Director of Planning
Planning Office

Closing date: 17 June 2018
Interview date: 24 July 2018
Vacancy reference: 6672
Thank you for your interest in the key appointment at the University of York. The higher education landscape is ever evolving and it is critical for the University to be able to plan holistically to support its strategic ambitions.

The Director of Planning is a key senior role in the University’s Corporate Services team, reporting to the Deputy Registrar. Working with senior academic and professional services colleagues across the University, the Director of Planning will coalesce the University’s approach to strategic planning and horizon scanning, and ensure that the University can respond to a wide range of external challenges and opportunities. The role will further enhance York’s reputation as a leading research intensive university and one which provides an excellent teaching and learning experience to enable its students to succeed.

This is an exciting opportunity to lead a team that helps the University achieve its strategic goals and navigate a fast-moving higher education sector and to bring your skills and experience to bear in making a key impact on institutional strategy at many different levels. I look forward to your application.

Jo Horsburgh
Registrar and Secretary
Main purpose of the role

The Director of Planning is a key senior role, reporting to the Deputy Registrar as part of the University’s Corporate Services team. Working collaboratively with a wide range of senior colleagues across the institution, the Director of Planning will lead the University’s approach to strategic planning and horizon scanning, identifying key questions to support the University’s strategic ambitions. The role ensures that the University has all of the necessary knowledge and information to be able to formulate its strategic plans. As well as direct leadership of the Planning and Business Intelligence teams, this role operates in a leadership capacity across the institution. It engages with a wide range of stakeholders and through influence and personal credibility, is able to shape, develop and support key institutional priorities.

Key Requirements

- Leadership of the University’s approach to strategic horizon scanning, ensuring that the University has access to key trend analysis to enable the development of institutional strategy.

- Accountable for anticipating key strategic questions, posing these to UEB (University Executive Board) and senior University leaders and providing evidence and analysis to support decision making.

- Accountable for developing and implementing an effective and streamlined corporate planning process that enables the University to anticipate and respond to changing external and internal parameters and risks and achieve its strategic ambitions.

- Accountable for the development of planning deliverables and KPIs to inform the development of strategy and support institutional strategy delivery.

- Working collaboratively with Finance, deliver a seamless process that integrates planning and financial considerations to support the creation of individual departmental medium term plans.

- Leadership of key institutional planning and review processes, such as departmental reviews, working in conjunction with the DVC, PVCs and Directorate owners, throughout the annual cycle to ensure the University is able to achieve its strategic outcomes.

- Working in conjunction with senior colleagues, to develop plans and proposals to optimise the University’s standing in reputational indices.

- Maintain strong relationships across the institution to enable effective engagement in institutional planning and support for Heads of Department and senior colleagues. Act as institutional point of contact for Heads of Department on planning matters.

- Work closely with relevant PVC leads, academic departments and professional services to optimise operational performance including through external reviews such as TEF, REF and NSS.

- Working collaboratively with the Director of External Relations, Student Recruitment and Admissions and Marketing to maintain and develop an excellent understanding of the University’s competitor position and to propose and develop options for consideration.

- Leadership of institutional data governance and data integrity in corporate systems, maintaining a network of key data and information users, developing processes to ensure data compliance and data connectivity in support of University wide data systems.

- Overall leadership of the Business Intelligence Unit, ensuring that the University has access to an appropriate level of concise management information and data to inform effective and evidence based decision making; ensure that data is presented in a meaningful way to users and implement mechanisms that support institutional capability in the use and application of data.

- Accountability for the co-ordination of all institutional data returns, working collaboratively with key colleagues across the institution and provide assurance that data returns are delivered on time and with data integrity.

At a glance

Salary £57,000 - £78,000 (Senior Management Grade 9)

Hours of work 37 per week

Contract type Open

Based at Heslington Campus
• Oversight of the effective governance, committee servicing, meetings and decision-making structures related to areas of accountability, working in conjunction with the Head of Governance and Assurance.

• Leadership of process improvement activities in own area, working collaboratively to ensure improvements benefit end users, and engagement in and advocacy for cross functional process improvement and the development of a wider institutional change culture. Involvement and collaboration on cross directorate change programmes.

• Represent the University in external and sector fora applicable to the post-holder's role and act as an ambassador for the University when required.

