



# Appointing our new Director of Organisation Design and Effectiveness



University of  
Lancashire

Where opportunity creates success

# Contents

---

Introduction from the Vice-Chancellor	3
<b>About the University</b>	
Working together to transform lives	4-7
The University in numbers	8
About the role	9 -10
Our Vision, Mission, Strategic Plan and Strategy	11
Our Schools	12
Preparing our students for future success	13
Our working culture	14
An inclusive culture	15
Financial summary	16
Connecting with research	17
Connecting with business and enterprise	18
Connecting with the region	19
Connecting with the world	20
Our campuses	21-22
<b>About the role</b>	
Job description	23
How to apply	27

# Introduction Vice-Chancellor

---

Joining the University of Lancashire means being part of a thriving community of talent, united in a commitment to transform the lives of our students and the communities we serve.

Thank you for your interest in becoming our new Director of Organisation Design and Effectiveness

If you are successful in being appointed to this role you will be taking on an influential position at the heart of one of the UK's largest universities, with a student and colleague community of around 38,000 people.

At our University we help to raise aspirations and empower people to flourish in education, at work and for life by offering opportunities to individuals from all backgrounds, supporting our local communities and delivering research that has real-world impact. We are a real community, on an international scale and every colleague has a vital role to play in achieving our vision.

It's an exciting time to join us. We've recently realigned our academic senior leadership structure to drive sustained improvements in our student experience and outcomes. You will enable us to execute our strategic plan and transform lives.

This role offers a fantastic opportunity for an enthusiastic and inspiring individual to play a key part in shaping the continuing and future success of our University and its wider role in the region, the UK and globally.



Thank you for your interest and we look forward to learning more about you and the experience, leadership skills and vision you can bring to our University.

**Professor Graham Baldwin**  
Vice-Chancellor



# Working together to transform lives

The University of Lancashire is the international, multi-campus university that's proud to be leading the way in modern learning today.

We are innovative by nature, offering courses which combine academic excellence with real-world teaching. Our students are able to develop their skills, knowledge and self-confidence through hands-on learning experiences in state-of-the-art facilities which mirror the environments they can expect to encounter in their professional lives.

This approach ensures that our graduates emerge with highly employable skills, ready to make their mark on the world. Along the way they benefit from the guidance of our inspirational teaching colleagues, many of whom are internationally renowned experts in their fields.



## **'University of the Year' at the international Edufuturists Awards 2023**

The Edufuturists Awards is an international awards ceremony which recognises innovation across the higher education sector and champions universities who work to ignite change and transform learning for the benefit of society and future generations.



## Where opportunity creates success

We have a long and proud history of enabling people to realise their potential and transform their futures. We gained university status in 1992, but our roots actually go all the way back to 1828, when our distant forerunner, the Institution for the Diffusion of Knowledge, opened its doors in Preston.

Today the impact of our work extends to every corner of the globe.

## A force for economic growth

At the regional level, we are a catalyst for economic growth. In 2019 we opened our £35m Engineering Innovation Centre, a world-class facility which is enabling Lancashire to enhance its status as a national centre of excellence for engineering, aerospace and manufacturing.

We recently announced that we will be taking a leading role in the development of a new National Cyber Force, a multi-million pound project launched by the

UK government which is set to establish Lancashire as a leader in cybersecurity.

In 2021 we strengthened our position as a leading provider of healthcare education with the opening of our new School of Veterinary Medicine, the first ever veterinary school to open in Lancashire.





We've recently invested £200m in transforming our Preston Campus. At its heart is our stunning new Student Centre, which brings our second-to-none support services together under one roof. More than ever, we're giving all our students the help they need to thrive at University.

The Student Centre stands on University Square, one of the largest public spaces to have opened in England for many years. In creating this impressive gateway between the campus and city, we are contributing to the regeneration of Preston and ensuring that the city we're proud to call home is increasingly attractive to students, businesses and tourism.

Ongoing developments to our Burnley Campus are bringing new educational opportunities to the communities of Pennine Lancashire. With our recent

acquisition of the Newtown Mill site, due to open in 2024, we are expanding our campus around the historic Weavers' Triangle area. Our ambition has been to transform Burnley into a flourishing University town, meeting the skills needs of east Lancashire and developing the next generation of key workers in areas such as health, medicine, nursing and social work.

Our Westlakes Campus is based three miles from Whitehaven and is home to the University's National Centre for Remote and Rural Medicine (NCRRM), which trains clinicians in all aspects of medicine relating to living, working and recreation in remote and rural environments.

