

Director of Analysis and Insights

Candidate Pack



UCAS

Dear Candidate

Thank you for your interest in the role of Director of Analysis & Insights at UCAS.

Like many people, you may have been a customer of UCAS (or its predecessor UCCA) in the past, or perhaps you have family members who have applied to university through us, or are expecting to do so in the coming years. Either way, you'll be aware that UCAS is the route to studying at UK universities and colleges for higher education.

You might be less aware that UCAS is an independent charity, with a diverse business model that is based on income from its customers and users; not a penny of our funds comes from taxpayers. You may also not realise that UCAS is a technology and data services company, relying almost entirely on cloud-based, digital applications to deliver to its customers. So please look away now if you're looking for a nice steady role – this role is about challenge and opportunity.

I'm looking for someone who can contribute fully to our brilliant executive team and help us drive delivery of our UCAS strategy. We are passionate about delivering an accessible, trusted, and globally-unique, admissions service, and leveraging this to provide public benefit access to education across a spectrum of pathways. To be successful in our mission, we need an outstanding, strategic and commercially-minded Director of Analysis & Insights, who is equally passionate about helping lead this great organisation.

We don't mind if you haven't worked in education or higher education but we will be impressed if you are as passionate about the value of education as we are, as well as being willing to quickly develop an understanding of customer and stakeholder needs. You need to be able to show how you will help me, together with the Executive team, and the Trustees, to understand and optimise the unique data set to bring value for our customers and drive market-leading products and services. You will be passionate about the opportunities high quality analytics, insights and data science provides both for UK PLC and individual customers.

You will be energised by the opportunity to be involved in leading a fully digital and contemporary national shared service, with a reputation for reliability, value for money and efficiency. To do this we need not only to run a highly efficient operation but also to supplement our core funding through our successful commercial subsidiary, UCAS Media. So, as well as strategic insight and dynamism, you will be commercially innovative, and will have first class financial leadership skills that can be deployed in digital operations, technology, social media marketing, and in optimising our fast-growing data and digital media business.

In return this role offers the kudos that comes from working for a company with a nationally and internationally-recognised brand, the satisfaction of working for public benefit, the challenge of a 21st century data and digital company, and an attractive remuneration package.

In the rest of this pack, you will find information about our work, values and structure as well our strategic plans for the future. You'll also find specific details of our requirements and information about how to apply for this demanding role.

I look forward to receiving your application.

Clare Marchant
Chief Executive



About us

UCAS is an independent charity with a commercial subsidiary, UCAS Media. We are based in one of the most beautiful towns in the Cotswolds, Cheltenham, which is within easy reach of commuter routes, home to a range of excellent schools and grammar schools, and with a growing reputation as a technology hub.

Housed in a superb headquarters building close to the racecourse, UCAS currently has an annual turnover of some £44 million and employs about 470 people.

Our undergraduate admissions service handles almost three million applications from 700,000 UK, EU, and international students. We're proud to help over half a million students secure a full-time place at one of over 380 universities and colleges across the UK

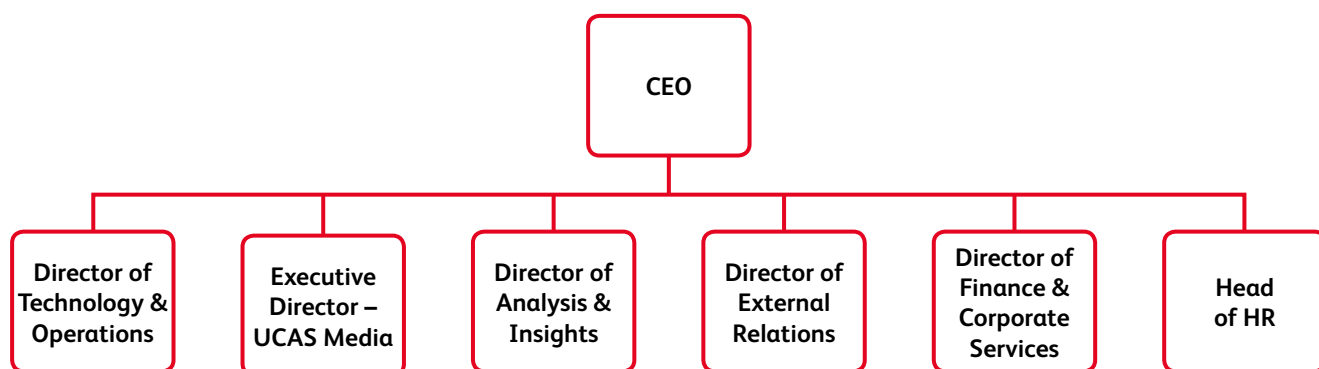
Our vision is for UCAS to be at the heart of connecting people to higher education.

