



Leadership

Appointment of Chief Financial Officer



THIS IS KEELE



Contents

Introduction From The Vice-Chancellor
The Role
Financial Highlights
Keele Background
Keele Statistics
Strategic Plan and Vision
An Education that Inspires


How to Apply
Equality, Diversity and Inclusion
People Strategy
Living and Working at Keele
Employee Benefits
Academic Structure
Administrative Structure

Introduction from the *Vice-Chancellor*

Thank you for *your* interest in Keele University and the role of Chief Operating Financial Officer which is an *important* appointment for the University and an *exciting opportunity* for the right candidate to work as part of the leadership team in ensuring the University's *future* success.

Keele has ambitious plans for its future growth and development, building upon its our reputation as a research-led campus University with a broad academic base. We are large enough to have high impact and profile, but small enough to sustain our commitment to community and individuals. Whilst being rooted in its locality, the University is international in outlook and character and in the reach and impact of its education and research programmes.

The last few years has seen us implement new developments in our academic and organisational activities that have set us up for an even greater increase in size and reputation. So as we look ahead to the new academic year and beyond, Keele will be a University characterised by 'aspiration and ambition' – an aspirational destination for students and staff. If you believe you have the experience and qualities to contribute to the achievement of the University's aspirations through its next period of development and growth, then we would be delighted to hear from you.



Professor Trevor McMillan
VICE-CHANCELLOR

The Role

Chief Financial Officer

Role Overview

The Chief Financial Officer (CFO) *develops* and *delivers* the institutions financial strategy as part of the Executive team. The role also *leads* the Directorate of Finance and with the Chief Operating Officer has *responsibility* for the provision of financial services across the University to staff and students.

The CFO will provide strategic and policy advice to the Vice-Chancellor and University Executive Committee, whilst delivering a sound financial control environment. Working closely with the Vice-Chancellor, Deputy Vice-Chancellor and Chief Operating Officer, the CFO will contribute to and play a wider role in institutional leadership. The appointee will represent the University externally as appropriate and engage in the development of relevant policy and activities within the higher education sector.

The CFO will proactively identify financial issues and advise on them. They will foster a culture of Finance as a progressive and supportive function, developing innovative practice to enable the University to achieve its ambitions, whilst adhering to the highest professional standards and higher education regulatory frameworks.

The CFO reports to the Vice-Chancellor, with a “dotted line” to the Chief Operating Officer who is the Head of Professional Services at Keele. The CFO is an integral member of the University’s Advisory Group and wider University Executive Committee and Leadership Group. S/he will develop and maintain effective relationships with all members of the Executive Committee and principal academic and professional service leaders. S/he will engage with heads of finance at other institutions as appropriate and keep abreast of key developments and critical issues in the sector.

Main Tasks & Accountabilities

- Contribute significantly along with the Vice-Chancellor and senior colleagues in setting the strategic direction of the University and developing associated strategic plans and operational initiatives, ensuring that Finance delivers appropriate services to support the delivery of that Strategy;
- Enhance and encourage a stronger entrepreneurial culture within the University, working in partnership with senior colleagues, ensuring that the University's assets are optimised and supporting commercial and income-generating opportunities;

Produce financial papers and briefings for the Executive Committee the University's Council, ensuring appropriate financial performance information, context and advice for decision making.

- Ensure that Finance supports planning and decision-making across the University through the provision of clear, relevant and accessible financial reporting and analysis/interpretation of this information;

Ensure that University Council is well informed and advised in the financial elements of its duties.

- Ensure that there is a sound system of financial control and that the assets of the University are both safeguarded and utilised effectively;
- Ensure that external reports, e.g. audited accounts and statutory financial returns are of the highest standard, accurate and on time.

