

Chief People
Officer
recruitment pack



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Welcome

From the Vice-Chancellor
Professor Steve Decent

Thank you for your interest in the role of Chief People Officer (CPO) at Lancaster University.

Lancaster is a university with global ambition and a deeply rooted sense of community. Recognised for outstanding teaching, internationally significant research, and an exceptional student experience, we have built a reputation as one of the UK's leading universities while retaining the collegiality, warmth and accessibility that make Lancaster distinctive.

Our success is driven by our people. Across our academic and professional communities, colleagues are united by a shared commitment to excellence, innovation and making a meaningful difference – locally, nationally, and globally. As we continue to evolve in an increasingly complex higher education landscape, the role of CPO will be central, as part of the Strategic Leadership Team, to shaping a culture in which our people can thrive and perform at their very best.

This is an opportunity to join a university that combines the scale and influence of a globally connected institution with the feel of a close and collaborative community. Lancaster's collegiate structure fosters strong relationships and a genuine sense of belonging, while our campus environment creates a vibrant and supportive place to work and live.

Located in the north-west of England, with the Lake District on our doorstep, excellent connections to major UK cities, including Manchester and Liverpool, Lancaster offers an outstanding quality of life alongside exceptional professional opportunity. Colleagues who join us from across the UK and around the world often speak of the unique balance the University provides: intellectual ambition, personal connection and the space to think differently.

We are seeking a visionary leader with outstanding interpersonal skills and a proven track record of influencing and collaborating with high-calibre, intellectually-driven colleagues, who is inspired by the opportunity to help shape the next chapter of Lancaster's future. While experience in higher education is advantageous, we welcome candidates from related sectors who can demonstrate experience of delivering significant, organisation-wide change management and fundamental shifts in delivery models.

We look forward to welcoming applications from exceptional candidates who are excited by the opportunity to contribute to a university with both global reach and a distinctly human scale.

Professor Steve Decent
Vice-Chancellor

The University

You will be joining a university which is among the best on any objective measure. Lancaster University is modern, forward-thinking and nimble to adopt the latest developments in teaching and research.

Our ambition is to be sustainable, academically excellent and recognised as one of the leading universities in the world.

Our greatest assets are the brilliant minds who are attracted to teach and learn at our Lancaster and global campuses; the research that delivers innovative solutions to the world's ever-changing issues; and the positive economic, cultural, societal and environmental change that we are making locally, nationally and globally.

Our excellence in these areas is demonstrated by our consistently high rankings in many influential league tables.

- 10th in The Complete University Guide 2026.
- 14th in The Guardian University Guide 2026.
- 15th in The Times and Sunday Times Good University Guide 2026.
- 157th of 1,501 universities globally in the QS World University Rankings 2025.
- One of only 16 UK Universities to receive 5 stars for overall performance in the QS World University Rankings (2025-2028).

Our collegiate system – we are proud of our record in widening participation and our sense of community spirit. Our nine colleges provide inclusive and supportive communities where staff and students from all backgrounds come together to learn, grow and thrive.

These vibrant spaces are designed to nurture talents, foster personal and professional development, and provide the tools and opportunities needed to achieve ambitious goals and build successful futures.

Our impact for economic and social good is evidenced in our latest economic impact assessment (London Economics analysis published December 2024).

- **£2bn** estimated impact on the UK economy associated with our activities.
- **£726m** of this accounted for by research and knowledge exchange activities.
- **£551m** – the value of Lancaster University's teaching and learning activities.
- **8,805 FTE jobs** supported across UK economy and 6,085 located in north-west England.

Our world – Lancaster's global reach demonstrated through our campuses in Malaysia, Indonesia, China, Ghana and Germany.

Our home – Lancaster is a university committed to civic engagement and develops trusted relationships with partners to attract investment for regional, social, economic and environmental benefit, such as the Health Innovation Campus and the Eden Project Morecambe.

Our vision and values

Our vision is to be a university that is globally significant – a sector leader and innovator that delivers the highest quality research and teaching, and that engages locally, nationally and internationally on the issues and debates of the day and future.

We are driven by our values:

- we respect each other by being open and fair and promoting diversity
- we build strong communities by working effectively together in a supportive way
- we create positive change by being ambitious in our learning, expertise and action.

