# PROFESSIONAL SUPPORT SERVICES

**Annual Objectives 2016-17**

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## COMMERCIAL SERVICES

1. Increase profit generation through a variety of commercial opportunities.
2. Deliver the retail complex on Field Lane.
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 Piazza Building scheme and business case.
6. Develop a scheme to relocate the Nursery.

## ESTATES AND CAMPUS SERVICES

1. Introduce a Customer Service Excellence scheme across DECS.
2. Develop an asset recovery plan that identifies the scope to bring the non Clasp non-residential buildings up to condition B.
3. Maintain delivery of the Piazza Building to time and budget.
4. Develop an implementation plan for the refurbishment of Central Hall, the Kings Manor and Heslington Hall.
5. Deliver the Spring Lane Teaching Building and Biology Phase 2 for the start of the Autumn Term.
6. Continue the Teaching Room improvement plan targetting 20 rooms including PX 001.
7. Bed in the outcomes of the Front of House Review focusing particularly on providing a positive service to our students and visitors.
EXTERNAL RELATIONS

1. Develop and implement the accepted recommendations of the marketing review by February 2017, and implement the board approved brand proposition, subsequent brand activation and marketing strategy, underpinned by the implementation of Phase 2 of the new Recruitment CRM system and developing enhanced shared use of NXT.

2. Develop a strategic institutional fundraising case for support (as agreed by UEB) aligned to the new University and Research Strategies that will transform the University from a University that fundraises to a ‘fundraising University’.

3. Provide integrated External Relations directorate support for four University committees delivering against University Strategy priorities

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

FINANCE

1. Delivery of Finance Strategy, independent of the Estates Strategy, which is capable for being approved by UEB and Council from the end of 2016. The Strategy should also be in a position to be discussed at the Council and UEB away day should the Vice Chancellor choose to include this on the agenda.

2. Develop communication plan and deliver it to staff and lay officers of the University for the Finance Strategy, in the period December 2016 to May 2017.


4. Implement delivery of efficiencies in payroll and invoice payments which target annual recurrent savings of £500k pa at the maturity of the savings initiative.

5. Develop and implement additional procurement savings initiative in 2016/17 which targets additional annual savings of £2m per annum, the first additional savings should be earnt in 2017/18.

6. Support on-line learning procurement and initiative to gain a high quality partner to support the University in developing a significant suite of online programmes with the first students by September 2017. This new partners should brand the programmes the University of York and allow academic control to be maintained by the University.

7. Work to develop and agree with Kaplan an IPC expansion plan which would see the overall annual student recruited numbers annually rise to 700 at the maturity of the IPC, this should be concluded by the end of July 2017.

8. Deliver the Finance team reorganisation such that the new team is fully in place by the end of the 2016 calendar year.

9. Develop, introduce and train staff for new capital approval and management processes to be fully operational by March 2017.

10. To support the delivery of the procurement of new colleges of the University and to seek to maximise a capital receipt from them (consistent with the University’s “residences red lines” as agreed with the Residences Steering Group).
HUMAN RESOURCES

1. Following publication of the HR Strategy Map, implement the strategic project plans in each of the key areas and communicate the strategy and activities to staff via various communication means.

2. Performance Management and Development: Support the first cycle of the new Performance Review process working with HoDs and Deans, and further developing web-based resources.

3. Review the remuneration arrangements for groups outside of Framework and apply recommendations to ensure effective recruitment and retention.

4. Prepare for and run the 2017 staff survey, supporting departments in the analysis of results and the development of action plans.

5. In response to identified development needs and to support the University Strategy, continue adding to the learning and development provision for staff to provide a wide range of programmes aligned to critical needs.

6. Set up a dedicated team to address compliance areas in employment and to ensure the University meets the increasing volume of requirements set by the Home Office.

7. Continue to build on the activities to promote Health and Wellbeing of staff including the provision of trained Mental Health first aiders and successful accreditation of the Mindful Employer standard.

8. Continue to develop and apply the internal recruitment search facility for senior roles, identifying and approaching candidates in a pro-active way and supporting the Research Strategy and Teaching Strategy.

9. Finalise implementation of the changes to the USS pension scheme and complete the triennial re-enrolment process. Begin the triennial valuation process for the University of York Pension Fund and contribute as required to the USS triennial valuation process. Complete the GMP reconciliation exercise for the University of York Pension Fund in line with the national deadline.