- Overall leadership and effective coordination of Financial Services and ensure the Directorate operates effectively, efficiently and meets the University's objectives in close collaboration with a Customer Services Manager within the Directorate;
- Be responsible for the Finance function's human, financial and physical resources, ensuring that there is a culture of continuous improvement and engagement and that that staff are effectively supported, developed and motivated;
- Formulate and develop the Finance Strategic Plan and annual implementation plans;
- Work with the University Executive Committee, Heads of Faculty and Professional Services to prepare budgets, financial forecasts and plans and ensure that financial risks are identified and managed;
- Develop a culture of responsiveness to the research, learning, teaching, administrative and commercial needs of the University;
- Maintain and develop financial and management information systems that meet the changing needs of and support the business of the University;
- Maintain and develop constructive relationships with the relevant regulatory and funding bodies, banks, corporate financiers, investment and tax advisers and other stakeholders on a local, regional and national basis and represent Finance and the University at relevant external groups and on national committees.

Develop effective partnerships within the HE and FE sectors.

Person Specification

The University seeks an individual with demonstrable leadership ability and experience in a complex and dynamic organisation.

The successful candidate will have a high degree of ambition and a track record of success in driving and improving financial performance. Candidates will be able to demonstrate evidence of the following skills and capabilities:

Skills & Experience

Strong candidates will have a professional accounting qualification and substantial post-qualification experience.

They will have held a senior leadership post within a relevant organisation in terms of size and complexity and be able to demonstrate a genuine interest in the challenges facing Higher Education in a UK and global context.

They will have a strong commercial and business focus and demonstrate the following:

- significant experience in a senior financial management role in a complex organisation working at a strategic level;
- a proven record of successfully implementing strategy and driving change;
- a comprehensive understanding of accounting policies and standards;

- experience of all aspects of financial management and financial reporting, including strategy planning and formulation and project management;

- commitment to customer-focussed service delivery and ethos and experience of engendering such qualities in staff;

- ability to drive results by defining goals and establishing clear priorities and objectives, motivating and encourage staff to deliver the highest levels of performance against these;

- proven success in leading finance as a proactive and supportive enabler of business strategy;

- ability to engage effectively with external partners and organisations as well as senior figures, both within and beyond the University.

Experience of optimising and monitoring cash flows and liquidity and developing relationships with banks and other potential providers of funding

Experience of financial leadership in the areas of funding of defined benefit pensions schemes and innovative financing arrangements and major capital projects would be an advantage

Personal *Characteristics*

Candidates must *think strategically* and have outstanding leadership, oral and written communication skills.

They will be adaptable, with an innovative and creative approach, excellent problem solving and decision-making skills. Candidates will have exceptional influencing and negotiating skills and ensure that effective relationships are maintained at all levels within the University. Candidates will also demonstrate a high degree of integrity, enthusiasm and commitment for Keele University.



Financial Highlights

Key data from our 2019/20 Accounts

Total income of
£163.3m



Total income – income for the year totalled £163.3m, a decrease of £5.5m in income on 2018/19. This is mainly due to a reduction in one-off capital income on completed projects, with the impact of higher tuition income being offset by the negative effects of Covid-19.

Further information can be found
keele.ac.uk/finance/key-accounts

Tuition fee income
£81.5m



Tuition Fee Income – tuition fee income increased slightly by £1.0m, to £81.5m. Strong Home/EU UG recruitment has offset slightly lower than expected Overseas and PGT recruitment.

Surplus before other gains

Surplus before other gains/ losses
– ignoring the actuarial movement in staff costs, the consolidated operating surplus before other gains/losses reduced slightly in 2019/20 to £2.6m from £3.8m. This includes depreciation and interest payable on loans and pensions. This was expected, and the reduced income has been largely offset by pay and non-pay savings.



Cash generation

£20.5m



Cash Generation – the University improved its cash generation from operating activities in the year and at year end had cash and cash equivalents of £20.5m (2018/19 £18.5m). In addition to this, the University has fixed asset investments that are invested in liquid funds that could be available to the University at short notice if required. At the date of signing these accounts the University had access to further undrawn bank borrowing facilities of £14m.

Staff costs



Staff costs – on-going staff costs (note 8) totalled £89m for 2019/20, equalling 55% of total income. The percentage compared to income figure has increased compared to 2018/19, but the University has managed to control the overall staff costs in the year.