Working alongside the senior leadership team, the CPO will ensure our new strategy for 2026 onwards upholds our reputation of quality, professionalism and effectiveness.



Our people

Lancaster’s success depends on talented, creative and committed people who work hard to make this University so special and distinctive. We are warm and welcoming to students, colleagues and our communities.

We employ 3,500 people; this includes our staff who work in our overseas partnerships.

Lancaster University is committed to attracting, developing and retaining the best staff, celebrating equality and diversity, and recognising how all staff contribute to and enhance the overall success of the University.

As an organisation, we have successfully achieved the following charter marks demonstrating our positive actions to address equality, diversity and inclusion issues.



PROUDLY SUPPORTING THOSE WHO SERVE.



To learn more about Our People and Culture Plan click [here](#).

Teaching and learning

We welcome students and colleagues from over 170 countries worldwide. The rich diversity they provide not only brings huge benefits educationally, but it also enhances everyone’s experiences of living in an increasingly global society.

Lancaster University has been awarded a gold rating for teaching excellence in the Teaching Excellence Framework (TEF) 2023. We are working at the forefront of digital transformation in higher education, developing innovative technology and resources that will revolutionise the ways our students learn.

We are among the top universities in the UK for academic support and providing access to first class learning resources, according to students responding to the National Student Survey (NSS) 2025. Both, combined with the fact we are one of the top 30 most targeted universities by the UK’s top graduate employers according to The Graduate Market in 2026 report, illustrate why we are so well regarded as a learning institution.

Lancaster University received the nation’s highest education honour, the Queen Elizabeth Prize for Education for its pioneering work that is helping to drive a global transformation in digital literacy. This demonstrates our long-standing commitment to our founding motto that ‘Truth lies open to all’; a belief in wider participation in higher education as well as the search for truth and knowledge through research, teaching and engagement.



Research

As a leading research-intensive university we focus on real-world transformation, delivering the kinds of change that people can see and feel for enterprise and regeneration, and addressing issues such as sustainability and health.

Our researchers enjoy working in a high-quality environment where they collaborate with some of the best experts from across the UK and the world. The value we place on diversity at the University is demonstrated by our interdisciplinary approach to research which is fundamental in driving innovation.

91% of research rated 'internationally excellent' or 'world leading' (Research Excellence Framework 2021)

Lancaster research leads to successful businesses, products and jobs. Currently, the University is involved in more than 185 spin-out and start-up enterprises.

N8 Research Partnership

We are a member of the N8 Research Partnership, a collaboration of the eight most research-intensive universities in the north of England. The N8 plays a critical role in supporting economic growth through both innovation and institutional investment.

The economic impact of N8 universities' research, knowledge exchange activities and institutional expenditures was

£18.8 billion

in the UK in the 2021-22 academic year (London Economics 2025)




Sustainability

Our commitments and actions on the climate emergency are sector-leading; Lancaster University is one of the highest producers of renewable energy out of all UK universities, and we have ambitious carbon net zero targets.

The University's wind turbine, new solar farm and heat pump array and state-of-the-art energy centre (under construction) are expected to reduce University-related energy emissions to net zero by 2030.

Coupled with Lancaster's internationally renowned research strengths, the new infrastructure will enable the University to lead the way, both as a clean energy campus and as a research and innovation test bed. We hope to inspire and inform the way other organisations could integrate cleaner energy infrastructure – from large businesses and NHS sites to towns and cities. Our net zero journey will also feed into teaching and training, providing students across a range of disciplines with sought-after skills, enhancing employability.

Beyond that, we are committed to embedding sustainability into all areas of University life to deliver on the broader UN Sustainable Development Goals; from ensuring the highest standards of wellbeing for staff and students, planting trees to create a biodiverse learning and working environment, to encouraging the reuse of items and creating a circular economy.

Lancaster, as a civic university, has a firm commitment to our city and region and we are proud to be part of the team that is bringing the Eden Project to Morecambe and developing the award-winning Morecambe Bay Curriculum – a unique community-created curriculum, designed to equip children and young people with the skills to look after themselves and the planet.