Over in Blackburn our acquisition of Training 2000, longstanding experts in adult education, is enabling us to offer thousands more apprenticeships at all levels.



## A worldwide community

When you join our University you'll be welcomed into a truly international community made up of students and colleagues from more than 100 countries, together with a worldwide alumni network of around 200,000 people.

On the global stage, our research continues to transform lives – from improving treatments for stroke patients in India to enhancing standards of maternity care worldwide.

Through our partnerships with more than 120 institutions, we're bringing the life-changing benefits of a University of Central education to thousands of students in every corner of the world – from China to Malaysia to Sri Lanka. Meanwhile, our overseas campus in Cyprus is going from strength to strength as it marks its 10th anniversary, with more than 1,000 students now enrolled across our expanding course portfolio.



# The University in numbers

---

## 'University of the Year' at the international Edufuturists Awards 2023

**Top 7%**  
in the world

We are in the top 7% of universities in the world, according to the **Center for World University Rankings 2023**.

---

**63rd**

We have been ranked **63rd out of 157** universities for our research power(REF 2021).

---

**3rd largest**  
in the North West

We are the third largest university in the North West and Lancashire's largest provider of **graduate-level qualifications**.

---

**35,000**  
students

Our **thriving community** of students from over 100 countries come here to learn from colleagues who are experts in their fields, achieve their potential, and make friends for life.

---

**3,000+**  
colleagues

From our senior leadership team to our academics and Professional Services colleagues, we take **pride in transforming our students' lives**.

---

**5 modern**  
campuses

We deliver excellent teaching and learning, **an unrivalled student experience** and world-leading research from our campuses in Preston, Burnley, Westlakes, Blackburn and Cyprus.

---

**550+**  
courses

We offer a **huge range** of undergraduate, postgraduate and Continuing Professional Development (CPD) courses, designed to give our graduates the best start to their careers.

---

**£200m**  
campus  
transformation

With the opening of our Engineering Innovation Centre, Student Centre and University Square we've **transformed our Preston Campus** for the benefit of colleagues, students and the wider community.

---

**123**  
international  
partnerships

Students in **every corner of the world** – from China to Malaysia to Sri Lanka – are studying degrees awarded by us.

---

**QS Stars**

We are proud to have gained various 5 Star (Excellent) accolades in the internationally recognised **QS Stars 2022** ratings system. Our University has a 4 QS Stars (Very Good) rating overall.



# About the role of

## Director of Organisation Design and Effectiveness

---

**Thank you for your interest in becoming our new Director of Organisation Design and Effectiveness. This is an influential leadership position within the People Team, which works hard to ensure that we are fulfilling our mission and values. Joining our passionate team means that you will play your part in transforming lives**



Learning and teaching are at the very heart of our mission to enable people from all walks of life to achieve their full potential. At our University, we strive to provide a superlative, inclusive learning experience to ensure that all our students – irrespective of their background – receive the opportunities they need to succeed at University and set themselves up for a successful future. We are experts in delivering industry focused, research-informed courses which combine academic excellence with real-world experiences, enabling our graduates to emerge with an impressive range of knowledge and skills which are in high demand amongst leading employers.

Our employment-focused course portfolio offers over 350 undergraduate programmes, around 200 postgraduate programmes and a rich array of continuing professional development (CPD) courses.

Of course we can only succeed in this mission through our people. Higher education is undergoing rapid transformation and we are operating in a hugely competitive environment.

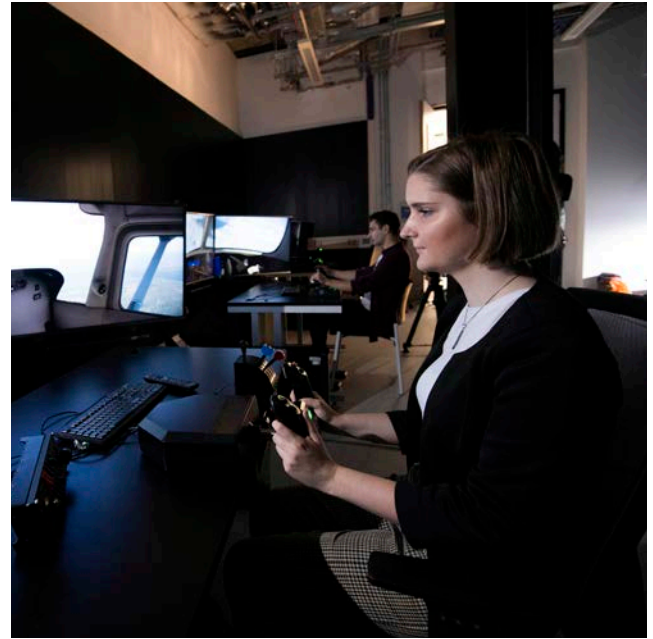
Over the coming years we will seek to build on our strengths, become internationally recognised for our exceptional student experience, and develop and encourage our staff to become inspiring educators, cutting-edge researchers and renowned experts in their fields. We'll seize new opportunities, sharing and embedding innovation and good practice.