Capital expenditure

£21.5m



Capital Expenditure – £21.5m of capital expenditure was realised on projects including the new Central Science Laboratories, Smart Energy Network Demonstrator and Denise Coates Foundation Building.

Keele Background

Keele University is a *world class* campus-based University committed to providing the highest quality learning and living environment in which our students and researchers can *flourish*.

The University makes a unique contribution to higher education in its continued commitment to encouraging interdisciplinary and multidisciplinary education and research.

Keele offers distinctive educational programmes and a learning environment that enables our students to make the most of their time at university. As a result, Keele students are among the most satisfied in the country. Keele has been consistently ranked highly for student satisfaction in the National Student Survey. Keele graduates are highly prized for their flexibility of thought and the maturity of their social skills.

The University has one of the best graduate employment rates in the UK, clearly evidencing that our students achieve their potential. 96% of Keele students who graduated in 2017 finding full-time employment or further study within six months (HESA – Destination of leavers from HE 2017).

Keele also has high quality teaching; recently assessed as ‘Gold’ in the Teaching Excellence Framework. Keele was the first new post-war UK university of the 20th Century and exemplified the innovation and idealism of the post-war generations, offering bold alternative visions for Higher Education.

The University College of North Staffordshire was founded in 1949 and received its Royal Charter as the University of Keele in 1962. There was a deliberate aim to break away from the pattern of the specialised honours degree, avoiding as far as possible the divisions between different branches of study. Whilst there have been changes, the coherence of Keele’s academic vision remains, with continued emphasis on academic breadth through a wide range of elective modules and interdisciplinary degrees, as well as continuing to offer many integrated and combined degree programmes.



The most recent REF classified 97% of the University’s research as world-leading or of international importance. The innovations and discoveries of Keele academics are key contributors to wider social and global issues, and it is important to Keele that our educational delivery is research-led.

Keele has connections across the globe. There are over 100,000 Keele alumni in 162 countries. This global network includes senior diplomats and politicians, leading business people and officials in international NGOs, such as the UN. Our research is also increasingly international in its partnerships, with strong links in every continent.

The University is committed to honouring its heritage of “a University within North Staffordshire for the advancement of Knowledge, the diffusion and extension of Arts, Sciences and Learning, the provision of Liberal, Professional and Technological Education”. Our links with the region have seen significant growth in recent years, developing the New Keele Deal, unlocking £70m of investment into exploiting the potential of our extensive world-leading research and facilities. With our integrated Science and Innovation Park, we are committed to helping to tackle low productivity and grow a positive culture of innovation and research within our region.

Find out more at
keele.ac.uk/discover

Keele Statistics

Find out more at keele.ac.uk/discover

TOP 5

in the TEF

TIMES HIGHER RANKING OF THE TEACHING EXCELLENCE FRAMEWORK 2017 (BROAD-BASED UNIVERSITIES)

600+

ACRES

BRITAIN'S BIGGEST SINGLE-SITE CAMPUS

97%

of our RESEARCH WAS CLASSIFIED as WORLD-LEADING or of INTERNATIONAL IMPORTANCE

RESEARCH EXCELLENCE FRAMEWORK 2014

TOP 3

in ENGLAND for OVERALL STUDENT SATISFACTION

NSS 2019

96%

GRADUATE EMPLOYABILITY

HESA - DESTINATION OF LEAVERS FROM HIGHER EDUCATION 2017

GLOBAL TOP 25

for CAMPUS SUSTAINABILITY

UI GREEN METRIC RANKING 2020

6TH

in ENGLAND for STUDENT SATISFACTION with COURSE

GUARDIAN UNIVERSITY LEAGUE TABLE, 2021

35TH

in the GUARDIAN UNIVERSITY LEAGUE TABLE 2021

£45M

INVESTMENT *in* SCIENCE FACILITIES *on* CAMPUS

PROUD TO BE



THIS IS KEELE



Strategic Plan and Vision

Our Mission

Keele University's mission is to make a difference in society by providing innovative, high-quality education for students from all backgrounds and by undertaking world-leading research that transforms understanding and brings benefit to society, communities and individuals.