About Lancaster

The city of Lancaster has a long and diverse history, having gained its first charter in 1193. In the heart of the city centre lies a 12th-century castle – one of the best preserved in Great Britain – which dominates the hill above the River Lune.

Lancaster is small enough to explore on foot, but big enough to keep you entertained all day. It offers excellent shopping, cinemas, theatres, and restaurants, with many well-preserved older buildings. The area is also well served with state, private, faith and Steiner schools. Lancaster's live music venues are home to regular guitar, electronic, folk, classical and jazz gigs. Fans of independent film and theatre have the choice of the city centre Dukes Theatre and Cinema, Grand Theatre, Vue multiplex cinema, in addition to the University's own Nuffield Theatre and LU Cinema. Venues also regularly play host to major comedy and theatrical tours too. With a number of galleries and museums located in the city, there is plenty for lovers of the arts.

Lancaster itself is situated in a delightful part of north-west England. The rural landscape is superb, with the Lakeland fells in full view across the expanse of Morecambe Bay. The River Lune runs along the edge of the Forest of Bowland, an area of outstanding natural beauty, past many villages, into Lancaster and to the sea.

There are two National Parks, the Lake District and the Yorkshire Dales, which are within a 30-minute drive. Lancaster is two and a half hours to London and less than 90 minutes to Manchester Airport, which offers direct flights to most European capitals, the Middle East, North America and Asia.

Lancaster, and the local surrounding area, offers a unique combination of city, coast and countryside. There is an excellent choice of housing within easy commuting distance from Lancaster with areas such as the Lake District, Preston and Morecambe offering a range of housing options, from rural to city living. Housing is varied (from old townhouses to barn conversions and new builds) and is competitively priced, especially against similar properties in south-east England. The University offers allowances for staff who have to move to join us.



For an introduction to living and working in Lancaster click [here](#).

The role

Job title:	Chief People Officer
Division:	People and Organisational Effectiveness
Directly responsible to:	Registrar, Secretary and Chief Operating Officer
Member of:	Strategic Leadership Team (chaired by the Vice-Chancellor)
Supervisory responsibility for:	Deputy Directors and Associate Directors covering: HR Service Delivery and Operations (including payroll and pensions); Educational Development; EDI; Health, Safety and Wellbeing; Organisational and Professional Development; and Global HR

Job purpose

With staff experience a core university KPI and at a time of significant transformation for the University, the Chief People Officer (CPO) is a crucially important, strategic role.

Our CPO provides strategic influence helping shape institutional culture whilst providing direction on all people, organisational development and transformational people matters across the University. They will lead the development of strategic initiatives that add value to the staff experience and improve organisational effectiveness.

The role will work particularly closely with the Vice-Chancellor and the Registrar, Secretary and Chief Operating Officer as well as the Strategic Leadership Team. A key function will be to help the University meet its strategic goals including the ongoing development of the University's revised strategic plan and the underlying development of a future People and Culture plan.

As part of the Strategic Leadership Team, chaired by the Vice-Chancellor, you will play a central role in enabling the implementation of current and future University strategies and in upholding and displaying the institution's values.

Within the first 9-12 months of your appointment, you will consider the key objectives that are critical for successfully establishing the role.

Responsibilities

- To act as HR Business Partner to the Vice-Chancellor, Deputy Vice-Chancellor, the Registrar, Secretary and Chief Operating Officer and Pro-Chancellor in all relevant aspects of the University's people agenda.
- To provide support and insight into executive board development, with particular emphasis on team operating dynamics as the newly formed Strategic Leadership Team develops.
- Provide strategic direction and leadership on human resource, organisational development, change management and transformation issues for the University as a whole.
- Leadership/development of any future University People and Culture Plan (or people strategy) and its implementation across the University in support of the University's future strategic ambitions.
- Accountable to the Council (via Remuneration and Strategic Reward Committees) for the development and implementation of effective senior management remuneration/reward and performance mechanisms, conditions and associated benefits.
- Support the University in achieving its desired shape, size and workforce profile, through the application of sophisticated resource transformation and workforce planning techniques.