• Any other duties as required from time to time as requested by the Deputy Registrar or the Registrar & Secretary.
# PERSON SPECIFICATION

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<th>Qualifications</th>
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<tr>
<td>Educated to degree level or above</td>
<td>Essential</td>
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<td>A relevant postgraduate qualification</td>
<td>Desirable</td>
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## Knowledge

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<th>Knowledge</th>
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<tr>
<td>Significant experience in a senior management and leadership position</td>
<td>Essential</td>
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<td>Detailed understanding of the HE sector, funding bodies and priorities of the various stakeholders in the sector</td>
<td>Essential</td>
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<td>Experience of identifying risks and the ability to develop strategies to manage and mitigate them</td>
<td>Essential</td>
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<td>Understanding of the capabilities of utilising technology and identifying the potential and limitations that this may offer for addressing corporate challenges</td>
<td>Essential</td>
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<td>Ability to create clarity, analyse the market, horizon scan and manage implications of national and international trends to ensure future institutional success</td>
<td>Essential</td>
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<td>Significant understanding of the planning process within a higher education setting</td>
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## Skills, abilities and competencies

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<tr>
<td>Excellent communication skills both oral and written</td>
<td>Essential</td>
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<td>Ability to develop a positive working relationship with staff at all levels and backgrounds within the organisation</td>
<td>Essential</td>
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<td>Ability to nurture and develop respect amongst senior academic colleagues, through an understanding of the issues and challenges they face as academic leaders</td>
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<td>Experienced in managing multidisciplinary teams and in developing both tactical and strategic solutions</td>
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<td>Strong presentation skills, capable of communicating via public presentations to a wide audience</td>
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<td>Ability to recognise the importance of addressing complex people-related issues in implementing change effectively</td>
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<td>Significant evidence of service review and the ability to implement change to processes and systems</td>
<td>Essential</td>
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<td>Ability to have challenging conversations and make difficult decisions to achieve results.</td>
<td>Essential</td>
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<td>Strategic insight as demonstrated by engagement in cross-institutional leadership and strategy setting and implementation.</td>
<td>Essential</td>
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<th>Essential / Desirable</th>
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<tr>
<td>An experienced senior leader, able to demonstrate proven delivery in identifying change management opportunities and seeing these through to delivery.</td>
<td>Essential</td>
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<td>Confident line manager with the ability to inspire staff and drive a culture of commitment, innovation and engagement that leads to delivery of successful outcomes, with a successful track record of leading continuous service improvement and organisational development.</td>
<td>Essential</td>
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<tr>
<td>Strategic insight as demonstrated by engagement in cross-institutional leadership and strategy setting and implementation, with experience of working collaboratively to develop ambitious strategies and of building and leading teams to deliver them.</td>
<td>Essential</td>
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<td>Experience of identifying risks and options, and of developing strategies to manage and mitigate them.</td>
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<td>Experience of creating and sustaining necessary governance frameworks to support compliance with a wide variety of regulatory requirements.</td>
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<td>Previous experience of undertaking service reviews and implementing significant change programmes</td>
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<th>Personal Attributes</th>
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<tr>
<td>Consultative and able to influence and work collaboratively</td>
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<td>Creative and innovative with a strong grounding in practical solutions and results orientated.</td>
<td>Essential</td>
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<td>Political and commercial acumen, able to seek and identify opportunities for the benefit of the University.</td>
<td>Essential</td>
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<td>Resilient, able to work well in a fast changing environment and with conflicting priorities.</td>
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<td>Emotionally intelligent and able to relate to a wide range of people.</td>
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<td>Able to network and engage effectively with a wide range of stakeholders, successfully managing a diversity of relationships</td>
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<td>Demonstrates integrity, openness and honesty with a strong commitment to equality and diversity</td>
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<td>Ability to work with data and synthesise complex information</td>
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<td>Ability to write concise and insightful papers for Board level audiences</td>
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The Planning Office supports the strategic planning of academic and professional service departments, develops management information to support departmental and institutional decision-making as well as supporting key institutional strategic horizon scanning in support of the University's ambitions.

A small but critical central team, it has very close links to senior management and aids the University by helping it navigate turbulent policy and market environments. A key role is providing liaison between academic departments, professional services and relevant University committees and governance structures such as Planning Committee, Finance Committee, and University Executive Board in terms of strategic planning considerations.

Within the Office, the Planning team is the main link with departments and the Business Intelligence Unit develops management information and visual business analytics to support and inform decision making.

The Planning team works with academic departments of the University to develop ambitious strategic plans that balance research, student experience and recruitment, affordability and resourcing. Planning Officers work closely with Heads of Departments and their management teams, Management Accountants, Operations Managers and Deans of Faculty to support departments in developing and delivering their strategic plans.