Our future

Our strategic plan is articulated through a clear sense of purpose and knowledge of what our performance needs to be to achieve this. Keele University has a strong sense of community. We recognise how our place in the UK partly defines us and what we do but that brings with it a determination to be global in outlook and international in action. Ultimately, our success comes from our people and the partnerships we forge, nurture and cherish.

Enabling strategies

To deliver this strategy, we will have a number of visions, strategies and action plans across the following themes:

- Education
- Research
- Student Experience
- People
- International
- Financial Sustainability
- Estates
- Digital
- Environmental Sustainability
- Health and Wellbeing

Find out more at keele.ac.uk/ourfuture

An Education that *Inspires*

Keele offers *distinctive* programmes and a learning environment that enables our students to make the most of their time at University.

The University is justly proud of its students and alumni, who set themselves ambitious goals as they seek to make a positive impact on the world around them. Keele was ranked 2nd of all broad-based English universities in the National Student Survey 2019 - out of over 100 higher education institutions. This is the seventh time in eight years that Keele has been ranked in the top three in England for student satisfaction, demonstrating our consistent commitment to delivering an outstanding student experience - year in, year out.

We are committed to providing opportunities for all those who can demonstrate the determination to succeed at the University irrespective of their circumstances or background. We offer our students a supportive community and provide financial support when appropriate through generous bursaries and scholarships.

Originally a University that offered only interdisciplinary options and an integrated Foundation Year, we have now evolved into an institution where a third of our students continue to study two or more disciplines to completion. We have maintained a thriving Foundation Year, providing pathways to inspirational education that we are proud to offer.

Our programmes are innovative, inspirational and delivered by exceptional staff, with outstanding commitment to high-quality education provision and student-centred experiences.

We have extensive outreach and widening participation activity, including being lead institution of one of the 29 OfS-funded NCOP schemes; Higher Horizons+. Colleagues across the institution work with thousands of school-aged students, their parents and teachers, giving guidance on higher education choices and delivering aspiration-raising activities both on and off campus. The campus offers a wide range of co-curricular activities which are an important part of our broad degree offering, which extends far beyond the boundaries of the classroom.

With 10,000 students and 2,000 staff living and working on the Keele campus, we are the size of a small town. We have a strong postgraduate community, and have a clear strategy to grow both postgraduate taught and research student numbers.

10,000
STUDENTS *and*

2,000
STAFF LIVING *and*
WORKING ON CAMPUS

| How to Apply

How to apply

Interested candidates should send a full curriculum vitae and a covering letter outlining how you meet the job description and person specification to keelecfo@green-park.co.uk by 11:59pm on **Wednesday 11 August 2021**. Shortlisted candidates will be invited to interview on **Thursday, 7 October/ Friday, 8 October 2021**. Your covering letter should state whether you are free from immigration control and able to remain and work indefinitely in the UK, and include suitable daytime and evening telephone contact details. Keele University values diversity, and is committed to ensuring equality of opportunity. The university welcomes expressions of interest and applications from candidates from all communities and a diversity of backgrounds.

Terms of appointment

The successful candidate will be expected to take up the post of Chief Financial Officer as soon as is reasonably possible. The University will offer a salary fully commensurate with the significance of this appointment, and the remuneration package will be open to discussion with the preferred candidate.

Equality, Diversity and Inclusion

Keele University values equality and diversity across our workforce and *welcomes* applications from individuals from all sectors of society.

Where there is evidence of under-representation of a particular group in a specific type of role or at a certain grade the University is committed to taking appropriate action to actively encourage applications from that group.

The University is keen to support all applicants during the recruitment and selection process where possible and particularly those with additional requirements. Applicants with disabilities are asked to identify in their application if they require any adjustments to the process. If shortlisted candidates have childcare responsibilities, the University may be able to provide on-site care during the interview/selection process, subject to availability. If childcare is not available Skype interviews can be explored. Applicants are asked to discuss their specific needs with the recruiting manager.

The University aims to support employees to balance work/life commitments, which includes giving consideration to requests for flexible working, part-time working, job-share, etc.