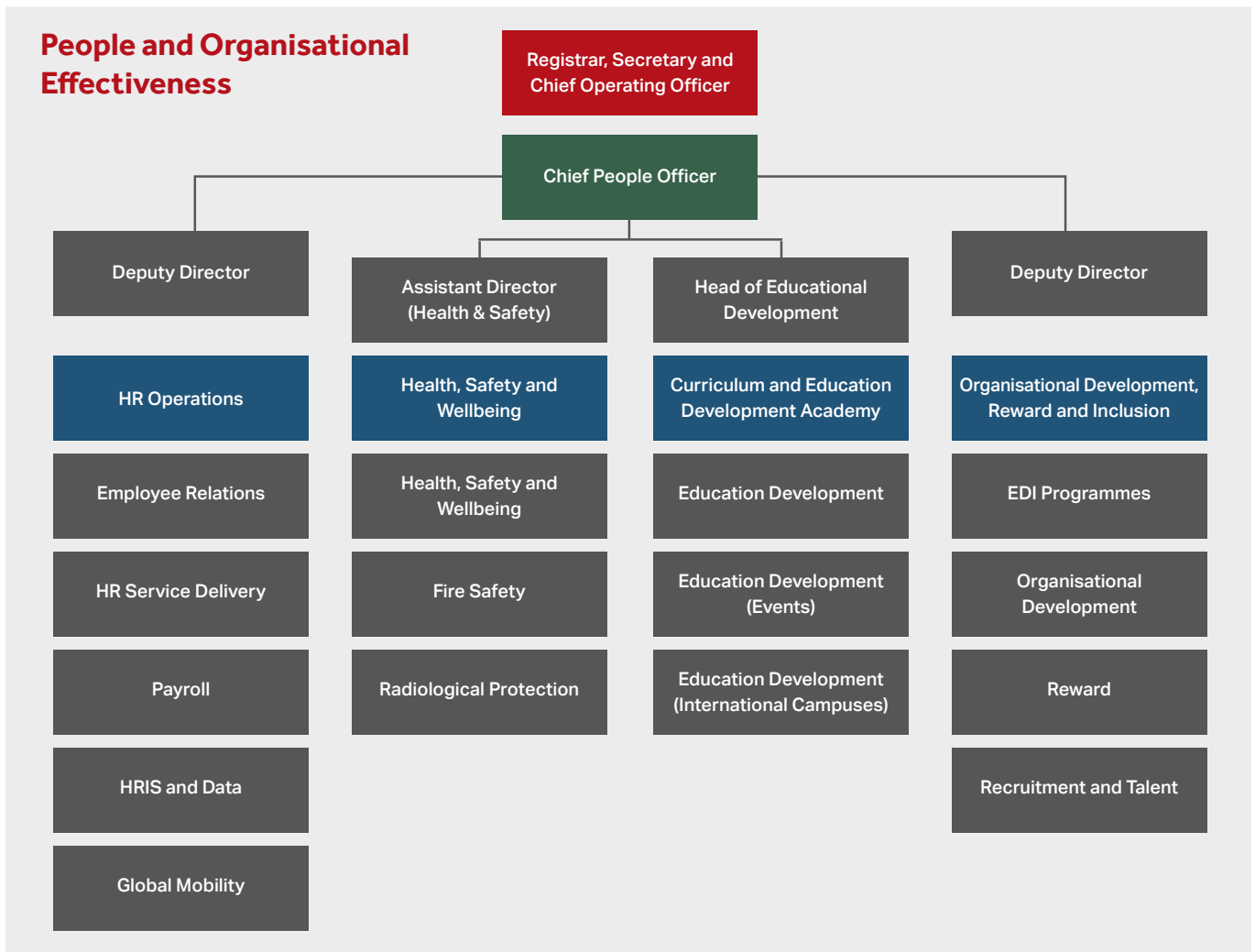
Responsibilities *(continued)*

- Development of effective policies and processes to support academic development, such as and including performance review mechanisms, research related issues such as safeguarding, and research integrity.
- Accountable for the direction and management of effective People and Organisational Effectiveness services, policies and procedures across the University.
- Accountable, in conjunction with the Chief Financial Officer, and in consultation with Council, for the ongoing development of the University's pension strategy and supporting policies and procedures.
- Responsible for the provision of effective development programmes to enable academic staff to perform effectively and support the career and personal development of research and professional services staff across the University.
- Supporting the PVC Global with Lancaster's existing and future international footprint.
- Developing and maintaining effective Reward Strategies, Performance Management, Promotions, Succession and Career Development activities to provide clear career structures and appropriate talent to the organisation.
- Lead on and/or contribute to strategic reviews and organisational development initiatives which underpin the University's current and future strategies.
- Accountable to the Council Safety, Health and Wellbeing Committee for implementing safe working practices, effective employee health management and safety governance mechanisms across the University, and for evolving the health and safety function in line with the University strategy and associated size of the University.
- Overall responsibility for the delivery of a full suite of professional and academic development programmes and a focus on the continuous refreshment of skills and capabilities in innovative teaching and learning.
- Responsible for providing accurate and legally compliant payroll and pensions services to all University staff.
- Establishing effective industrial relations mechanisms (both formal and informal) for consultation, negotiation and partnership working with the trade unions.
- Play a leading role in shaping the approach, policy and contractual processes to reflect changes in working practices required in relation to external context and University strategy.
- To support the Vice-Chancellor and the Leadership Team by playing a key role in the development of a productive organisational culture. This would include but not limited to being accountable for overseeing the design of employee opinion surveys, as well as the implementation of other engagement initiatives to build and enhance the staff experience at the University.
- To play a central role, in conjunction with the Registrar Secretary and Chief Operating Officer in forward planning and strategy development of the Professional Services and wider University.
- To play a leading role in ensuring the University's values translate into our people practices and behaviours, through integrating the values into our recruitment, reward and recognition and development practices.
