

- Ensure the University has a clear and proportionate approach to strategic risk, business continuity and institutional assurance, aligned to strategic priorities and board oversight.

- Oversee institutional insight, management information, data interpretation and strategic analysis so that leaders have timely, high-quality evidence to inform choices.

- Lead engagement across a diverse stakeholder community, including senior leaders, academic colleagues, professional services, governors and external bodies, to build a coherent, high-performing strategy and planning culture.

- Ensure the University has a clear and proportionate approach to strategic risk, business continuity and institutional assurance, including effective coordination and oversight of regulatory reporting and returns (such as those required by the Office for Students), aligned to strategic priorities and board oversight.

- Lead, structure and develop the Strategy Delivery Office, providing line management and leadership across integrated functions including institutional strategy and policy, planning and performance insight, transformation and programme management, and risk and strategic assurance; ensuring clarity of roles, effective coordination and high-performance delivery across the team.

Key Performance Indicators:

- Establish and maintain an effective operating model for the Strategy Delivery Office, ensuring clear interfaces with finance, academic planning, governance and professional services, and avoiding duplication by aligning and integrating existing institutional capability.
- University strategy translated into an integrated annual and multi-year planning cycle, with clear ownership, milestones and reporting.
- Delivery of a high-quality strategic KPI framework and institutional dashboard, used consistently by the Senior Leadership Team and board committees.
- Timeliness, quality and usability of strategic planning, strategic performance and assurance reports.
- Percentage of major strategic programmes with approved business cases, clear governance, tracked milestones, risk registers and benefits realisation plans.
- Evidence of improved alignment between strategy, finance, planning, programme management and governance.
- A coherent institutional strategic risk framework in place, clearly aligned to the University strategy, major programmes and annual planning cycle, and used actively by SLT and relevant board committees.
- Evidence of effective assurance and escalation, with material strategic risks, delivery issues and interdependencies identified early, managed transparently and escalated appropriately.
- Improvement in institutional capability for scenario planning, options appraisal and horizon scanning.
- Strong compliance with statutory and regulatory returns within the remit of the office.
- Positive senior leader and board feedback on the clarity, relevance and strategic value of decision support.
- Development and engagement of the team, including succession, capability-building and retention.
- Delivery of agreed transformation and improvement outcomes across major strategic projects.
- Provide matrix leadership and coordination across key institutional functions contributing to strategy delivery, including finance, academic planning, governance, transformation and risk, ensuring alignment of activity and collective ownership of outcomes.

Teamwork

- Understand and actively embrace the University's distinctive sensibility, the qualities, values and characteristics expected of everyone working for the University.
- Act as a responsible team member, leading where agreed, and develop productive working relationships with other members of academic and professional services staff.
- Contribute to and/or lead on team and departmental meetings, training and/or committees internally or externally.
- Contribute to the development of new systems and procedures.
- Work with colleagues and students to sustain and strengthen an inclusive, supportive, caring and authentic learning community.

Other duties:

You are required to undertake such other duties appropriate to the grade and content of the work as may reasonably be required of you. The list of duties in this job profile should not be regarded as exclusive or exhaustive and require a flexible approach to work. Please note that, in consultation with you, the University reserves the right to update your job profile to reflect changes in, or to, your post.

Equality, Diversity & Inclusivity

- Take responsibility for upholding and complying with the University's Equality, Diversity and Inclusivity policies and for behaving in ways that are consistent with fair and equal treatment for all.
- Take responsibility for own learning and engagement with equality issues and actions and consider the impact of their actions to ensure that they do not have a detrimental effect on achieving equality of opportunity.

The University believes that everyone has the right to be treated equally and that the diversity of individuals and groups should be embraced, valued and respected. The University is committed to eliminating any form of discrimination be it direct, indirect, harassment or victimisation, and to support this the University has a number of policies that staff should ensure they are familiar and compliant with. All policies are available on the University's Intranet. Any breaches may lead to termination of employment.

Health and Safety

Take responsibility for ensuring that workplace responsibilities within the University are carried out with full regard to, and in support of, the University's Health and Safety policies. This might include acting as Health and Safety Co-ordinator, Fire Warden, Risk Assessor, First Aider or other Health and Safety Representative.