As a Defence Employer Recognition Scheme silver award holder and having signed up to the Armed Forces Covenant the University supports the Armed Forces and welcomes applications from members of the Armed Forces community (veterans, service leavers, reservists, Cadet Force adult volunteers and spouses of serving personnel).



The University is *committed* to making Keele a place where learning, living and working is a positive experience for all and currently holds a number of equality awards.

Athena SWAN

As a member of the Athena SWAN Charter the University is committed to developing initiatives to advance gender equality. The charter covers women (and men where appropriate) in academic roles in STEMM (science, technology, engineering, maths and medicine) and AHSSBL (arts, humanities, social sciences, business and law), professional and support staff and trans staff and students.

At the time of writing the University holds an institutional Bronze SWAN award, 1 Silver award and 13 departmental Bronze awards.

Race Equality Charter

The University is committed to addressing racial inequalities and creating an inclusive culture and environment where individuals are able to thrive, irrespective of their race or ethnicity. Keele was awarded a Race Equality Charter award following a first submission in February 2019. Keele is (currently) one of only 17 institutions with an award.

Defence Employer Recognition Scheme (DERS)

Keele has been awarded a silver award under the DERS to recognise the University's commitment to supporting members of the Armed Forces Community.

Disability Confident Scheme

The University is signed up to the Disability Confident Scheme and has met the criteria to become a Disability Confident Employer which is a demonstration of its commitment to support job applicants and staff with a disability or long term health condition.

Stonewall

Stonewall's Diversity Champions programme is Britain's leading best-practice employers' forum for sexual orientation and gender identity equality, diversity and inclusion. Keele University is proud to display the Stonewall Diversity Champions logo in our internal and external messaging to demonstrate our clear commitment to LGBT equality.

Staff and Student Networks

The University has established staff and student networks to support its aim of working towards realising and developing equality for Black, Asian and ethnic minority backgrounds (BAME) staff and lesbian, gay, bi-sexual, transgender and intersex (LGBTI) staff.



People Strategy

The University *recognises* that its effectiveness and success depends crucially upon the contribution made by its staff and that its reputation, growth and success rely on high levels of staff engagement and performance, at all levels of our institution.



To ensure the University's wider strategic aims are met the People Strategy was launched in 2017 which comprises 5 strategic aims.

Being an employer of choice

Maximise the potential of Keele as a career destination for all groups.

Developing and empowering our staff

Enable and encourage supportive and effective personal, professional and career development for all our staff, based on academic and service priorities and forthcoming developments.

Encouraging and developing innovative leaders

Ensure that leaders at all levels support their staff in making a strong contribution to the University.

Fostering a culture of inclusion, innovation, engagement and well-being

Create a framework for organisational development which reflects the University's values and which enables cohesion and engagement across the University community.

Promote the global outlook and impact of our staff

Create an environment which values staff from other countries, international experience and a global outlook.

More information about the University's People Strategy can be found at
keele.ac.uk/hr/peoplestrategy

Living and Working at Keele

Nestled in 600 acres of countryside in the heart of the UK, many of our students and a number of our staff live, as well as study and work here: boasting a big campus but a small and cosmopolitan community.

Close to rural Cheshire, Shropshire, and Derbyshire, the University is located in an ideal position, less than an hour from Manchester, Birmingham and Chester and within 1.5 hours of London on the train.

The historic market town of Newcastle-under-Lyme is Keele's nearest municipality, surrounded by a number of charming villages and hamlets. The vibrant and multicultural city of Stoke-on-Trent is less than 6 miles away from campus, providing cultural and social entertainment in the midst of its prestigious potteries heritage. In recognition of its engaging cultural scene, Stoke-on-Trent was submitted as one of the nominations for the City of Culture 2021.

Find out more at
**[keele.ac.uk/discover/
aboutthearea](https://keele.ac.uk/discover/aboutthearea)**

Within a short distance of campus, there are activities and opportunities to suit all ages and interests. From monkey forests to theme parks, boutique shops to high-street brands, entertainment complexes to some of the most beautiful landscapes in the UK; our location suits all individuals. For families we can boast some excellent Schools and Colleges in our vicinity, an exceptional hospital and healthcare service and many vibrant sporting and community social opportunities.