- To develop and manage a suite of workforce data measures aligned to the management of the University workforce in support of the delivery of the new strategic plan and to ensure the delivery of robust data management.

The division

The People and Organisational Effectiveness (POE) division brings together the University’s core people, development and organisational support functions, providing strategic and operational services that enable colleagues and teams to thrive across the institution.

Working in partnership with academic and professional services areas, POE supports the full staff lifecycle, from recruitment and onboarding through to leadership development, wellbeing, reward, organisational change, career transition support, outplacement and retirement planning.



The division comprises several specialist teams:

- **Curriculum and Education Development Academy (CEDA)** – supporting academic colleagues in teaching excellence, assessment and curriculum development. CEDA also delivers accredited postgraduate teaching qualifications and supports educational development activity across Lancaster’s UK and international campuses.
- **Health, Safety and Wellbeing** – leading the University’s approach to health, safety and wellbeing through compliance, advice, training and proactive wellbeing initiatives that support a safe and healthy working environment for staff and students.
- **HR Service Delivery and Operations** – delivering operational HR services across the University, including Payroll and Pensions, HR Partnering, Employee Relations, Systems Support, Workforce Analytics and advisory support for managers and colleagues.

- **Organisational Development, Reward and Inclusion (ODRI)** – leading leadership and professional development programmes, organisational development activity, staff engagement initiatives and coaching support. The team also oversees the University’s equality charter mark activity, including Athena Swan, the Race Equality Charter and Disability Confident. In addition, ODRI leads on reward, recruitment and talent management activity, supporting the University’s employer value proposition, candidate attraction, talent retention and promotions processes across both UK and international campuses.

Together, the division plays a central role in shaping an inclusive, high-performing and values-led culture that supports Lancaster University’s strategic ambitions both nationally and internationally.



Internal relationships

- Vice-Chancellor and the broader University senior team in delivering strategic People, OD and transformation activities and other projects the role holder has been assigned to lead on.
- Registrar, Secretary and Chief Operating Officer for line management of the role, on strategic activities for professional staff and as a member of the Professional Services Executive Group.
- Deputy Vice-Chancellor
- Chief Financial Officer
- The Strategic Leadership Team
- The Professional Services Executive Group
- Senate
- Faculty PVCs, Heads of Department and other senior managers to effectively implement HR policy and procedure, workforce planning and organisational development.
- Campus trade union representatives for negotiation and consultation.