The Planning Office also supports key strategic initiatives such as projects related to growth, change projects and strategic reviews, using their expertise to support the development of proposals to inform institutional decision making.

York is a very strong and globally recognised institution with ambitious plans for the future. In order to achieve its ambitions, the University recognises that effective business intelligence and insight is critical to maintaining and strengthening its position in a globally competitive environment.

The Business Intelligence Unit plays a key role in supporting the work of academic departments, the University's governance framework and informing senior management decision making.

The BIU works with a wide range of experts in professional support services to deliver high quality business intelligence and insight to all levels of staff across the University, using best practice in data visualisation techniques and a rapid development process which allows key questions to be answered quickly.

The BIU team has recently expanded to provide greater ability to meet the expectations of a staff community who have adopted evidence-based decision making as a routine way of working, and an organisation which has committed to implementing master data management principles to help improve productivity and effectiveness. The team aims to discover new insights through the benchmarking of a fast-moving higher education sector and provide key information that helps the University achieve its strategic goals.
OUR RESEARCH

The University of York has an excellent research reputation established by our community of creative scholars and supported by our professional support directorates. Many of our Departments and Centres are known internationally for their research activity.

Research excellence defines York. Our key priority is to further strengthen and improve our research, to be dynamic, inspirational and life-changing in its impact. Our vision is that York should deliver some of the best research in the world, and be regarded as one of the best places worldwide to conduct research.

Our research strategy is underpinned by the following key principles:

- **Research Excellence**
  To conduct research of the highest quality that has the potential to be world leading and world changing.

- **Innovation**
  To undertake research to advance core disciplines and find new and important areas for discovery, through the introduction of new ideas, insights and methods, for intellectual and economic benefit.

- **International Perspective**
  To undertake research that is relevant and significant at a global level, even when it is geographically focused at a regional or national location.

- **Impact**
  To ensure that our research has impact beyond academia by engaging with and influencing people and organisations in order to affect policy and practice.

- **Collaboration and Partnership**
  To build strong links at institutional and individual researcher level with other academics, both internal and external, and nurture sustainable partnerships beyond academia with industrial, corporate, cultural, civic, public and third sector partners.

- **Integrity**
  To undertake research in accordance with the highest professional standards (as specified in the University’s Code of Practice on Research Integrity) to ensure that it is robust and accords with rigorous ethical values.

- **Research Performance**
  The University of York performed strongly in the most recent REF, carried out in 2014 and were ranked 14th overall in the country.

  The proportion of research activity of world-leading, 4* status is among the highest of any UK university, and York is rated tenth out of 155 higher education institutions for the impact of its research. Eight of the University’s academic departments were ranked in the top five for their subject while twelve were in the top ten in terms of impact. Our aim is to improve this performance in the 2021 REF.

  York’s research is making an impact around the world. We achieved an increase in research funding during the last financial year to £66m, demonstrating the strong support we are receiving from research funders.

  For further information on our research please see [https://www.york.ac.uk/research/]
One of the Key Objectives of the University Strategy is “To offer outstanding teaching and learning”. This relies on the vital and continuing role of the many outstanding individuals who teach and support learning, and on excellent resources. The University Strategy also identifies that students experience their education as programmes of study, and so focuses attention on a new and distinctive approach to programme design. This approach --- the “York pedagogy” --- leads the seven themes of this supporting strategy, where it is developed in more detail and connected to the other themes of portfolio, students, staff, organisation, infrastructure and quality.

Our strategy for learning and teaching is underpinned by five values.

- Excellence is the University’s responsibility and commitment.
- Knowledge and understanding are valuable in themselves. University education equips students to make their own contributions to the advancement of knowledge.
- The ability to make meaningful choices is a fundamental good and a challenge. University education enlarges students’ options, equipping them for a range of careers, and provides the tools of discovery, analysis and discrimination to inform the act of choosing.
- University education lifts collective capability, benefiting humanity and enriching society in general.
- Justified distinctiveness is worthwhile. York seeks to offer a distinctive learning experience that sets our graduates apart.

For further information on Teaching and Learning and the York pedagogy, please click here
Founded on principles of excellence, equality and opportunity for all, the University of York opened in 1963 with just 230 students. In 2018 it is the home of more than 17,000 students across more than 30 academic departments and research centres. Since opening over fifty years ago, we have become one of the world’s leading universities and a member of the prestigious Russell Group.