Our governance

UCAS is governed by a Board of Trustees, sub-committees for finance, audit, remuneration, and nominations, and a representative Council which provides advice to the Trustees. There is a separate Board for UCAS Media.

www.ucas.com/corporate/about-us/corporate-governance

Executive team structure



UCAS services

UCAS admissions schemes:

UCAS Undergraduate	UCAS Teacher Training	UCAS Conservatoires	UCAS Progress	UCAS Postgraduate/ UKPASS
718,350 applicants	46,000 applicants	8,670 applicants	60,898 applicants	29,103 applicants
2,899,585 applications	117,445 applications	14,835 applications	161,065 applications	38,851 applications
53,560 courses available	15,344 courses available	279 courses available	114,422 courses available	10,767 courses available

UCAS providers:

387 universities/colleges, and alternative providers:

- Four in Northern Ireland
- 16 in Wales
- 18 in Scotland
- 348 in England
- One European



UCAS data services: Each year, UCAS provides an analytical commentary about university admissions. In addition, we publish a wealth of data and analysis about a wide range of aspects of higher education in the UK, and provide bespoke data services for a range of education and commercial customers – www.ucas.com/corporate/data-and-analysis.

ucas.com: UCAS' website is one of the most visited education websites, attracting close to 23 million unique users in the last 12 months. As well as hosting course search services for all our schemes, ucas.com provides a wealth of information and advice for anyone thinking about applying for university, or taking the next steps on their learning journey. We support students in making decisions about their education, provide information about different pathways through education, and ensure that it is easy to find out about accommodation, fees and finance, through our website, social media channels, and other sources of information and advice. We also go out of our way to ensure that parents, and those who advise students in schools and colleges, have a range of information resources at hand. However, education is not just for young people; we provide information for mature learners as well as ensuring that those with special requirements can get all the information they need – www.ucas.com.

UCAS Media: UCAS Media provides a wide range of data, advertising, and marketing services to support education providers in recruiting students. A limited range of commercial clients who have services of interest to students are also supported – www.ucasmedia.com.

Our strategy

The UCAS' strategy for 2015 – 2020 is available here: www.corporatestrategy.ucasdigital.com. However, you will be joining UCAS at an extremely exciting time as we are currently refreshing our strategy.

The new version, to be published in February 2018, sets out our core purpose: **'To deliver an accessible and trusted undergraduate admissions service'**, as well as a set of priorities to both deliver and explore as future investments, alongside a people promise to ensure we invest in our people as we go through this period of significant change.

Our culture

In spite of its long history, UCAS has developed a determinedly modern culture and workplace. An informal dress code and open plan offices – with work stations that include stand-up desks, breakout areas, and comfortable meeting spaces – speak to the millennial generation to which many of our customers and staff belong.

We embrace diversity in our Board, leadership team, and staff alike, and take seriously a commitment to high performance, personal development, and personal wellbeing. Staff have access to a subsidised restaurant, a workplace nursery, gym, and a range of advice and seminars which support staff in managing their busy work and home lives.