- Pro Chancellor, and Chairs of Council Committees: particularly: Remuneration, Strategic Reward and Council Safety Health and Wellbeing Committee.
- Senior Lancaster University Student Union officers on student employment-related issues.
- Global Development – facilitating and supporting any required international Global development to include supporting all HR related aspects of the future international operating model.

External relationships

- Senior officials within key funders and regulators such as, OfS, UKRI, government departments and agencies.
- Sector bodies including UUK, UCEA, Employers Pension Forum of USS, LGPS, UHR and professional networks.
- Trade union regional and national representatives.
- HR service suppliers.
- Professional legal advisors on a regular basis and tax advisors as required.



Person specification

- Significant experience of working at Executive/ Board Level with a proven track record of strategic HR delivery in a changing environment.
- Well-developed employee relations experience and evidence of being able to influence the development and maintenance of a productive working relationship with recognised trade unions.
- Education to equivalency of degree or higher degree and professional qualification (CIPD).
- A strong technical foundation with experience and high-level understanding of HR in both strategic and operational delivery, combined with significant intellectual and professional credibility based on a successful HR career.
- Strong influencing, negotiation and diplomatic skills, including significant experience of negotiating with trade unions.
- Extensive experience of leading transformational HR delivery and strategic change in large scale, complex environments.
- Excellent communications skills, with a proven track record of influencing and building collaborative relationships and partnerships with a wide range of internal and external stakeholders.
- Experience of shaping outstanding teams that are user-focused and trusted deliverers of a high-quality service who put customer care at the heart of service delivery.
- Ability to innovate and/or encourage innovative approaches to catalyse organisational change.
- Empathy with the educational and research objectives of higher education and the ability to form excellent working relationships with academics and researchers.
- Strong analysis and problem-solving skills and evidence of effective decision making in complex and ambiguous scenarios.
- Good knowledge of employment and Health and Safety legislation and its practical application to the work environment.

The University recognises and celebrates good employment practice that addresses inequality in higher education and promotes the wellbeing of all colleagues.

The University is committed to fair, lawful and inclusive employment practices in accordance with the Equality Act 2010 and relevant professional standards. All staff are expected to conduct themselves professionally and respectfully at work and to contribute to an environment free from unlawful discrimination, harassment or victimisation. This expectation relates to behaviour and professional practice and does not require staff to hold or express particular beliefs or viewpoints. Selection decisions will be based on merit, professional competence and the ability to meet the requirements of the role.



Terms of appointment

We are offering a competitive reward package and is part of a well-developed framework that allows reward progression.

- **Salary** – Lancaster is committed to offering competitive and equitable remuneration across senior roles, the salary will be negotiated with the successful candidate.
- **Pension** – for this role the University offers the opportunity to join the Universities Superannuation Scheme (USS).
- **Relocation** – for those relocating nationally or internationally a generous relocation package is available.
- **Discounts and perks** – as an employee you can take advantage of our sports centre membership deal on campus, retail discounts in Lancaster city and 300+ brands online, home technology, childcare, medical and dental insurance, free streaming services, loans towards professional development and membership fees and free and confidential emergency, wellbeing, financial, legal and counselling support for you and your family.
- **Annual leave** – the standard University leave year currently runs from 1 October to 30 September. The entitlement for a full year is 39 days (pro rata for part time staff). This is made up of 25 days holiday plus 8 bank holidays plus 6 University closure days. Your line manager must agree the timing of all holidays in advance. You can also request to buy an additional two weeks' holiday each year. As a compassionate employer we also offer paid special leave to help you cope with family emergencies.
- **Travel** – we encourage more environmentally friendly transport to work. We also offer discounts and opportunities to purchase bicycles or electric/hybrid cars, and season ticket loans to spread the cost of commuting.

Other personal benefits

Flexible and hybrid working

We understand that everyone's lifestyle and personal commitments are not the same so, where possible, we will support you to find the best solution for a happy employee who can deliver great work.

Be yourself

Enjoy being part of a staff community of 3,500 people from different backgrounds, interests, faiths, and lifestyles. We have numerous staff networks, events and facilities to help you find friends and settle in.

Make a difference

At Lancaster you will be a part of a team that wants to make a positive impact in the world, from the wellbeing of our students and local community, to the future of our planet. We believe everyone at Lancaster University has a part to play in delivering positive change.