We are consistently recognised as one of the leading Higher Education Institutes and are ranked 16th in the Times & Sunday Times league table (2017). The University of York has won six Times Higher Education (THE) Awards and five Queen’s Anniversary Prizes.

The University is proud of its association with Athena SWAN, holding 12 awards in support of gender equality, representation and success for all, with gold awards for Chemistry and Biology and a University-wide bronze award.

Of 154 universities that took part in the Research Excellence Framework (REF) in 2014, The University of York ranked 14th overall and 10th for the impact of our research. The University is consistently in the top ten UK research universities and attracts over £60m a year of funding from research alone.

Our vision is to make the University of York a world leader in the creation of knowledge through fundamental and applied research, the sharing of knowledge by teaching students from varied backgrounds and the application of knowledge for the health, prosperity and well-being of people and society.
Attractive workplace

Centred around the picturesque village of Heslington on the edge of the city of York, our colleges are set in an attractive landscaped campus. York enjoys a safe, friendly atmosphere with facilities including bars, shops, theatres and concert halls all within easy walking distance.

The University has undergone an unprecedented period of expansion and renewal since 2000. We have invested in twenty new buildings on the original campus and have completed the first and second phases of a £750m campus expansion. Our investment in new colleges, teaching and learning spaces, laboratories, research facilities and a new sports village mean there has never been a better time to join us.

During this period of change we’ve worked hard to retain our friendly, informal and collegiate atmosphere, which is important to our core values of inclusivity and interdisciplinarity.

We have a thriving international community and are committed to providing staff moving to York with as much support as possible through our Relocation Package and Welcome Officers.

The University is committed to promoting a diverse and inclusive community - a place where we can all be ourselves and succeed on merit. We offer a range of family friendly, inclusive employment policies, flexible working arrangements, staff engagement forums, campus facilities and services to support staff from different backgrounds.

For further information please visit our employee benefit pages.
THE CITY AND THE REGION

The City of York

Internationally acclaimed for its rich heritage and historic architecture, York’s bustling streets are filled with visitors from all over the world. Within its medieval walls you will find the iconic gothic Minster, Clifford’s Tower and the Shambles - just a few of the many attractions.

But York isn’t just a great place to visit - it’s also a great place to live and work. While nourishing a vibrant cosmopolitan atmosphere, York still maintains the friendly sense of community unique to a small city.

Visit www.visityork.org for more information on the city of York

Shopping, culture and entertainment

York boasts specialist and unique boutiques but also all the high street stores on its busy shopping streets. Alongside them you will find cinemas, theatres, an opera house, art galleries, a vast range of restaurants, live music venues and clubs. York is particularly renowned for its multitude of pubs and bars, from the modern to the medieval.

Housing and schools

Whether you choose to live close to the city, in one of the surrounding villages or further afield, you will find a wide range of housing within comfortable distance of York and the University. For families, the area has a range of excellent schools both in the state and independent sector.

Great location

York is one of Britain’s best-connected cities. Halfway between London and Edinburgh on the East Coast mainline, on intercity trains you can reach London King’s Cross in less than two hours and Edinburgh in two and a half hours. York is also well served by road links, and it is easily accessible from the A1, M1 and the M62.

For those travelling from overseas, Manchester Airport is two hours away and Heathrow Airport just three and a half. Flights from nearby Leeds Bradford Airport provide easy access to mainland Europe. By Eurostar from London St Pancras, Paris is just over six hours away.

Yorkshire

The Lonely Planet guide recently declared Yorkshire the third best region in the world to visit. There is something to cater to every taste, whether it be the rugged landscapes of the Moors or the Dales, the picturesque seaside towns of Scarborough and Robin Hoods Bay, the gothic architecture of Whitby or the vibrancy of cosmopolitan Leeds.
Apply online
- Go to https://jobs.york.ac.uk
- Find this job using reference 6672
- Complete the online application form

You will need to submit your completed application by midnight (local UK time) on 17 June 2018.

Please note, shortlisted candidates may be invited to visit the campus prior to the interview to complete an assessment centre.

What will I need?
We will ask you for details of:
- Your CV
- A letter describing how you meet the requirements of the job

You will also need details of 2 referees.

Help and assistance
Direct any informal queries to Paul Ellison, Recruitment Advisor (paul.ellison@york.ac.uk)

If you have any questions about your application, contact the HR Services team:

recruitment@york.ac.uk
+44 (0)1904 324835