THE UNIVERSITY OF YORK

SUPPORT DIRECTORATES

Annual Objectives 2014-15

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ACADEMIC REGISTRY

1. **To contribute to the development and implementation of the new University Strategy**, in particular the introduction of a York Pedagogy, support for student employability, the creation of faculties and a graduate research school and any commitments to growth in distance learning.

2. **To implement the outcomes of the College pilot**, and to review the operation, structure and resource allocation of our teams and their services with a view to being able to take forward some developments and service levels which will enhance our student experience, make our offer more competitive and have not been possible in our current arrangements; and in preparation for moving into new premises in 2016.

3. **To lead the implementation of a suite of projects that will improve the quality of and student satisfaction with teaching and learning** including; the development of a Framework for Professional Development in Learning and Teaching for the University, roll out the UK Experience Survey for non-finalist undergraduate students, enhanced support for academic supervisors, promotion and improved communication to students of the strengths of our provision and services.

4. **To develop professional systems to support the student journey** more effectively and efficiently by improving access to information and reducing inefficiency and duplication in administrative processes.

5. **To revitalise the existing institutional Student Employability Strategy** and associated action plan, reflecting changes within the institution and external climate since the first iteration (2010-2015) enhancing what is provided for PG students and their use of this and developing an updated version of the York Award provision.

6. **To respond to further changes in the internal and external regulatory environment**, improving our processes and systems where needed, so that we continue to ensure the University’s compliance with these and maintain a service which offers students and staff an effective and satisfactory experience.
COMMERCIAL SERVICES

1. Complete the retail development on Heslington East.
2. Complete the athletics stadium on Heslington West.
3. Continue with hotel strategy development for Heslington East.
4. Develop strategies to continue the increased profit.
5. Respond to community demand for goods and services.

ESTATES AND CAMPUS SERVICES

1. Restructure of the DECS organisation to provide more effective service delivery and improved customer service. This will be achieved by:
   • Centralising cleaning services within one delivery organisation
   • Redefining the Facilities Managers’ role in light of the new College structure and departmental administration standardisation
   • Aligning service delivery within common zone boundaries
   • Integrating the output of the front of house review into this structure
   • Adjusting the front of house supervisory arrangements.

2. Continue development of the Heslington West redevelopment plan including:
   • Biomedicine Phase 2
   • Finalising plans for Maths, Physics and Electronics
   • Developing plans to disaggregate departments out of Derwent and Vanbrugh and redevelop these sites
   • Carrying out initial feasibility for reallocating Sociology.

3. Delivery of the 2014/15 Capital Programme and in particular:
   • The new Environment Building
   • Commencing work on the new Teaching Building
   • Biomedicine Phase 2 (subject to STEM funding)

4. Put in more robust measures to manage space on campus through:
   • Approval of proposed space norms
   • Application of space norms to new builds
   • Space audits to assess current space utilisation against norms
   • Reconfiguring of existing space to accommodate future departmental growth

5. Establish a set of performance measures on which year on year performance can be compared.
EXTERNAL RELATIONS

1. **Create a strategic marketing and communications team** that will support External Relations teams, other support directorates and academic departments to deliver marketing and communications activities across five workstreams:
   a) Market Analysis and Brand development aligned to the University Strategy and underpinning research and teaching and learning strategies
   b) Recruitment and conversion of high quality students including the delivery of a central ‘Study at York’ website
   c) Research dissemination including the delivery of a phase 1 central ‘Research at York’ website
   d) Staff and student communications aligned to NSS and institutional staff survey
   e) Operational effectiveness to ensure coordinated approaches on marketing across external relations, academic and other support directorates

2. **Identify a provider to implement a student recruitment CRM** and deliver the first phase of implementation by 2015

3. **Expand the York Festival of Ideas** to further attract corporate sponsorship, national and international collaborating institutions and media partnerships

4. **Deliver an EU funded 2 year European Researchers’ Night programme** which promotes York’s research strengths to the European research community and identify potential international partners to deliver co-branded events in 2015

5. **Work with the PVC (R) and REO to identify international target markets and partners** aligned to identified research themes and underpinned by citations and existing bilateral and asymmetric relationships

6. **Work with PVC (R), REO to identify specific European reputation building opportunities** aligned to Horizon 20/20 including alumni engagement and development of reputation building activities

7. **Increase student participation in international opportunities** such as exchanges, expansion of the International Study Centres and develop further alignment between student mobility and the added value of the York educational offer to students

8. **Continue to develop online and adult education** through the Centre for Lifelong Learning and deliver a White Rose/Wellcome Trust Science is for Parents Too programme

9. Use the additional resource allocated to the Development and Alumni Relations Office to **expand the fundraising team** to raise more philanthropic income from alumni and trusts and foundations and develop bespoke capital funding campaigns aligned to identified institutional requirements

10. **Work with Careers, Academic Registry, YUSU and the Colleges to increase alumni engagement** to support the University’s employability strategy including the York Award review.
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.