In doing so, we'll make possible new approaches to learning and teaching, harnessing new technologies, reaching new markets and creating new possibilities. We will need to achieve these ambitions in a competitive higher education climate where there are significant pressures around resources, value for money, market position and league tables. But we are capable of rising to the challenge.



We'll ensure that our people resources are developed and organised to meet these objectives. Competing effectively in a changing environment will prompt us to rethink many of our working practices. New roles will emerge to reflect the changes to teaching and learning. Traditional organisation structures will not be able to match the pace of change across the sector and new ways of deploying our people will be needed. We will develop new methods of matching our staffing levels to student demand, and ensure that our people processes allow our colleagues to focus on their areas of strength, adding maximum value to the University while building their careers within better-defined skill frameworks.

Through all of this, it will be critical to retain the engagement of colleagues at all levels. As the sector becomes more dynamic, our people will have to take on new ways of working and the pace of change will not be comfortable for everyone. An essential part of the role will be to communicate effectively with our people, gathering their ideas and translating their feedback into workable solutions for the future. We know that a competitive advantage will be not just to design the future structures and skills, but to plan and deliver their implementation through our people.



This is an exciting role where you will be directly responsible for the continued success of our University, our students, our graduates, our colleagues and the communities we serve. You will need to be committed to making a difference, enhancing the student experience, and ultimately transforming lives.

We are investing heavily in building a truly inclusive culture where diversity is championed. We would particularly welcome applications from individuals who will diversify our leadership team and support our development of a culture that is inclusive and welcoming to all.

## Our Vision

---

We transform lives by delivering an outstanding educational experience, creating prosperity and opportunity in the communities we serve.

## Our Mission

---

To be recognised as a leading UK university, with national and international influence, delivering real-world, practice-based education from our Preston, Burnley, Blackburn (Training 2000), West Cumbria, and Cyprus campuses.

Our extensive curriculum offer, from the arts and sciences to medicine and engineering, is research informed and employer engaged. So, our students are assured of the highest quality learning experience and the best possible outcomes.

## Our Strategic Plan

---

We're proud to offer life-changing opportunities to everyone who can benefit from them. Accomplishing our Strategic Plan will help us to continue this legacy.

Every colleague has a vital role to play in helping us achieve our vision. We're focused on creating a welcoming, empowering environment across all our campuses, fostering a real sense of community and enabling every individual to do their best work and achieve their potential. As a member of the People Team you'll be playing a vital role in helping us transform our vision into reality.

## Our Strategy

---

Our strategy is founded on six priorities for the next seven years, taking us up to our 200-year anniversary, in 2028.

**Priority 1** - Student Opportunity and Success

**Priority 2** - Leading the Way in Modern Learning

**Priority 3** - Our People Experience

**Priority 4** - Real-world Research and Innovation

**Priority 5** - Our Place in the World

**Priority 6** - Future-proofing our University

**[View our Strategic Plan 2021-2028](#)**





## Our Schools

---

We have recently realigned our academic structure to drive sustained improvements to our student experience and graduate outcomes.