On campus there is a truly international flavour, as the Keele community is drawn from over 100 countries and a wide variety of cultures.

In addition to the Keele Campus we have a number of staff based in satellite sites off campus, including the Royal Stoke Hospital (University Hospitals of North Midlands NHS Trust), the Guy Hilton Research Centre, and the Robert Jones and Agnes Hunt Orthopaedic Hospital in Oswestry. Staff at these sites have access to onsite facilities, alongside access to the Keele Campus facilities.



Employee Benefits and Facilities

Keele is *committed* to providing an environment where staff are highly valued and feel motivated. To support this commitment the University provides a wide range of employee benefits and reviews this offer regularly.

Contractual Benefits

Competitive salaries
Our salary scales can be found at [keele.ac.uk/hr/salaryscales](https://www.keele.ac.uk/hr/salaryscales)

Attractive pension scheme
More information can be found at [keele.ac.uk/finance/payrollandpensions/pensionstax](https://www.keele.ac.uk/finance/payrollandpensions/pensionstax)

Annual Leave
Generous annual leave entitlement

Family Friendly Benefits

Family
Family leave including maternity, paternity, adoption, parental and shared parental leave for which eligible employees receive enhanced pay.

Flexible Working
All staff can make flexible working requests.

Childcare
We have an on-site nursery and run a nursery fees salary sacrifice scheme for staff. The nursery also run a school holiday club for children aged 4-12 years. More information about our Nursery can be found at [keele.ac.uk/nursery](https://www.keele.ac.uk/nursery)

Additional Annual Leave Scheme
Staff can apply to purchase additional annual leave, the cost of which is deducted from salary over a 12 or 6 month period.

Health and Wellbeing Benefits

Occupational Health
Supporting managers and staff with health-related issues in the workplace. More information can be found at [keele.ac.uk/dohs/occupationalhealthservice](https://www.keele.ac.uk/dohs/occupationalhealthservice)

Staff Counselling
Providing counselling support for staff. More information can be found at [keele.ac.uk/staffsupport](https://www.keele.ac.uk/staffsupport)

Holistic Therapies
Staff may access a range of therapies on site. More information can be found at [keele.ac.uk/hww/holistictherapies](https://www.keele.ac.uk/hww/holistictherapies)

Paycare Health Cash Plan
Staff can opt to pay in to a healthcare plan which allows them to claim back healthcare costs.

Chaplaincy
More information about our Chaplaincy and Faith facilities can be found at [keele.ac.uk/faith](https://www.keele.ac.uk/faith)

Sports Centre
Reduced membership rates for staff and all new staff can get one month's free membership. More information about our Sports facilities can be found at [keele.ac.uk/sport](https://www.keele.ac.uk/sport)

Swimming
Discounted swimming at the Jubilee swimming pool in Newcastle-under-Lyme for staff on production of their Keele card.

Cycle to Work Scheme
Allows eligible employees the tax-free hire of bicycles and related safety and security equipment. More information can be found at [keele.ac.uk/cycletoworkscheme](https://www.keele.ac.uk/cycletoworkscheme)

Learning and Development Benefits

Learning and Development
We offer a programme of Continuing Professional Development for our staff as well as taster courses, such as foreign languages. Keele is one of more than 35 universities and research institutions from across the UK which have backed a pledge to support their technicians. The Technician Commitment is a sector-wide initiative led by the Science Council and supported by the Gatsby Foundation, which aims to help address key challenges facing technical staff working in research. Five target areas have been identified, and the commitment will ensure greater visibility, recognition, career development and sustainability for technicians across all disciplines at Keele.

Technician **Commitment**

Other Benefits

Staff Housing
We have housing on campus to rent or buy keele.ac.uk/staffhousing

Keele Card
A campus wide payment card with discounts at many of our catering outlets.

NUS Extra Card
The affiliation between the University and the Student's Union means staff are able to purchase a card which allows them to access discounts and offers on a wide range of products and services.