2. **Put in place appropriate financing arrangements to support the University’s agreed investment needs** over the next three years.

3. **Work closely with Heads of Department to achieve improvements in the effectiveness of reporting and planning processes** to further engender a spirit of innovation and entrepreneurialism in the University.

4. **Contribute to the implementation of the Strategic Plan:**
   a) Enter dialogue with Academic and Support Department Heads in relation to improving an understanding of the competitive financial position of their teams with respect to other universities to improve resource allocation across the University.
   b) 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.
   c) Consider the funding opportunities and models available to the University and review the risks and benefits associated with each leading to proposals for a longer term funding model and portfolio.
   d) Lead with other Departments in the University a process to implement an International Pathway Programme at the University.

5. **Identify opportunities for improved efficiency and effectiveness**, especially in relation to procurement.

6. Consider the choices and consequences surrounding the **implementation of Financial Reporting Standard 102 and the revised arrangements for the Universities Superannuation Scheme** on the University and propose actions to optimise its adoption.

7. **Review the subsidiary and associate companies**, to ensure their performance; structure and governance are in line with University Strategic goals.

8. **Review and update University performance reporting** in the light of revised University Strategy, management and committee arrangements.

9. **Work with HR and IT Services to improve payroll to ensure a more effective service**, particularly in relation to the casual payroll.

10. **Improve the efficiency and effectiveness of finance and procurements transactional services.**
HUMAN RESOURCES

1. **Review and revise the HR Strategy** to ensure that it aligns to the new University strategies and prioritises through its strategic project plans, the activities that will support the implementation and achievement of the strategy.

2. **Develop and support Professional@York**
   This initiative aims to build confidence and capability of professional and support services across the University through a range of activities.

3. **Performance Management and Development**
   Implement the programme of activities as agreed by the Performance Excellence Steering Group.

4. **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.

5. **Contribute to the development of the faculty structure** and support Deans and Operations Managers in their roles.

6. **Support the University’s stated goal of growth**, particularly via recruitment where we continue to develop York’s reputation as an ‘employer of choice’ attracting the highest quality candidates, ensuring effective and fair selection processes and monitoring trends in the market.

7. **Continue to develop and deliver high quality and impactful leadership development activities** across all levels, including research leaders. All programmes will contribute to developing, retaining and supporting the best staff in all areas and maximising their leadership capability and potential.

8. **Continue to develop our learning and development provision** to be an intelligent and flexible resource offering a wide range of programme that enables transfer of new knowledge and skills and have effective evaluation methods to support.

9. **Support the new Research and Teaching Strategies** through all areas of HR activity, from attraction and selection of high quality candidates, engagement and development of staff at various stages in their career, management of performance in a transparent way and support to the new posts and structures being developed.

10. **Ensure a continuing attractive rewards and benefits offer** which enables recruitment and retention of the best staff and also supports performance excellence.
INFORMATION

1. **Align information strategy activity with the conclusions of the new University strategy**, and define and prioritise a range of relevant implementation projects. Prepare forward plans for services in the light of the growth aspects of the University strategy.

2. **Understand the impact on Information priorities of the new University research themes**, continue to develop and implement systems and services associated with research management and outputs, and enhance services for PGR students.

3. **Develop the proposed Information Services subsidiary strategy, with a focus on collections and partnerships**, including delivering the Minster Library Agreement mid-term review.

4. **Develop the proposed Information Systems subsidiary strategy**, implement the IT strategy infrastructure investment plans, and drive forward transitions of services for academic departments.

5. **Analyse the University staff survey results**, and develop an associated action plan linked with further progress on the Directorate’s people strategy.

6. **Make further progress on service excellence criteria**, in particular where only partial compliance with CSE was achieved.

REGISTRAR’S AND PLANNING

Planning

1. **Support both University and departmental initiatives**, including the continued support for particular projects/project areas (eg KIS, WP) and the **further development of departmental management teams**, seeking to enhance their operational effectiveness.

2. **Instigate Strategic Planning Meetings** and ensure outcomes are integrated effectively with financial target-setting, capital programme development and MTP process.

3. With Finance develop **budgeting aspects of new planning and budgeting system**, including target setting and modify MTP process and associated underpinning IT accordingly.

4. **Review respective roles of Planning Committee and BMSG** in new planning and budgeting environment and implement actions arising from the University Council’s annual review of its own effectiveness.

5. **Progress BIU projects** (external metrics and league table analysis, degree attainment and entry profiles; departmental KPIs, MI Gateway Review), integrate the outcomes as appropriate into the everyday working of senior managers and DMTs, and deliver accurate statutory returns.