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 change to improve transitions and maintain employee engagement.

INFORMATION SERVICES

1. Deliver year one of the Library and Archives strategy with a particular focus on:
   - the provision of Library services for the digital humanities
   - support for access to reading material for disabled students
   - the balance between digital and printed material needed by researchers
   - delivery of the Digital Citizenship MOOC
   - collaborative Collections development with our White Rose Library partners.

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.
   - Project Sygma
   - The Distance Learning project
   - The York Pedagogy project
   - The Right to Work project.
3. Renew the University’s IT strategy, ensuring that it is:
   - tailored to the needs of all members of the University
   - aligned to the University strategy
   - in keeping with the wider landscape of technological change.

4. Working with other Directorates and academic departments, support the University's goal of making more effective and effective use of resources, be they financial, physical, or human, with a focus on IT provision in departments and the governance of IT projects.

5. Continue to strengthen the University’s information governance via:
   - policy development and implementation
   - improved technical infrastructure
   - a more robust training programme
   - the implementation of a common, managed University store for semi-current records.

6. Identify and begin work required to comply with new European Data Protection Directive before it comes into force on 25 May 2018.

REGISTRAR’S AND PLANNING

Planning

1. Planning Framework
   - Work with DVCP and Deans in supporting the development and evolution of individual academic departmental strategies, with a particular emphasis on those departments currently in recruitment freeze.
   - Support specific University, faculty and departmental initiatives as they arise, (eg TEF submission), including the continued support for defined projects/project areas where appropriate.
   - Implement proposals aimed at increasing the effectiveness and efficiency of the University’s planning round: DMT Annual Review, modified Strategic Planning Meetings; in particular support the development of DMTs, and the centrality of their role in the annual planning cycle through the introduction of the Annual DMT Review.

2. Efficiency and Effectiveness
   - Through the Operations Managers, undertake reviews of process (eg financial transaction processing, the organisation of examinations) and progress structural and other change initiatives (including in the areas of marketing, IT support, admissions) aimed at increasing organisational efficiency and effectiveness, working to a standard project methodology.
   - Support and/or contribute to reviews of the effectiveness of governance and management structures and implementation of action plans arising from such reviews. Provide a high quality secretariat/governance service to a number of senior university committees.

3. Supporting Finance
   - Complete development of RAMP (Resource Allocation Model Project) with use of the model to underpin the 2017 medium-term planning process.
   - Support Finance in working through implementation of the new budgeting approach (the tax and benchmarked targets approach), particularly through implementation of the replacement of the current MTP modeller
• Provide a Planning Office input into the development of Finance and Estates strategies.

4. **Data and Business Intelligence**
   • With Registry Services and others, address new data structure and statutory reporting requirements coming out of the HESA HEDIP and related projects.
   • With the Information Directorate and other interested parties consider the University’s approach to the structuring of a single data warehouse and propose a way forward that facilitates the production of management information, statutory reporting and better supports operational activities.
   • Progress specific BIU projects (including departmental KPI dashboards and a review of presentation of BI through the MI Gateway) and integrate the outcomes as appropriate into the everyday working of senior managers and DMTs.
   • Deliver a range of statutory returns in the student area (including KIS) and co-ordinate returns across a wider front with a view to cross-institutional consistency and optimisation.
   • Sustain analysis of University and department’s comparative performance, through the updating and further development of market intelligence using national datasets

5. **Other**
   • Co-ordinate production of the 2018/19 Access Agreement.
   • Deliver training for HoDs and leaders at various levels of the organisation on the strategic position of the University, external and internal challenges and the use of business intelligence in decision-making
   • Provide professional legal input to potential OIA cases and student complaints

**Equality & Diversity**
1. Develop a University wide Equality, Diversity and Inclusion Strategy (including action plan)
2. Develop and nurture skills within the team, moving from operational to policy development and broader engagement
3. Explore university-wide engagement with External Equality Charter Marks and networks
4. Sustain and develop staff equality forums, establishing a similar approach to staff engagement and awareness, and align the outputs of the networks to the Equality, Diversity and Inclusion Strategy
5. Develop and sustain the network of equality champions to support the outputs of the Equality, Diversity and Inclusion Strategy
6. Establish relationships with key allies (academic, professional and support) to promote the Equality, Diversity and Inclusion Strategy across campus.
Health, Safety & Security

1. Continue to assist the University in maintaining compliance with health and safety statutory requirements and providing support to assist Research, Teaching and the Student Experience achieve high standards.