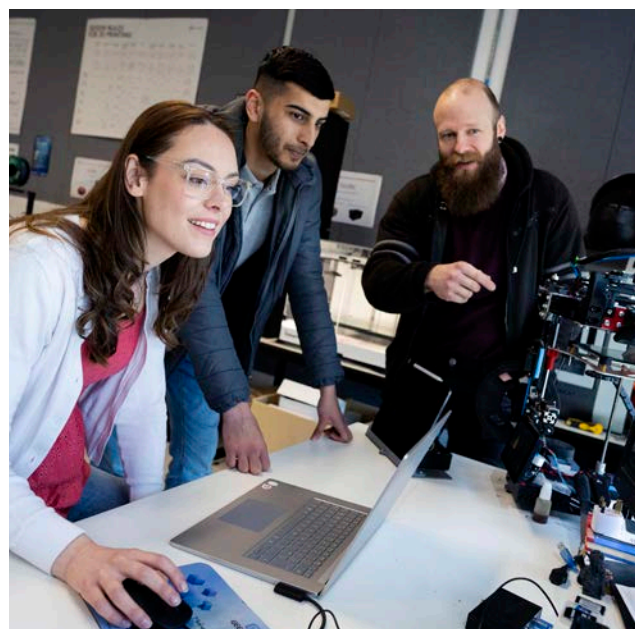
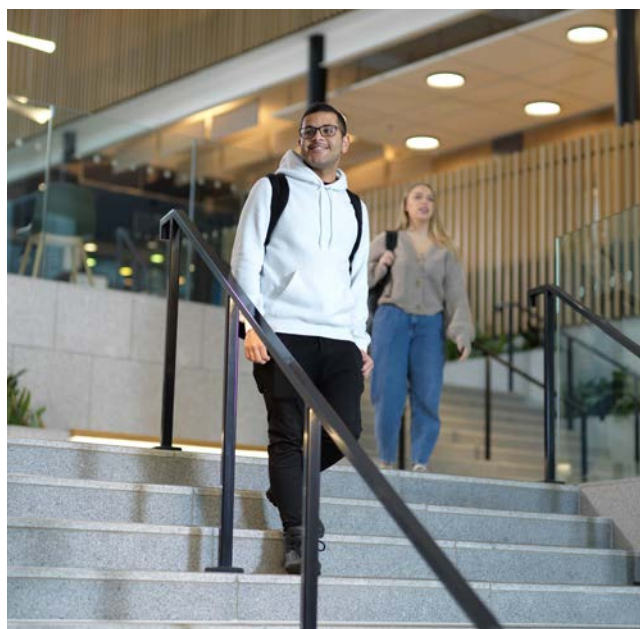
Our new Schools are as follows:

- School of Arts and Media
- School of Business
- School of Engineering and Computing
- School of Health, Social Work and Sport
- School of Law and Policing
- School of Medicine and Dentistry
- School of Nursing and Midwifery
- School of Pharmacy and Biomedical Sciences
- School of Psychology and Humanities
- School of Veterinary Medicine

# Preparing our students for future success

---

We are proud to offer all our students life-changing learning experiences which enable them to unlock their potential, preparing them to succeed in tomorrow's world.



Our courses equip students with cutting-edge skills that are in high demand amongst the world's leading companies. They benefit from our state-of-the-art teaching facilities, which mirror real industry environments. As a result, our graduates are able to transition seamlessly into the professional world, making them highly employable.

Our portfolio is constantly expanding, shaped by industry needs and the rapid technological changes that are revolutionising the world around us.

More than ever, we're committed to ensuring that everyone with the potential to succeed at University is able to do so, regardless of their background. We've recently invested millions in our second-to-none support services because we want to give every single one of our students the help they need to succeed here. In Preston, our £60 million Student Centre opened in 2021, bringing all our advice and support

services together under one roof – from our specialist counselling and mental health teams to our expert advisers on finance, careers, enterprise, inclusive support and much more. Every aspect of the Student Centre is designed to promote wellbeing – from relaxing social and study spaces to a tranquil rooftop garden.

Our efforts to open up the life-changing benefits of higher education to all continue undimmed. In 2014 we introduced a comprehensive range of Foundation Year entry programmes, strengthening our commitment to being an accessible University. Meanwhile, our Return to Study entry programmes are enabling mature students who've been out of education for a long time to make the transition to university-level study and take their lives and careers in exciting new directions.

## Our working culture

---

Our thriving colleague community is united in a common commitment to transforming the lives of our students.

We are focused on creating a welcoming and engaging environment where everyone is supported and empowered to deliver their best work and achieve their potential.

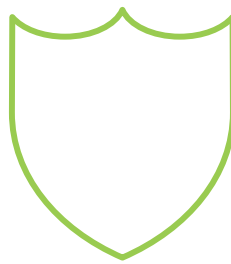
## Our Values

---



### **Achieving Together**

We achieve our ambitions through teamwork and collaboration.



### **Being Proud**

We take responsibility and professional pride in the quality of our work.



### **Creating Opportunity**

We proactively create and seize every opportunity to flourish in education, at work and for life.



### **Supporting All**

Everyone matters.  
We show support, respect and compassion to our students, colleagues and communities.



# An inclusive culture

---

We proactively work to promote and embed equality, diversity and inclusion in everything we do. Together we are creating a working environment where everyone can thrive. We are achieving this through the commitment of our colleague community and our involvement in equality awards, accreditations, networks and equality leads. We strive to ensure that our work is central to all policy development, decisions and practice, and that our career and learning opportunities are genuinely accessible to everyone.

