COMMERCIAL SERVICES

1. Increase profit generation through a variety of commercial opportunities.

2. Deliver the retail complex on Field Lane (to incorporate relocation of the campus nursery).

3. Continue work on a range of Conferencing and Hotel opportunities.

4. Seek opportunities to expand the portfolio of Commercial Services.

5. Have input to the Piazzia Building scheme and business case.

ESTATES AND CAMPUS SERVICES

1. Complete the Estates Strategy and ensure its articulation with the Finance Strategy.

2. Complete and implement a review of front-of-house services.

3. Implement revised timetabling arrangements for teaching.

4. Deliver major capital projects to time and budget.

5. Deliver more effective and better VFM maintenance through development of in-house resources.
EXTERNAL RELATIONS

1. Develop and implement a brand proposition, subsequent brand activation and marketing strategy, underpinned by the implementation of Phase 1 of the new Recruitment CRM system and developing enhanced shared use of Raisers’ Edge.

2. Develop an enhanced case for support aligned to the new University and Research Strategies that will transform the University from a University that fundraises to a ‘fundraising University’ and encourages more people to give more time, talent and financial support to deliver University priorities, including enhancing the student experience and developing our capacity to deliver world-leading research.

3. Develop three new committees to engage senior academic leadership in the work led by External Relations

4. Continue to support and influence the development of the student experience.

FINANCE

1. Improve the generation of surpluses and cash flow in order to build on the long term sustainability of the University and create the resources for the delivery of the University Strategy.
   a. Conclude the implementation plan of the IPC so that it can receive its first student in autumn 2016.
   b. Continue to work with other members of the SMG to create a culture at the University supportive of resource generation and efficiency (success measure – SMG actions completed).
   c. Support initiatives arising in the University to increase the resources available to meet the delivery of the University’s strategy (success measure – initiatives identified to reach the resource level identified in the Finance Strategy to achieve the delivery of the University Strategy)

2. Develop a finance strategy (approved by Council) by the summer of 2016 which is consistent with the objectives of the University Strategy (including the restoration of the West Heslington Campus).

3. Work closely with the DVC and Director of Planning to amend the planning and resource allocation process to develop an outward facing, entrepreneurial and equitable process which devolves tactical decision making to Academic and Support Departments and focus activity on the delivery of University Strategy objectives. The new process to be running by 2016/17.

4. Work with estates team and others on the costings, phasing, opportunities and risks associated with the current capital programme and the capital ambitions of the University as set out in the Strategy to develop costed options for the delivery of these plans by the Spring of 2016.

5. Identify opportunities for improved efficiency and effectiveness with finance processes. Have specific proposals to improve effectiveness and efficiency in relation to purchasing and casual payroll by the summer of 2016.
6. Continue the review the subsidiary and associate companies, to ensure their performance; structure and governance are in line with University Strategic goals through the Subsidiary Management Group.
   a. Ensure that subsidiary internal control are implemented to manage foreseeable risks by the summer of 2016
   b. Review and approve subsidiary strategies which are consistent with the University Strategy by the December 2016.

7. Review and update University performance reporting in the light of revised University Strategy, management and committee arrangements. Focus on the delivery of KFI’s by November 2015 and included them within standard financial reporting for 2015/16.


HUMAN RESOURCES

1. Following publication of the University Strategy Implementation Plan, finalise the HR Strategy and Implementation Plans to ensure alignment. HR strategic project plans will support the HR Strategy and ensure activities are prioritised.

2. Performance Management and Development
   - Implement the training programme for all reviewers in the new process and support the introduction of the new process via on-line support, forums and 1:1 advice
   - Review the ‘Rewarding Excellence’ scheme to consider how it could be strengthened with stronger links to the Performance Review process.

3. Extend the Development and Assessment Centres to those on Grade 5 and 6 and develop the professional and support talent pool with bespoke development activities.

4. Support the new Research Strategy and Teaching Strategy through different HR activities including the selection of high quality candidates, clarifying expectations via performance review and supporting new posts created out of the strategies.

5. Carry out a comprehensive learning needs analysis for researcher training provision and develop or amend learning and development provision as required by the output agreed by the steering group.

6. Continue developing our learning and development provision to be an intelligent and flexible resource offering a wide range of programmes enabling transfer of knowledge and skills.

7. Review the remuneration structures and processes for professorial staff to ensure that York remains competitive in its ability to attract, recruit and retain such staff.

8. Continue to develop and use the internal search facility for senior staff, identifying and approaching the best candidates in a pro-active way.

9. Respond to increasing levels of stress being reported by staff in the 2014 staff survey by offering a range of new initiatives aimed at identifying and managing stress, anxiety and depression amongst the workforce.
10. Provide support and guidance in the management of change be that in structures, culture or process change, with early involvement in the planning and design of that to improve the transitions and maintain employee engagement.

HR Partners and Advisors will work closely with specialists in all of the above areas to effectively implement objectives.

INFORMATION SERVICES

1. Improve postgraduate students’ satisfaction with Library resources and IT facilities by:
   • gaining a better understanding of student needs
   • tailoring or developing services accordingly
   • ensuring services are effectively promoted and understood

2. Provide high quality project management, process review services and technical support to the following projects, all of which are key to the University strategy:
   • The International Pathway College
   • Project Sygma
   • Workload Planning project
   • The York Pedagogy project

3. Deliver, and begin the implementation of, a Library and Archives strategy, ensuring it is aligned to the University strategy.