2. Continue to assist and support in the planning and management of authorised activities so that hazards are identified and assessed and the risks are managed to an acceptable level; supporting Faculties and Colleges to investigate all reported incidents in a timely and appropriate manner to prevent a reoccurrence.

3. Implement the University’s Corporate Business Continuity Management Plan (BCM Plan):
   - Assist Faculties and Heads of Departments/Colleges (HoD/C) and Business Units in their development and implementation of Departmental BCM Plan(s), ensuring Business Impact Analysis (BIA) of Time Critical Activities (CTA) are identified.
   - Define the maximum Tolerable Period of Disruption (MTPD) and Recovery Time Objectives (RTO) with respective Faculty and Departments/Colleges.
   - Continue to embed BCM within the culture of the University community.
   - Maintain, test and monitor the University’s Corporate and Departmental BCM Plan(s).

4. Continue to develop the operational capability of Security Services in support of the University and its Business Centres:
   - Implement and embed a revised and combined shift rota for Security Services.
   - Undertake a full review of CCTV systems with a view to identifying improvements and potential cost saving through ‘Open Protocol’ technologies and equipment by September 2016.
   - Procure, implement and manage a concierge and security service at the Kings Manor.

5. Ensure all Facilities, Departments, College and Business Units have an appropriate and up-to-date Fire Risk Assessment (FRA) and Fire Safety Management Plan in place. This is to be and agreed by each HoD/C which is bespoke to their undertakings.

6. Renew the University’s Insurance Portfolio arrangements ensuring best possible terms and levels of cover to appropriately manage the University’s undertakings and exposures:
   - Review of the guidance and advice for our insurances and collate them into a combined University Policy and Management Procedure for Insurance by October 2016.
   - Ensure business travel arrangement for staff and students are maintained and assessed prior to travel.
   - Review the Business Travel Log to ensure it is resilient and fit for purpose.

7. Provide an integrated package of information, training, protocols and signposting for staff and students experiencing mental health issues. This to be achieved through:
   - Provision of awareness training (Mental Health First Aid “Lite”)
   - Provision of training for key “frontline” staff dealing with students
   - Creation of a Mental Health First Aid Network for staff
   - Production of simple signposting resources for all
   - Integration of mental health and wellbeing with existing policy on work-related stress.
RESEARCH AND ENTERPRISE SERVICES

1. Support university strategy key objective to be a world leader in research
   • Complete selected post-REF departmental research reviews, and integrate Annual Departmental Research Reviews into annual planning cycle
   • Develop and agree REF submission management plan
   • Conduct implementation phase of SYGMA grant management system
   • Implement findings of the Research Learning Needs Analysis
   • Establish working processes and proposal pipeline to the Global Challenges Research Fund
   • Prioritize resource on growth of research income

2. Support university strategy key objective to be sufficiently large to be excellent, resilient and financially sustainable
   • Deliver European Regional Development Fund BioVale and Capital Grants (PAPI) projects
   • Support development of institutional Knowledge Exchange Strategy and secure HEIF 2017-22 funding

STUDENT AND ACADEMIC SERVICES

1. Work with the PVC (T, L & S) to implement the York approach to pedagogy
2. Work with the PVC (T, L & S) to ensure that York implements the new requirements for data, including the TEF, the new graduate outcomes data, and the data futures project, in a way that ensures compliance and where appropriate, competitive advantage
3. Work with YUSU, GSA and others to take forward Student Life Strategy
4. Revision and implementation of employability strategy to achieve 80% positive outcomes target
5. Implementation of findings of student mental ill health report
6. Work with External Relations and others to develop and implement a new approach to communicating with students
7. Ensure compliance with external regulators in a changing regulatory environment
8. Work with the Operations Managers and others to achieve savings in professional support costs and improve operational efficiency and effectiveness
9. Create a unified Front of House service and team that provides a consistent service at each of our main service points and making a successful application for Customer Service Excellence
10. Support the Planning Office in the preparation of a strategy for retention and take forward relevant actions

David Duncan
Registrar and Secretary