Our framework of equality, diversity, dignity, respect and fairness extends to our entire community - colleagues, students, partners and visitors - and is strongly aligned to the University's overarching strategy of proudly transforming lives. We also work with external communities to broaden participation and dialogue and maximise the potential benefits in the communities we serve.

Continuing to draw on the widest and most diverse range of talent for our students and colleagues is essential to the continuing success of the University. We

In 2022, we developed our Equality, Diversity and Inclusion (EDI) statement which outlines our ambitions to create a University where everyone is able to achieve their potential.

**[Read our EDI statement in full](#)**

are committed to enabling all individuals to benefit from higher education, irrespective of any protected group they belong to, and providing an exceptional learning experience that empowers our students to perform to the very best of their ability. Similarly, we want to provide an inspiring working environment for our colleagues that allows everyone to develop their knowledge and skills to their fullest.

We strive to create a trans-inclusive culture, workplace and learning environment; free from discrimination, harassment or victimisation where all trans people are treated with dignity and respect in the gender with which they identify.



# Financial summary

## Consolidated statement of comprehensive income and expenditure

### Year ended 31 July 2024

		Year Ended 31 July 2024		Year Ended 31 July 2023	
	Notes	Consolidated	University	Consolidated	University
		£'000	£'000	£'000	£'000
<b>Income</b>					
Tuition fees and education contracts	1	202,709	202,010	202,433	201,513
Funding body grants	2	41,795	37,477	42,203	37,170
Research grants and contracts	3	8,326	8,519	9,639	9,822
Other income	4	32,008	32,139	34,293	33,787
Investment income	5	9,609	9,300	3,926	3,694
Total income		294,447	289,445	292,494	285,986
<b>Staff costs</b>					
	6	186,488	183,072	181,479	177,202
Other operating expenses	7	96,714	95,948	102,183	101,080
Depreciation and amortisation	11,12	13,441	13,264	12,305	12,071
Interest and other finance costs	8	1,167	1,104	1,612	1,549
Total expenditure	9a	297,810	293,338	297,579	291,902
<b>Surplus/(Deficit) before other gains/(losses)</b>		(3,363)	(3,943)	(5,085)	(5,916)
Gain/(loss) on investment property valuation		15	-	(205)	(15)
Gain/(loss) on investments		122	-	(5)	-
Profit/(loss) on sale of tangible fixed assets		(9)	2	(94)	(33)
Effect of asset ceiling	26	(8,275)	(8,275)	(72,159)	(72,159)
<b>Surplus/(Deficit) before tax</b>		(11,510)	(12,216)	(77,548)	(78,123)
Taxation	10	(277)	(263)	(450)	(428)
<b>Surplus/(Deficit) for the year</b>		(11,787)	(12,479)	(77,998)	(78,551)
Actuarial gain/(loss) in respect of pension schemes	26	3,331	3,172	86,190	85,691
<b>Total comprehensive income/(expenditure) for the year</b>		(8,456)	(9,307)	8,192	7,140

# Connecting with research

The University is a leading research institution. Our work transforms lives and has a positive impact on communities all over the world.

Our academics are engaged in innovative and life-changing research projects all over the world – from educating deaf students in India and tackling malnutrition in Pakistan, to exploring the mysteries of black holes. Our colleagues collaborate with major international organisations, from the United Nations and the World Health Organization to the European Space Agency and NASA.

As well as contributing to policy and practice, our research colleagues are sought out by the world's media for their expertise. Our research is driving technological change; putting cutting-edge ideas into practice; and improving the health, livelihoods and future prospects of whole communities.

We have launched 13 Research and Knowledge Exchange Institutes, covering research from the Arts and Humanities through

to Health, Science and Technology. These will enhance the quality of our research environment and create more opportunities to achieve world-leading impact through their activities.

In 2022 the University established our Doctoral Training Centre for Industry Collaboration. All PhD projects have an industrial collaborator, contributing time, expertise and resources to the programme of study.

In addition, the University is currently a member of the University Alliance Doctoral Training Alliance (with nine funded PhD Fellows across Biomedical Sciences for Health, Energy and Social Policy disciplines) and is also working alongside MillionPlus to support the development of a Doctoral Training Collaboration.

**World-leading research:** 66% of our research outputs have officially been recognised as world-leading or internationally excellent in the latest Research Excellence Framework (REF) 2021, a government assessment of our research, overseen by Research England.

Total annual research income **£9.6m**

We have been ranked **63rd out of 157** universities for our research power (REF 2021)

**900+** research or knowledge transfer active colleagues.

**800+** research students currently enrolled.

**125+** readers and professors.



# Connecting with business and enterprise

We are renowned for our collaborative industry partnerships. What sets us apart is our strong reputation for applied business research, entrepreneurship, innovation and knowledge exchange.

