Director of Strategic Change
Directorate of Planning & Risk

Closing date: 29/08/2022
Interview date: 21/09/2022
Vacancy reference: 11049
INTRODUCTION

Under the leadership of our Vice-Chancellor, Professor Charlie Jeffery, the University is going through an exciting period of change. With our new University Vision launched, a series of institutional change programmes are already underway to support the delivery of our vision and aspirations for the next decade and beyond.

As Director of Planning & Risk I’m responsible for a portfolio that spans strategic planning, insight, evaluation and risk. My teams identify the key questions, choices and solutions that support the University’s strategic ambitions, and ensure that the University has the necessary knowledge and information to formulate, deliver and evaluate its strategic plans.

The Director of Strategic Change is a key appointment for us and will lead the delivery of the University’s change programme. Working with senior leaders and key stakeholders across the institution, the new Director will ensure the delivery of the strategic change programme that underpins the success of the University Vision.

We particularly welcome applications from female candidates, and candidates from minority ethnic backgrounds, who are under-represented at senior management level in the institution.

#EqualityatYork

Rebekah Desport
Director of Planning and Risk
Main purpose of the role

The Director of Strategic Change will work in partnership with the University’s senior leaders, academic heads and colleagues across a range of professional services to ensure the delivery of the strategic change programme that underpins delivery of the University Vision.

The Director will be the architect of change for the organisation, leading the evolution of the Programme Management Office (PMO) to develop a sustainable, robust governance framework to support the delivery of the University strategic programmes and other large-scale projects needed to underpin the strategy. This will require the postholder to work closely with colleagues in HR and the IT Services Portfolio Team to develop and implement effective change management processes and ensure that people are at the heart of the strategy and can participate fully in its success and delivery.

Key responsibilities

(Role holders will be required to undertake some or all of the duties below)

Role Specific Responsibilities

• Provide vision, inspiration and strategic direction to ensure the successful and timely delivery of the programmes and projects in the new University strategy, as well as the other large operational projects needed to support the successful delivery of the strategy.

• In partnership with leaders in professional services and academic departments, direct and support teams through the change process, communicating and influencing key stakeholders to ensure change and strategic vision is achieved.

• Evolve a sustainable, agile and effective governance framework to underpin the smooth implementation and monitoring of the programmes and projects in the strategy, ensuring that benefits are clearly defined and constantly reviewed.

• Understand and work within a complex and diverse environment, understanding the cultural needs of the organisation; working with colleagues in academic departments and professional services, and in partnership with HR, devise innovative and effective change management strategies to create an environment that will support the adoption of the changes required by a project or initiative.

• Develop a clear risk management approach for all change initiatives and proactively monitor identified risks ensuring that appropriate mitigation strategies are in place.

• Act as deputy for the Director of Planning & Risk, attending key meetings, taking decisions on their behalf; ensuring consistency of policies and operations across the directorate and the clear connections and interactions between strategy development and the implementation of change.

• Act as the institutional lead for scoping major initiatives, working with senior UoY leads (typically board members) to create a deliverable programme.

University of York Leadership Responsibilities

Roles at this grade will lead, direct and manage the interrelationship of a team of managers and/or highly qualified professionals across a function within a directorate that has University wide impact.

They will be responsible for developing and delivering the strategic plans for their area and will initiate and, through appropriate consultation and negotiations, establish policy changes to tackle major new issues and situations.

They will influence and shape the available resources as appropriate to meet current and future needs of the university and will typically have substantial impact on direction, strategy and objectives of their directorate.
JOB DESCRIPTION

Planning & Organising

• Develop and lead the implementation of strategies and plans for the University which support and take forward the University Vision.

• Planning activities of senior/managerial colleagues to support the directorate and institutional objectives.

• As part of the Heads of Professional Services leadership team, participate in the annual department operational planning process, to support the department strategic direction.

• Oversee a number of institutional projects, which will typically have lasting impact, to ensure each project is managed and delivered to time and budget.

Finance/Resource Management

• Ensure directorate financial plans are developed and that services operate effectively within budget.