We support local charities, and staff are encouraged to participate in activities that have social impact – they can claim three additional days away from work to facilitate this.

Nevertheless, the organisation places great emphasis on the quality and robustness of its Governance framework, as befits an organisation that delivers a public service. Similarly, although UCAS is not in receipt of public funding, the Executive and the Trustees set great store by public accountability and financial probity.

Our finances

Our most recent Report and Accounts are published here: www.ucas.com/sites/default/files/ucas_consolidated-signed_accounts.pdf.

UCAS has three main sources of income:

- Fees paid by students when they apply for courses
- Fees paid by universities and colleges when they enrol a student
- Income generated by UCAS Media



Our near-term challenges

UCAS has been on a journey, through a phase of 'digital acceleration' designed to speed up our migration away from inefficient legacy IT systems, and to complete our transition to a digital business utilising cloud based solutions. The scale of IT enabled change in UCAS remains significant and as we move forward with our digital journey we are looking to ensure our focus on the delivery of customer value remains paramount, working to achieve a range of technology, data and marketing products and services.

UCAS has built a significant capability in its data science expertise, which has been expertly deployed for public benefit and to support education and commercial customers. Going forwards it will be critical to further develop this capability and create an effective pipeline to respond to customer and stakeholder demand and shape innovative new products and services. Working with partners will be critical to deliver this as will clear accountabilities and working relationships with internal customers such as UCAS Media and External Relations.

In day-to-day operations, our IT services are provided by Infosys, our strategic technology partner. Our customer and technology relationship managers work with education providers to ensure that new and existing services work effortlessly to support their own student management systems and recruitment approaches.

As we redevelop our services, we see them working seamlessly to connect customers in a digital ecosystem that balances the needs of students and education providers, and where new and third party services can interact to add value to the learner journey.

UCAS Media continues to be a key source of funding during our digital acceleration phase. The business currently has sales of c.£18 million and has enjoyed a 93% growth over the past five years. Nevertheless, digital marketing and data services compete in a rapidly evolving sector and UCAS Media needs to innovate and take bold market positions to maintain its share of marketing and advertising spend. Our value-pricing model needs to evolve, as does our strategic approach to developing new offers that supplement our core shared services.

Meanwhile, the education landscape is undergoing significant change as a consequence of education and qualification reforms, demographic shifts, and further divergence in funding, policy, and regulation in England, Scotland, Wales, and Northern Ireland. The market in undergraduate provision is changing with new providers, new modes of delivery, and increased competition to recruit students. Coupled with advances in potentially disruptive technology, changes in customer expectations, and increasing competition, this environment creates both risks and opportunities for UCAS in maintaining financial sustainability, and continuing to deliver highly trusted, reliable services to students and education providers.

In line with the corporate strategy refresh, the values have been updated as follows:

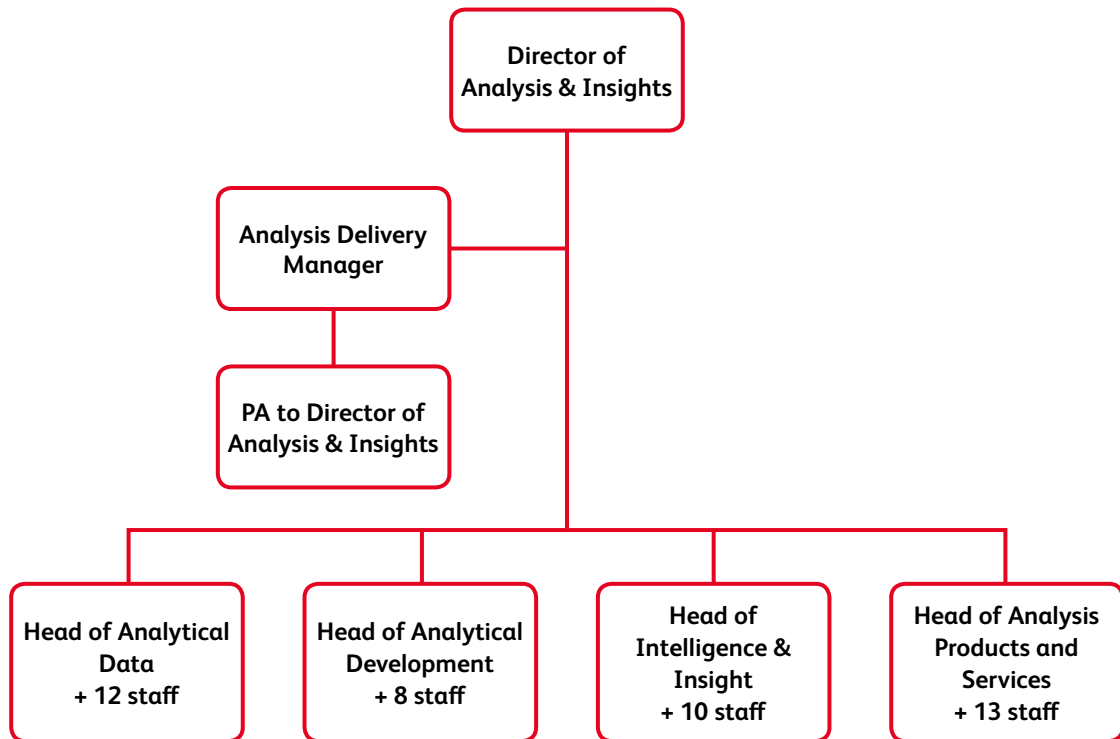
Our values in action

- **Customer focused** – We **understand** what our customers want, and we act on their changing needs.
- **Collaborative** – We collectively create an **engaging and positive** work environment.
- **Accountable** – We take ownership of our **individual and organisational** performance.
- **Service excellence** – We realise, **grow, and maximise** our potential.
- **Trusted** – **Individuals are trusted** to make informed decisions and take appropriate risks.



The Analysis & Insights Business Unit (A&I)

A&I is currently organised into four teams as follows:



Director of Analysis & Insights

Location: Cheltenham, with some UK travel

Salary: A competitive six-figure salary with performance-related bonus and flexible benefits package, including 30 days' leave and membership of the Universities Superannuation Scheme (USS) Pension. A relocation package is available to candidates who want to move to the Cheltenham area.

Terms: Full-time, permanent

Reports to: The Chief Executive

The Director of Analysis and Insights will provide the leadership for the Analysis and Insights (A&I) business unit, and will be accountable for defining and driving the strategy around the development and delivery of A&I products and services across the organisation, and to our key customers and stakeholders. The Director will define, build, and develop the analytical capabilities required to deliver strategic analysis and insights in line with UCAS' corporate objectives.

As a key member of the Executive Team, the Director of Analysis and Insights will report to the Chief Executive, and will take a strategic role in the overall leadership and management of UCAS.

As part of the Executive Team, you will:

- assist in formulating the company's future direction and business strategy to optimise the value created for customers and stakeholders, and secure a sustainable future for UCAS
- contribute to the setting of corporate standards and creation of reference architectures to ensure the function operates within these standards
- promote and progress a collaborative culture within the business unit and across UCAS, of understanding through data to drive strategic decisions
- lead the drive to shift UCAS into becoming a true data business
- lead initiatives by collaborating with those who are responsible for data creation, ownership, and stewardship, to ensure a joined up strategy for data across the organisation

This role will lead our public good objectives, in relation to supporting stakeholders with relevant timely data, through:

- identifying live systems, processes, and in-flight changes that deviate from current standards

- understanding risks and establishing a broad remediation plan, or making recommendations to update corporate standards to accommodate
- ensuring the appropriate data points are being collected from appropriate data sources, to inform key points of the UCAS lifecycle and strategic decisions
- liaising with lead accountable directors for data and insights in external organisations, such as government departments, universities, and the Higher Education Statistics Agency, to enable collaborative working in the field of higher education analysis and research