As a major local employer and education provider, we play a pivotal role in addressing productivity, skills and wealth gaps in Lancashire and Cumbria.

Local growth and regeneration are at the heart of our Strategic Plan. We are the number one choice for apprenticeships and professional development. Our wide range of Higher and Degree Apprenticeships enables employees to gain the skills and experience that today's industry needs, with valuable, industry-recognised qualifications while introducing industry-leading skills and knowledge into their businesses.

We also offer a comprehensive range of Continuing Professional Development (CPD) courses for individuals and organisations, as accredited courses or standalone programmes.

By accessing our extensive industry and research expertise through our collaborative Knowledge Transfer Partnerships (KTPs),

businesses gain a competitive edge, improve productivity and performance.

As a civic university we are dedicated to supporting the small and medium enterprises (SME) sector. Our award-winning Centre for SME and Enterprise Development, which currently has over 1,500 active members, enables local businesses to connect, learn and grow together.

We have an IP and Commercialisation service, and we support both student enterprise and new business development. Our £35m Engineering Innovation Centre (EIC) is a catalyst for collaboration and knowledge transfer between the University and our industry partners, helping to position Lancashire at the forefront of the 'Fourth Industrial Revolution', cementing the region as a national centre of excellence for aerospace, advanced engineering and manufacturing.

**Knowledge Exchange brings together academic colleagues, users of research and wider groups and communities to exchange ideas, evidence and expertise. The Knowledge Exchange Framework (KEF) assessment results will be published in September 2023.**

**1,500** members in our Centre for SME and Enterprise Development.

**2,000+** apprentices and 35 Degree Apprenticeship programmes.

**7,500+** organisations nationally engaged with for business support.

**25+** different offers of business support.

## Connecting with the region

The city of Preston is a vibrant, cultural and friendly city with a very long history. It was given the status of a market town in 1179 and obtained city status in 2002, becoming England's 50th city in the 50th year of the reign of Queen Elizabeth II.

As an anchor institution with a multi-campus presence, we take our responsibilities seriously. It's our duty to enrich the cultural lives of our communities and champion social progress. That's why we'll do everything we can to support the economic development of our local areas, regions and the wider North West.

The city centre boasts the Harris Museum and Art Gallery, which was announced as one of 16 additional visual arts organisations across the UK to join Plus Tate, the contemporary visual arts network.

The city's historic Winckley Square Gardens have been officially reopened to the public following a £1.2m restoration backed by the Heritage Lottery Fund (HLF).

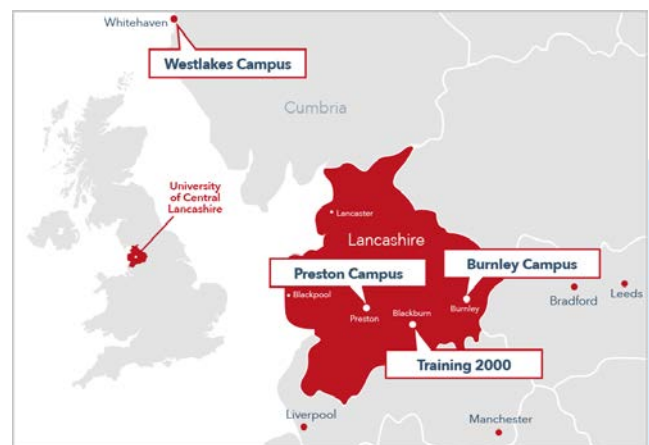
Campus life is city-based but in less than an hour you can be on the Fylde Coast, walking in the stunning Lake District or the Forest of Bowland, sight-seeing in Lancaster, shopping in Manchester or Liverpool, or enjoying the best local food at one of the many farmers markets in the county. Preston also has many parks, including Avenham Park, which is a fine example of traditional Victorian parkland in the heart of the city.

Beacon Fell Country Park is located just 10 miles outside Preston and offers a variety of trails as well as spectacular views of the nearby Forest of Bowland and Morecambe Bay.

Brockholes is an award-winning local nature reserve which is home to a range of woodland and lakeside walks and includes a variety of hides to suit all visitors; its Visitor Village scooped awards for Design and Innovation and Tourism and Leisure in 2011.

Located a short distance from the coastline, the Lake District and larger cities of Manchester and Liverpool, both of which have international airports, Preston is also one of the best connected cities in the country, making it easy to get across the UK by road, rail and air.