• Explore ways of improving efficiency and effectiveness and promote improvements in value for money at the directorate, and potentially institutional level.

Service Provision and Stakeholder Engagement

• Ensure stakeholder and customer needs are met now and in the future and ensure services are shaped to meet them.

• Ensure stakeholder and customer feedback and quality processes are in place for the area of responsibility.

• Ensure plans are implemented for the ongoing review of quality and of external benchmarks to promote the best possible service.

• Work with senior colleagues from all areas of the university, with committees and external bodies, providing high level advice to inform Executive decision-making.

• Represent the university externally, for example in regional and national sector groups

Leadership and People Management

• Lead and manage staff in the directorate, developing them and ensuring high levels of individual and team performance.

• Develop, role model and maintain a culture of respect, inclusivity and mutual responsibility that puts equality, diversity and inclusivity at its heart, and enables staff to achieve excellence and supports continuous improvement.

• Develop a culture of innovation and creativity, bringing together diverse staff from different teams to achieve a unity of purpose and ambition in strategic delivery.

• Foster a positive, confident and enthusiastic working environment with good staff engagement, and a flexible approach to working.

Risk and Compliance Management, Analysis and Reporting

• Review performance over time in the strategic planning and change environment across the institution, and compare it to best practice in the sector, identifying areas of improvement in structure, practices, policies and technology.

• Ensure practices and policies within the directorate demonstrate full adherence with all compliance-related requirements (e.g. regulatory; statutory).

• Oversee the delivery of institutional level projects or activities to meet the requirements of the university's Council, Committees and Executive functions.
# PERSON SPECIFICATION

<table>
<thead>
<tr>
<th>Qualifications and Experiences</th>
<th>Essential / Desirable</th>
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<tbody>
<tr>
<td>Degree and professional qualification, or equivalent experience</td>
<td>Essential</td>
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<tr>
<td>Extensive experience operating at a senior management/expert level</td>
<td>Essential</td>
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<tr>
<td>Experience of leading major change programmes in a large complex organisation and of working at strategic and operational level, including working collaboratively with, and positively influencing, senior management (including at Board level)</td>
<td>Essential</td>
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<tr>
<td>Experience of creating robust but agile governance mechanisms for programmes and projects.</td>
<td>Essential</td>
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<tr>
<td>Experience of leading strategic projects in a higher education institution</td>
<td>Desirable</td>
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## Skills - demonstrates the ability to:

| Lead people - providing motivation, inspiration, direction and breadth of vision               | Essential             |
| Oversee a number of organisation-wide projects                                                | Essential             |
| Communicate to influence and engage others, including senior leaders                          | Essential             |
| Manage substantial budgets/funding/resources                                                  | Essential             |

## Knowledge

| Factors relevant to the field of work including: services and systems, principles and theory, and regulations and procedures | Essential             |
| The strategic direction, activities and objectives of the University (including an awareness at both national and international levels) | Essential             |
| Financial management procedures                                                               | Essential             |

## Behaviours:

| Works collaboratively with others                                                             | Essential             |
| Delivers a quality service                                                                    | Essential             |
| Develops self and others                                                                     | Essential             |
| Actively champions respect, inclusivity, equality and diversity                              | Essential             |
| Identifies and implements continuous improvement                                             | Essential             |
OUR COMMITMENT TO EQUALITY, DIVERSITY AND INCLUSION

Founded on the principles of excellence, equality and opportunity for all, the University is proud to create an environment that attracts staff and students from all over the world. What we gain from diversity is immeasurable.

Our Equality, Diversity and Inclusion Strategy, which was developed in partnership with our staff and student communities, describes our commitment to create a culture where everyone can contribute to university life, knowledge and growth.

We want to create a working, learning, social and living environment that will enable all staff and students to achieve their full potential. Our strategy sets out an ambitious set of objectives to succeed in our commitment, but we have a challenging journey ahead. We recognise that we are not truly representative of our communities locally, nationally and internationally. We would like to pay particular focus to gender parity across all levels, particularly in senior roles; the recruitment, retention and success of a more ethnically diverse staff and student community; an accessible and inclusive campus and ensuring that the values and behaviours we expect from everyone embrace inclusive responsibility and leadership.