By working in a collaborative, commercially-minded manner, you will:

- create and implement a market-led approach to the development of our data products and services, developing and delivering a supply and demand model where business/service owners – or those with external customer responsibility – drive demand
- establish a highly visible analysis and insights product pipeline management process, to formalise the supply and demand arrangement
- create an ideation and incubation hub in A&I to allow the growth of early ideas, and early stage investment in a small number of product pipeline ideas, prior to obtaining business sponsorship
- work closely with UCAS Media to ensure commercial analysis requirements are being met, to assist revenue growth and support the development of new products and services
- ensure appropriate mechanisms are in place to measure return on investment for data products, to enable changes and improvements to be made
- play an instrumental role in evolving and designing new, innovative measurement and evaluation tools, managing the process through to delivery, and taking ownership of rollout

Person specification

- Educated to degree-level or equivalent.
- Experience of contributing to overall corporate strategy.
- Experience of establishing successful partnerships with a wide range of stakeholders.
- Ability to influence and champion change within a wider business context.
- Substantial experience of influencing and achieving buy-in to ideas and actions at a senior level.
- Significant experience of developing and implementing strategies to deliver medium to long term benefits.
- Ability to demonstrate strong data science capability, with business acumen and strong communication skills.
- Substantial experience of developing business and investment cases which demonstrate impacts, benefits, costs, and outcomes to enable effective strategic decision-making.
- Substantial experience of using insight, trend analysis, and contextual understanding both organisationally and nationally, to instigate strategic direction.
- Ability to understand and develop data solutions for commercial gain, in the wider context of the organisation.
- Significant, demonstrable experience of working at Executive/Board level.
- Highly numerate, with a strong track record in effective budgeting.
- Clear business acumen and strong communication skills.
- Ability to work under pressure of internal and external deadlines.
- A strong track record of negotiating, influencing, and persuading others at Executive/Board level, both internally and externally, and translating this into results.
- Strong leadership skills and experience, with the ability to manage a professional mobile team.
- Excellent team player skills as part of the wider UCAS Executive Team.
- Innovative with entrepreneurial flair.
- Excellent project management skills.
- Ability to understand and work in a digital environment.

Personal qualities

- A high degree of personal initiative with the drive and ability to meet challenging goals.
- A strategic and entrepreneurial approach with the ability to bring creativity, innovation and insight into your work and the development of UCAS and UCAS Media.
- Ability to thrive in an environment that is characterised by significant diversity and constant change.
- Ability to prioritise and multi-task, working efficiently, often to tight timelines.
- Resourceful, with strong negotiating skills.
- Leadership qualities that motivate and inspire colleagues and team members while gaining their respect and confidence.
- A management style that recognises UCAS' desire to support individual success as well as corporate success.
- Naturally collaborative and solution focused.
- Ability to motivate and develop staff and build a strong team ethos.
- Well-organised and able to manage a complex workload.

How to apply

We would like a personal statement (no longer than one A4 page) which showcases your skills and experience for this exciting executive role. Please send this along with your CV to careers@ucas.ac.uk

Please note, the closing date will be midnight, 28 January 2018, with first interviews being held on 6 February 2018, and second interviews on 15 February 2018.

You will receive an email confirming that your application has reached us. We will contact all candidates before or soon after the closing date notifying you on the outcome of your application.

All information you send to us will be kept in line with the Data Protection Act 1998. UCAS is committed to equality and values diversity in our workforce. We welcome and encourage applications from all candidates in line with the Equality Act 2010.

We reserve the right to close this job vacancy prior to the advertised closing date if we feel we have found a suitable candidate.

If you have any further questions please contact Beth Williams, HR Business Partner, on 01242 545 461 or 07342 072 732, who can also organise a conversation with the Chief Executive, if you wish.