The city is well served by the M6 motorway both north (J32) and south (J31), and the University is half a mile from Preston railway station - a major hub on the West Coast Mainline and just under an hour away from Manchester Airport.



# Connecting with the world

---

The University of Lancashire has always maintained a global outlook, focused on providing students and colleagues with unique opportunities and cultural experiences that impact, influence and encourage innovation in teaching, research and partnerships. Today we are a community on a truly international scale.

Our journey began in the late 1980s when we secured our first international partnership, with Shenzhen University, when the locality amounted to nothing more than a small fishing village. Shenzhen is now one of the most successful and largest cities in China.

Further partnerships followed with Guangdong University of Foreign Studies, which has seen more than 1,500 students graduate over recent years, Beijing Institute of Technology and Shanghai University of Business and Economics.

It is more than 30 years since we started out on our journey with China, leading the British Higher Education sector in delivering UK degrees in partnership. As China has developed so has our offering, becoming more diverse and innovative and reflecting our strategic approach to China.

We now enrol students from more than 100 countries and have partnerships with 123 international institutions based everywhere from China to Malaysia to Sri Lanka.

In 2012 we became the first British university to establish an overseas campus in Cyprus. Recently celebrating the 10th anniversary of its opening, our campus continues to go from strength to strength, with more than 1,000 students enrolled.

Our growing global reputation and reach is stretching even further as we encourage UK students to broaden their educational horizons, and build on established international links to work with new partners around the world. Globalisation provides life-changing opportunities and our University is a true trailblazer.

In September 2017, Hurricane Irma had a devastating impact on Sint Maarten where the American University of the Caribbean School of Medicine is based. We responded quickly and decisively to accommodate the displaced 643 medical students and colleagues who were transferred to Preston to continue their tuition in just nine days. This resulted in winning the Internationalisation category in The Guardian University Awards 2018.





# Our campuses



## Preston Campus

Our main campus is located in the city of Preston in the heart of Lancashire, close to the major cities of Manchester and Liverpool, and just over two hours from London by train. Preston is a friendly, bustling place, with a lively atmosphere.

With ample shopping, cafés and snack bars, multi-screen cinemas, great pubs, art galleries and museums, there's plenty of opportunity for a varied social life. There are restaurants and bars to suit every taste and pocket; theatres and music venues featuring the latest acts; and colourful cultural festivals. There are many excellent parks and open spaces around Preston where you can unwind, including the beautiful Avenham Park with its riverside walk, and there are designated cycle lanes around the city. Preston is also within easy reach of fantastic countryside and stunning coastlines - you're close to the Ribble Valley and the Lake District, and within striking distance of the lively coastal resorts of Blackpool and Morecambe Bay.



## Burnley Campus

Our Burnley Campus features bright, spacious buildings and cutting-edge facilities. We're situated across three sites: Princess Way (shared with Burnley College), Victoria Mill (an iconic Grade II listed building located in the historic Weavers' Triangle area) and Sandygate Mill. A fourth site, Newtown Mill, is opening in 2024. Accommodation is available at Sandygate Hall.

Just a few minutes' walk away from the campus you can venture into vast expanses of scenic parkland. Burnley boasts six beautiful Green Flag parks. During your free time, the opportunities for leisure are endless. Go walking and cycling, enjoy a round of golf or take to the water on Thompson Park's boating lake.

Historic Towneley Park, once the deer park for the 15th century Towneley Hall, is the perfect spot for a quiet picnic and you can enjoy live music here during the summer months.



### Westlakes Campus

Our picturesque Westlakes Campus is based on the Westlakes Science and Technology Park in West Cumbria, just three miles from Whitehaven. Westlakes is a beautiful place to work. And when you're not hard at work, you'll have some of the country's most beautiful and dramatic landscapes on your doorstep, just waiting to be explored – from the Lake District to the Solway Coast. Accommodation is available at Summergrove Hall.

You're within easy reach of the many restaurants, bars, supermarkets, high street stores and medical centres in nearby Whitehaven, which you can easily reach by public transport. Whitehaven also offers live music venues and a theatre. The nearby Lake District, England's largest national park, offers endless opportunities for adventure, including hiking, watersports or just soaking up the breathtaking scenery.



### Training 2000 (Blackburn)

In 2017 we joined forces with the Blackburn-based educational charity Training 2000, one of the largest Group Training Associations in the UK. With this strategic alliance we are set to become the leading provider of apprenticeships at all levels in the North West.

Training 2000 are specialists in apprenticeships and they've been working in partnership with industry for more than 50 years. By welcoming them on board, we've strengthened our position as the leading provider of the region's skills and employment needs.