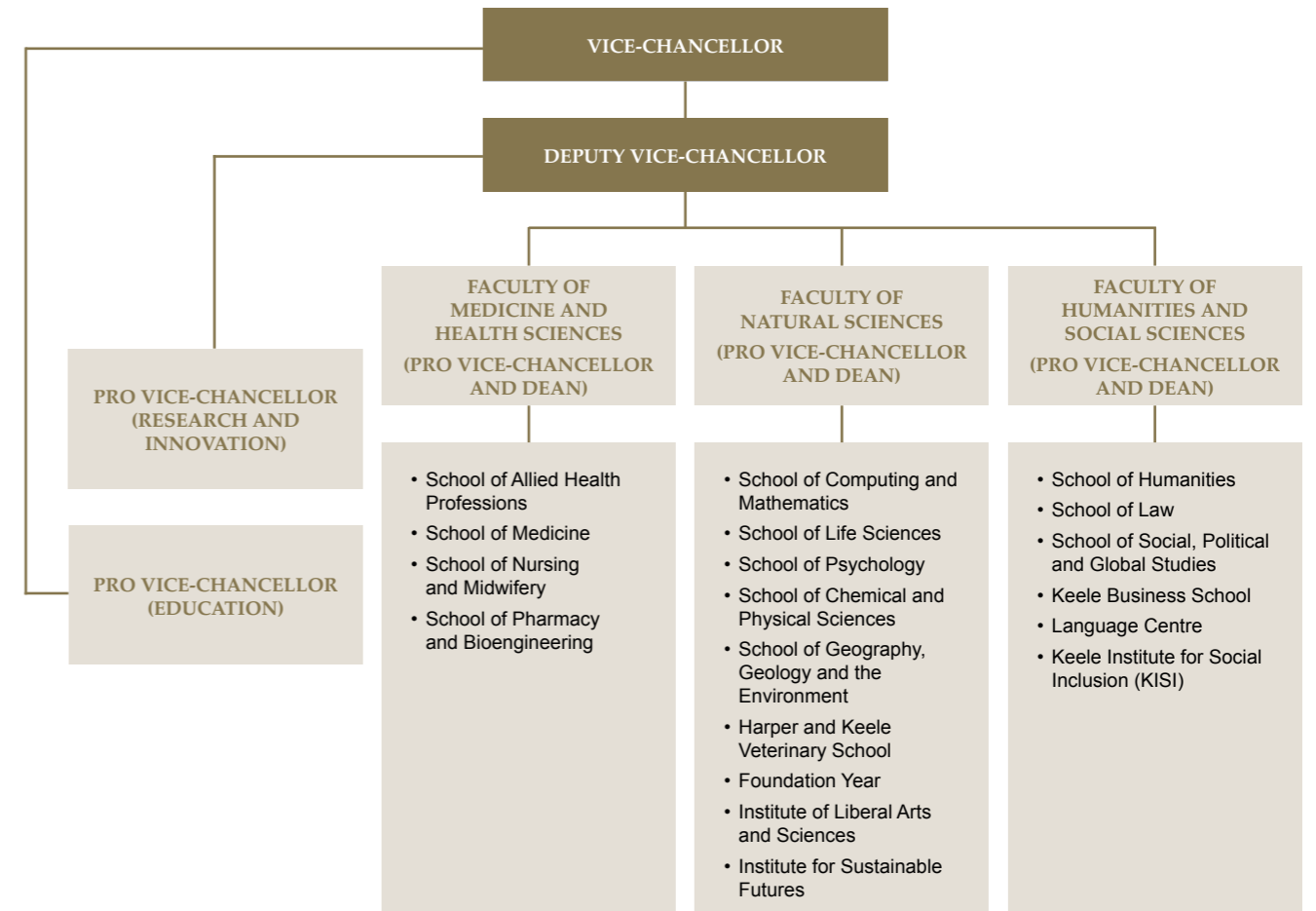
Trade Unions
The University works with three recognised Trade Unions (UCU, Unison and Unite). Staff can opt to become a Trade Union member and access the range of services and support they provide.