4. Working with other Directorates and academic departments, support the University’s goal of making more effective and efficient use of resources, be they financial, physical, or human.

5. Improve discovery of, and access to, resources in the Borthwick Institute for Archives, via appropriate digitisation programmes and engagement activities.

6. Reduce the University’s risk to data breaches and information security incidents through improved training, technical infrastructure, and policy.
REGISTRAR’S AND PLANNING

Planning

1. Support both University and departmental initiatives, including the continued support for particular projects/project areas and the further development of DMTs, seeking to enhance their operational effectiveness and central role in the planning cycle.

2. Develop and implement proposals aimed at increasing the effectiveness and efficiency of the University’s planning round, contribute to discussions on an associated new budgeting approach based around a taxation system and identify, develop and implement changes to/replacement of the current MTP modeller.

3. Clarify the role of Planning Committee, DMTs, SMG within the new planning and budgeting environment.

4. Ensure outcomes from Strategic Planning Meetings are effectively integrated with departmental planning and budgeting proposals developed in Departments in the Spring Term, this delivering the University requirement for a strategic and financial planning process that more closely integrates long-term and short-term academic planning.

5. Support and/or contribute to reviews of the effectiveness of governance and management structures and departmental/centre academic and financial performance.

6. Work with colleagues in Finance to develop an effective planning and budgetary response to the financial and other outcomes of the Comprehensive Spending Review.

7. Progress BIU projects (including departmental dashboards & KPIs linked to a review of presentation of BI through the MI Gateway), integrate the outcomes as appropriate into the everyday working of senior managers and DMTs, and deliver statutory returns.

8. Through the Operations Managers, progress specific projects (including marketing, IT support, and financial management) aimed at increasing organisational efficiency and effectiveness.

Equality & Diversity

1. Promote a culture of equality and diversity throughout the institution.

2. Promote the principles of dignity and respect amongst all members of the University community.

3. Embed a culture of gender equality through the promotion and implementation of the principles of Athena SWAN throughout the institution.

4. Promote good practice on disability equality.

5. Promote equality across the protected characteristics of race and religion and belief.

6. Promote equality for trans members of the University community.
Health, Safety & Security

1. Continue to assist the University in maintaining compliance with health and safety statutory requirements.

2. Continue to assist in the planning and management of authorised activities.

3. Implement the University’s Corporate Business Continuity Management Plan.

4. Continue to develop the operational capability of Security Services in support of the University and its Business Centres.

5. Ensure all Facilities, Departments, College and Business Units have a Fire Safety Management Plan in place and agreed by each Head of Department.

6. Review the University’s Insurance Portfolio arrangements to ensure Policy Wordings are appropriate to our undertakings and exposures.

RESEARCH AND ENTERPRISE SERVICES

1. Support university strategy key objective to be a world leader in research
   • Conduct a one year campaign to communicate Research and Enterprise Services more effectively, including but not exclusively web design, with a focus on service provision
   • Establish a primary support team for the Research Theme Champions and coordinate the development of new processes to facilitate their activities
   • Establish and test a set of recurrent activities aimed at determining and acquiring external stakeholders needs, with the aim of building our collaborative research projects
   • Procure the new grants management system SYGMA in Autumn 2015 and begin implementation
   • Establish as routine the setting, monitoring and benchmarking of research expectations within academic departments
   • Develop an Impact Framework owned by University Research Committee, and ensure that key areas of emerging impact in 2015-16 (BioVale, Quantum Technologies and Digital Creativity Hub) achieve their goals and milestones.

2. Support university strategy key objective to be sufficiently large to be excellent, resilient and financially sustainable
   • Scope, specify and support the first round of bids for European Structural Investment Funds and UK Government regional and local funds, focusing on business engagement, capital projects, graduate employability and skills development
   • Develop a model for management and delivery of executive education by the University, involving the Management School and other departments as appropriate.
STUDENT AND ACADEMIC SERVICES

1. Pedagogy
   • Continue to support the Pro Vice Chancellor (Teaching, Learning & Students) in the development and implementation of the Learning and Teaching Strategy 2015 -20, including supporting the consultation for approval of the strategy by University Teaching Committee, creation of the implementation plan and actions as per that plan for reporting as per the plan.

2. Student Experience
   • Continue to support the Pro Vice Chancellor (Teaching, Learning & Students) with the University’s drive to better understand students’ experience of the York provision and to improve their satisfaction. This will include implementing a new survey of undergraduate freshers in November 2015, a new survey of first and second year undergraduate students and of penultimate year students on 4-year undergraduate programmes in Spring/Summer 2016, and developing action plans in response to the findings.

3. Student Life Strategy
   • Support the development and implementation of the Student Life Strategy, in collaboration with other professional services and with the students’ unions. This includes embarking on the implementation of the HEAR so that graduands in 2018 can be issued with this record of their achievements.

4. Student Employability Strategy
   • Take the lead in implementing the strategy so that the goals of achieving a 2% uplift in UG graduates in professional work and further study is achieved in 2016, reaching 80% for the cohort graduating in 2017.
   • Implement the new first tier York Award so that 50% of first year UGs apply for it in summer 2016.

5. Student and Academic Services reorganisation, co-location and change programme
   • Continue to implement the Student and Academic Services Change Programme, including the completion of the staffing restructure and relocation by Easter 2016, and progress with changes as per the strategy and work stream plans.

6. International Pathway College
   • Participate effectively in the establishment of the International Pathway College for admission of the first intake of students at York in autumn 2016.

David Duncan
Registrar and Secretary

17 November 2015