Their ever-expanding range of apprenticeships are giving organisations the chance to develop highly skilled staff by equipping them with practical skills and the opportunity to progress to a Degree Apprenticeship.



### Cyprus Campus

Our campus in Larnaka, Cyprus offers a truly international experience. Here, students can study for a UK degree that offers the same balance of academic excellence and practical focus as we offer in Lancashire, while enjoying an incredible location on the beautiful southern coast on the island.

It features bright, modern lecture theatres and laboratories, equipped with the latest learning and teaching technology. When students have finished their studies for the day they can go and enjoy the beautiful clean beaches, great food and vibrant nightlife.

Here students can work towards a UK degree while gaining the unforgettable experience of life in the Mediterranean.

# Job description

---

<b>Job title</b>	Director Organisational Design and Effectiveness
<b>Service</b>	People Team
<b>Grade</b>	Management contract
<b>Responsible to</b>	Chief People Officer

## Job purpose

**The Director of Organisational Design and Effectiveness will focus on enhancing organisational performance, supporting cultural transformation, and supporting the people agenda to deliver on the university's strategic goals.**

**Working closely with university leadership, the role will shape and implement strategies to optimise organisational design, role definition and workforce effectiveness, ensuring that the university is designed to remain effective in the evolving higher education landscape.**

## Key Responsibilities

### Strategic Leadership

- Develop and lead an organisational effectiveness strategy aligned with the University's vision, mission, and strategic objectives;
- Develop the institutional organisation design principles for the University of Lancashire, working with the University's leadership teams, to ensure these principles are embedded into the decision making, structures, processes, systems and culture of the organisation;
- Partner with the Vice-Chancellor, Pro Vice-Chancellors, Deans, and Directors to ensure organisational structures and processes support academic and operational excellence;
- Align organisation design initiatives with broader HR and business strategies, ensuring workforce capability and capacity planning;
- Work closely with the University of the Future Programme sponsor to diagnose, design, deliver and monitor organisational design initiatives to ensure the university is effectively organised to deliver its strategy and continue to be financially sustainable. This includes leading on change management, workforce planning, and cultural alignment;
- Monitor good practice from the Higher Education sector and beyond, ensuring that the University has access to updated thinking and initiatives to underpin its organisational strategy.

### Organisational Design and Development

- Lead initiatives to review and refine organisational structures to ensure they are efficient, scalable, and fit for purpose;
- Develop and recommend operating models and structures, partnering with key stakeholders on strategic priorities and transformations to ensure the university is effectively organised to deliver its strategy and remain financially sustainable;
- Provide expert advice on organisational design, workforce planning, and operating models;
- Collaborate with academic and administrative departments to identify and address gaps in operational effectiveness and team capabilities;
- Build the University's capacity for managing change through training, tools, and best practice;
- Engage stakeholders, including staff, and students, to ensure buy-in and smooth transitions during periods of change.

### Culture and Engagement

- Support the continued development of an inclusive and high-performing organisational culture, built on open and honest relationships, which aligns with the University's values and strategic priorities;
- Develop strategies to measure and improve employee experience across the organisation;
- Lead enterprise-wide change initiatives, ensuring smooth transitions and embedding sustainable improvements.

### Performance and Continuous Improvement

- Establish performance measurement frameworks to assess organisational and departmental effectiveness;
- Leverage data and insights to inform decision-making and identify areas for continuous improvement;
- Champion initiatives that enhance productivity, innovation, and the overall student and staff experience.



# Job description continued

---

## Skills and Experience

### Essential:

- Proven experience in a senior organisational effectiveness, HR, or change management role, ideally within a university or public sector organisation;
- Understanding of the challenges and opportunities in the higher education sector, including academic and professional services operations;
- Practical experience of organisational design, cultural transformation, and workforce planning in complex environments;
- Experience designing and delivering large-scale change initiatives with measurable impact;
- Strong track record of working collaboratively with senior leaders and managing diverse stakeholder groups;
- Excellent analytical skills, with the ability to translate data into actionable insights and strategic plans.

### Desirable:

- Familiarity with UK employment law and sector-specific compliance requirements;
- Knowledge of higher education frameworks, such as the Research Excellence Framework (REF) or Teaching Excellence Framework (TEF).

# How to apply

Interview date - to be confirmed

If you require this document in a different format,  
please email Cath Kilmartin: [CAKilmartin@uclan.ac.uk](mailto:CAKilmartin@uclan.ac.uk)

\* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.



## GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please **do not** include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.