Rewarding great work

Any staff member, whatever their role, can be recognised and rewarded for making an outstanding contribution to the University's work with our staff awards, long service awards schemes and pay progression.

EDI and recruitment statement

Equality, diversity and inclusion

Our employee community across the UK and the world comprises people from 85 nationalities. They practise different faiths, have different lifestyles and are at different stages in their lives. It is this mixture of life experience that adds diversity of thought and approach to make Lancaster University a force for good.

We are committed to creating an environment where everyone can feel welcome, thrive and fulfil their potential. Our equality, diversity and inclusion leaders are involved with everything from policy creation to celebratory events to help us be a fairer and more inclusive employer.

Recruitment statement

Our commitment to you: a transparent recruitment process

We believe in a recruitment process built on openness and mutual respect. This is a leadership role based at our Lancaster Campus in Lancaster, Lancashire, and we recognise that a move of this nature may involve more than just you. We are happy to support the following.

- **Informed decision making** – we provide comprehensive information early so you can reflect on how this role fits your career and personal circumstances.
- **Relocation support** – for the right candidate, we are happy to discuss the practicalities of relocating to the beautiful north-west of England, including housing and family considerations.
- **Open dialogue** – we encourage you to raise questions about hybrid working, out of office hours on-call expectations, or the role's scope at any stage. We want this to be the right fit for Lancaster, and the right next step for you.

We want to provide full information to you at an early stage to enable you to make an informed decision as to whether you are committed to pursuing this position and to outline the University's expectations of all candidates taking part in our recruitment process.

Once you have reviewed the information, and in fairness to everyone concerned, we would ask that you give serious consideration to proceeding further with this process if you think you may not accept the position should it be offered to you.

The role will be located in Lancaster and there is a requirement that the successful candidates will reside within commuting distance of the Lancaster University's Lancaster Campus.

If this might involve a relocation for you, it is of course important that candidates consider how the move might affect anyone who may accompany you (for example, early consideration may need to be given to local schooling, housing and other employment opportunities where other family members are involved as early as possible).

We will support you as much as possible with this and are happy to discuss any concerns you may have. We would ask you to agree to undertaking a positive, open and transparent dialogue with us throughout the recruitment process, raising questions and any concerns as early as possible.

Lancaster University engages in a variety of domestic and international benchmarking exercises to ensure we are competitive in the levels of reward and recognition we provide; therefore, we are confident that any offer made will be strong and competitive. If you are happy to continue in your application for the position considering the above expectations, we would very much look forward to hearing from you.

How to apply

Lancaster University has engaged the services of Odgers, to whom applications should be sent at your earliest convenience but no later than **Friday 26 June 2026 at 5.30pm.**

The appointment panel will convene for a shortlist meeting during **w/c 10 August 2026**. Candidates successful in progressing to the final stage of the process will be invited for informal meetings on **Thursday 10 September 2026** and will be invited to attend final stage interviews at the University on **Thursday 17 or Friday 18 September 2026**.

In order to apply, please submit a comprehensive CV along with a covering letter setting out your interest in the role and how you match the required criteria.

The preferred method of application is online at: www.odgers.com/96117.

If you are unable to apply online please email: 96117@odgers.com.

All applications will receive an automated response. All candidates are also requested to complete an online Equal Opportunities Monitoring Form which will be found at the end of the application process.

This will assist the University in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Equal Opportunities Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

Queries

For a confidential conversation about this opportunity, please contact:

Jo Grabowska

Senior Researcher, Education Practice

jo.grabowska@odgers.com

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact tamsin.palmer@odgers.com.

Interview guarantee scheme

We are committed to creating an inclusive and supportive recruitment process and welcome applications from individuals from all backgrounds.

Candidates who wish to be considered under either the Armed Forces Covenant or the Disability Confident interview guarantee scheme are invited to indicate this within their application.

Applicants who meet the **essential criteria** for the role can be guaranteed an interview in line with the relevant scheme commitments.

We encourage candidates to tell us about any adjustments or support they may require throughout the recruitment process to ensure they can participate fully and fairly.



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