Campus Facilities

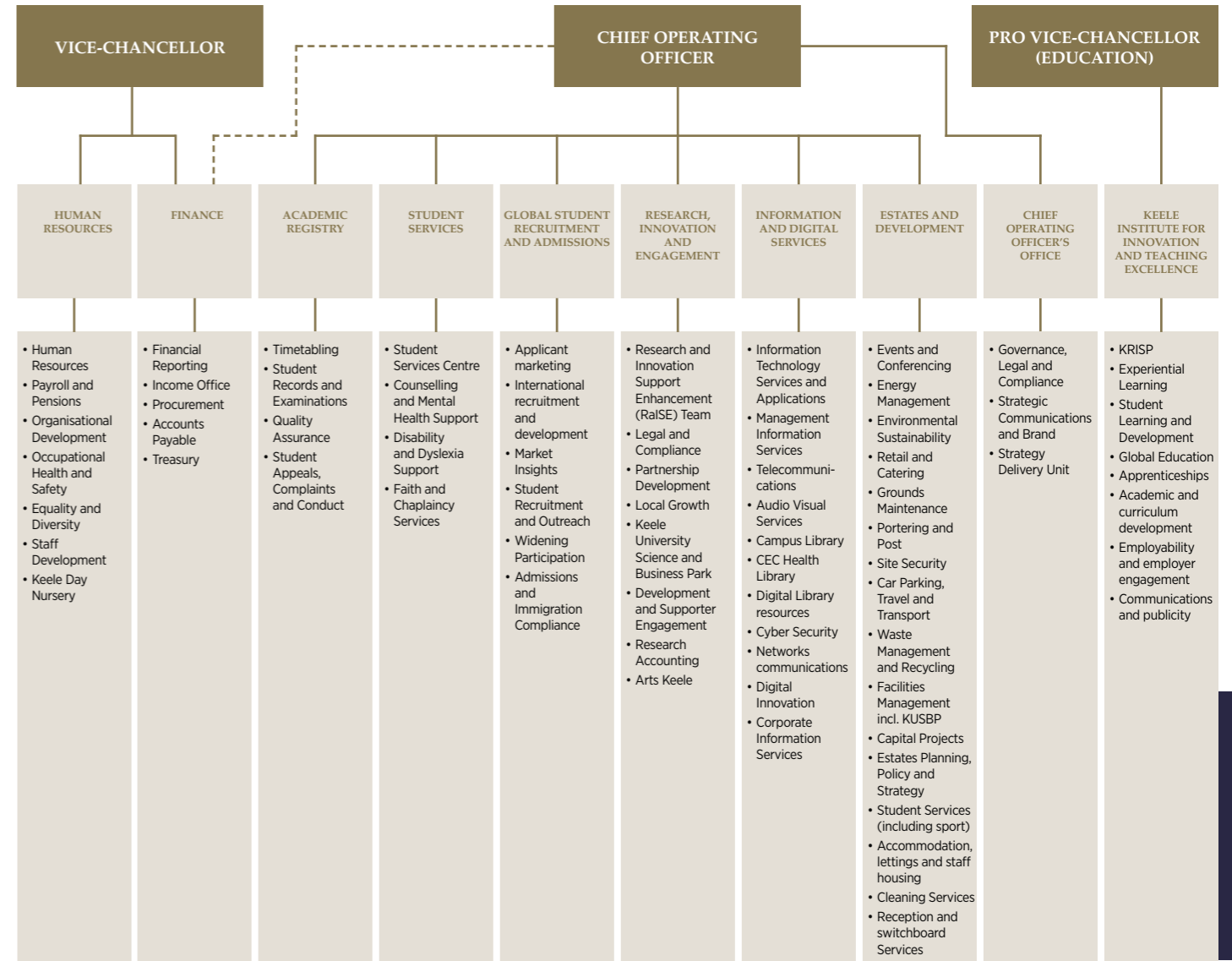
The University has the following facilities on campus:

- Pharmacy
- GP surgery
- Cashpoints
- Supermarket
- Catering outlets
- Newsagents and post office

Academic Structure



Administration Structure





Keele University, Keele, Staffordshire, ST5 5BG

keele.ac.uk