6. **Complete Operations Managers’ review of profile and activity of support staff across the University and progress other projects** (including timetabling, marketing, IT support themes). **Initiate project on examination administration**.
Equality & Diversity

1. **Continue work in support of race equality and the development of cohesive communities** across the colleges and the wider University

2. **Promote safe and responsible use of social media.** Develop student policy and guidance plus guidance for staff

3. **Review equality training for staff** and develop an on-line equality and diversity training module

4. **Continue work in support of Athena Swan** and gender equality more generally.

*The full list of priorities agreed by the Equality & Diversity Committee for 2014-15 is available at http://www.york.ac.uk/admin eo/EqualityObjectives.htm*

Health, Safety & Security

1. **Assist the University in maintaining compliance with health and safety statutory requirements** in achieving our high standards in support of research, teaching and the student experience.

2. **Assist in the planning and management of authorised activities** so that hazards are identified and assessed, risks are managed to an acceptable level and all incidents are investigated in a timely and appropriate manner to prevent a reoccurrence.

3. **Implement the University’s Corporate Business Continuity Management Plan:**
   - Assist Heads of Departments (HoD) in their development and implementation of Departmental BCM Plan(s), ensuring Business Impact Analysis (BIA) of Time Critical Activities (CTA) are identified
   - 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. **Develop the operational capability of Security Services** in support of the University and its Business Centres:
   - Define patrol routes for all areas on Campus to ensure coverage utilising available resources by March 2015
   - Review the CCTV operational capability to ensure it is resilient and fit for purpose by August 2015
   - Obtain accreditation with the National Security Inspectorate (NSI) for access control and intruder system installations by August 2015 for the Security Technical Team (STT).

5. **Review the provision and delivery of health and safety information at new starter induction,** both departmental and organisational levels, with a view to creating standard, consistent information to be given to all new starters upon arrival.
6. **Review the communication of health and safety information to all University stakeholders**, with a view to identifying effective methods of promulgating and embedding good practice.

   - Agree and implement a Fire Safety Management Plan with each HoD which is bespoke to their departments.

7. **Review the University’s Insurance Portfolio** to ensure covers are appropriate and maintained taking into consideration, value for money:

   - Appoint market brokers to manage the tendering arrangements
   - Tender the Insurance covers including Buildings cover, Engineering Inspections and Business Travel
   - Develop a University Policy and Management Procedure for Insurance, including Fieldwork and Placements to underpin existing arrangements.

8. **Undertake a review of the current arrangements for Radiation Protection including Laser Safety**:

   - Ensure that audits of all relevant departments are completed with respect to teaching and research activities for both ionising and non-ionising radiation sources
   - Ensure Laser Safety management arrangements are maintained
   - Ensure Electro-Magnetic and Nuclear Magnetic Resonance (NMR) arrangements are reviewed and that Local Rules are appropriate.

**RESEARCH AND ENTERPRISE SERVICES**

1. **Support the implementation of new University and Research Strategies**

   - Plan and reorganise as necessary across the Directorate and Research Grants and Contracts to provide comprehensive operational support to both strategies
   - Adjust support structures in the Directorate to encompass emerging requirements of Faculties and Deans
   - Develop implementation plan for the Research Strategy
   - Build increased resource and capability in Research Grants and Contracts to meet requirements of growing research portfolio
   - Work with External Relations to develop and maintain new research webpages for the University incorporating the University’s research themes

2. **Develop processes and systems for institutional management of research**

   - Conduct review of research grant processes and specify requirements of end to end research grants system, with view to procurement in 2015-16
   - Begin two year programme of PURE development – staff engagement, new functionality, technical improvements
   - Establish comprehensive research equipment database including processes to ensure sustainable upkeep
3. Analyse and implement lessons from the results of REF 2014

- Provide full analysis of REF 2014 results and assess implications for next assessment exercise
- Working with the Library, establish guidance for researchers and mechanisms within PURE to ensure that HEFCE’s Open Access policy can be adhered to
- Develop guidance and support on capturing and evidencing impact to assist Departments
- Work with Departments to begin process of developing next round of impact case studies

4. Enhance business engagement programme

- Deliver ERDF-funded programme of Small Innovation Projects with regional SMEs, while maintaining current Knowledge Transfer Partnership portfolio
- Establish programmes of short courses in leadership and management for local companies, including a particular focus on companies in the bio economy, and support the Management School in delivery of its executive education programme
- Establish a new R&E unit focused on securing and administering economic development funds to support University Strategy, particularly European Structural and Investment Funds and other funding mechanisms administered by Local Enterprise Partnerships
- Engage with collaborative projects across the Yorkshire Universities aimed at increasing business innovation and engagement with the HE sector, and ensure that the BioVale project led by York is fully supported

David Duncan
Registrar and Secretary