Sustainability and Environment

The University is fully committed to sustainable development and environmental initiatives. It accepts its environmental responsibilities and recognises the contributions it can make to the resolution of global, regional and local environmental issues. The University will continuously seek to improve its environmental performance and will comply, as a minimum, with all relevant environmental legislation, regulations and codes of practice. All staff are required to support the aims of the University's Environmental & Sustainable Development Policy.

Data Protection

You will be responsible for ensuring that workplace responsibilities, within the department, are carried out in compliance with the requirements of the Data Protection legislation and the Employment Practices Data Protection Code, especially concerning confidentiality, treatment of personal information and records management.

Right to Work

The current British and European Law states that the University cannot employ a person who does not have permission to live and work in the UK. Immigration guidance is available at https://www.gov.uk/guidance/new-immigration-system-what-you-need-to-know. All new employees will need evidence of their right to work including evidence of settled status, pre- settled status or a valid visa. Please note the University is unable to financially support any visa applications.

Disclosure Service Certification from the Disclosure and Barring Service

University staff may be required to hold Disclosure Service certification from the Disclosure and Barring Service (DBS). The University is a registered body with the Disclosure Service, reference number 20537300005. Further information about the Disclosure and Barring Service is available from the DBS website at https://www.gov.uk/government/organisations/disclosure-and-barring-service

Principal Attributes and Person Specification:

Essential requirements are those, without which, the candidate would not be able to do the job. It is expected that the post holder will have the knowledge and qualifications indicated, or equivalent qualifications and experience.

Desirable requirements are those which would be useful for the post holder to possess and will be considered when more than one applicant meets the essential requirements.

Selection Criteria	Essential	Desirable
Knowledge and Qualifications		
Strong track record of translating organisational strategy into deliverable plans, programmes and measurable outcomes.	●	
Deep understanding of several of the following: strategic planning, strategic performance, programme and portfolio management, governance, risk, business continuity, market insight and organisational change.	●	
Strong understanding of institutional strategy delivery, including the interplay between academic priorities, operational delivery, people implications and financial sustainability.	●	
Skills		
Exceptional strategic thinking and the ability to move between long-term vision and practical execution.	●	
Strong programme and portfolio management capability, including business case design, options appraisal, prioritisation, benefits realisation and delivery assurance.	●	
Strong analytical and interpretive skills, including the ability to turn complex qualitative and quantitative information into clear choices and actionable recommendations.	●	
Highly developed stakeholder engagement, negotiation and influencing skills, with the ability to work credibly across executive, academic and professional communities.	●	
Excellent communication skills, including writing for senior audiences, shaping papers, presenting to boards and leading difficult conversations.	●	
Ability to build integrated ways of working across planning, finance, governance, transformation and academic activity.	●	
Strong organisational and leadership capability, with the ability to establish standards, improve processes and build team capability.	●	

Ability to operate calmly and effectively under pressure, managing competing priorities and ambiguity.	●	
Experience		
Significant senior leadership experience in strategic planning, transformation, performance, PMO, corporate strategy, or equivalent in a complex, multi-stakeholder environment.	●	
Experience of modernising planning, governance, insight or transformation practices, ideally in a regulated or publicly accountable environment.	●	
Experience of leading or embedding strategic risk, assurance and governance frameworks at an institutional or enterprise level, including supporting executive and board level oversight and decision making.	●	
Experience of operating in a regulated or publicly accountable environment, with an understanding of how regulatory requirements (such as those of the Office for Students or equivalent bodies) are managed through effective governance, risk and assurance arrangements.	●	
Experience of advising senior-level stakeholders and contributing to board or committee decision-making.	●	
Experience in higher education or a similarly complex mission-led organisation.	●	
Personal attributes		
Strategic, curious and commercially aware.	●	
Calm, credible and resilient.	●	
Collaborative and politically astute, but willing to challenge where needed.	●	
Comfortable with complexity, ambiguity and sustained change.	●	
Delivery-focused, with strong personal ownership and follow-through.	●	
Able to build trust quickly and work across boundaries.	●	
Values-led, with sound judgement and institutional maturity.	●	
Continuous improvement attitude.	●	

Salary: Competitive
Date profile is raised: November 2026
Skilled Worker Route SOC Code: 1115