Opportunity for all
Our outreach programmes and widening participation work have made us one of the most socially diverse universities among our peers. The York Students in Schools (YSIS) programme has been providing a helping hand in the city’s classrooms for 25 years, placing around 700 students with local schools every year. It recently introduced a new English and Mathematics tutoring scheme.

A report by The Reform Research Trust in September 2017 ranked York second out of 29 high-tariff institutions for our track record in increasing access for disadvantaged students from 2011/12 to 2015/16.

Wellbeing and support
Students are encouraged to balance their studies with activities and interests to give them a healthier and more rounded student experience. We have invested heavily in support of physical health with new and improved sports facilities, and in mental health through our Open Door counselling and crisis team which now opens in the evenings during term time. We have also developed a support network of staff trained in Mental Health First Aid. University staff have access to wellbeing help and support, and can access advice through our site. Further information on our health and wellbeing support can be found at https://www.york.ac.uk/staff/support/.
THE UNIVERSITY

We are a world-class institution, focused on creating an environment of excellence in which all our students, staff and researchers can thrive. Our Research Strategy encompasses our vision that York should provide a home for some of the best research in the world. (https://www.york.ac.uk/research/)

We are a high-performing member of the Russell Group, ranked joint 18th in the Guardian Good University Guide 2022, 19th in the Times Good University Guide 2022 and 19th in the Complete University Guide 2023.

In the recent Research Excellence Framework (REF) exercise, York was ranked in the top 10 of UK universities for research quality, with all of our subject areas ranked in the top 30 (with four Departments positioned in the top five). Over 50 per cent of our research was judged to be four star or “world-leading” and 40 per cent to be three star or “internationally excellent”.

We have been awarded TEF Gold for our research-led teaching which provides "consistently outstanding outcomes for students from all backgrounds".

Our Equality, Diversity and Inclusion Strategy speaks to the core of our values. We hold 23 awards from Athena SWAN, recognising the advancement of gender equality: representation, progression and success for all.

At the heart of the region

The University is deeply embedded in the local community of North Yorkshire. Our values and commitment to the public good have never been more important. We are a hub for sharing knowledge, inspiring collaboration and enriching lives.

In 2021 we were shortlisted for Times Higher Education's University of the Year Award in recognition to the University's response to the Covid pandemic The Year We Came Together - Our Covid-19 response.

Across the University, we are mobilising our knowledge, our people and our resources to tackle the immediate and long-term challenges. The new University Strategy 2030, (A University for Public Good) was launched at the end of 2021, outlining our vision and strategy for the next decade.

Further information on the new strategy can be found on the following webpages; https://www.york.ac.uk/about/mission-strategies/
THE UNIVERSITY

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

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

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

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

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

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

The City of York

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

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

Visit [www.visityork.org](http://www.visityork.org) for more information on the city of York

Shopping, culture and entertainment

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

Housing and schools

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

Great location

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

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

Yorkshire

The Lonely Planet guide recently declared Yorkshire the third best region in the world to visit. There is something to cater to every taste, whether it be the rugged landscapes of the Moors or the Dales, the picturesque seaside towns of Scarborough and Robin Hoods Bay, the gothic architecture of Whitby or the vibrancy of cosmopolitan Leeds.
Apply online

- Go to https://jobs.york.ac.uk
- Find this job using reference 11049
- Complete the online application form

You will need to submit your completed application by midnight (local UK time) on 29 August 2022.

What will I need?

We will ask you for details of:

- Your CV
- A cover letter outlining your motivation for application and how you meet the criteria for the role.

You will be asked to provide details of two referees as part of the application.

Help and assistance

Informal enquiries are encouraged prior to application. Please contact Paul Ellison (paul.ellison@york.ac.uk) HR Recruitment Adviser in the first instance.

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

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