Chief Information Officer

Candidate Pack

Closing Date: Monday 14th February 2022
Chief Information Officer

As a key member of a senior leadership team steering an ambitious and values-driven University, the Chief Information Officer (CIO) provides strategic oversight for a portfolio which underpins and enables all areas of activity.

The University’s new strategy highlights the contribution that digital technology and innovation will play in achieving our ambitions and this role will be pivotal to building on and further progressing Lancaster’s success. Working closely with members of the University’s leadership team and particularly the Pro-Vice-Chancellor Global (whose portfolio includes digital, sustainability and international), the CIO is responsible for:

• Ensuring the alignment of IT services with the University’s strategic goals
• Providing a digital infrastructure capable of supporting an outstanding student experience, supporting internationally-leading research
• Coordination and integration of all University IT activities, development and implementation of IT policies and plans - making recommendations to the Vice-Chancellor, Senate and Council as appropriate

Building on the progress already made in implementing the University’s Digital Strategy, the CIO will work closely with the senior academic and professional leadership teams to ensure that digital technology is well integrated into strategic planning and delivery of the University’s activities. The role will also ensure that the University’s processes, systems, education, research and service delivery are optimised, innovative and are enhanced by effective digital systems and technology.

Building on strong foundations and an appetite for digital innovation, the pandemic was a catalyst in changing working practices, educational, research and service delivery and the University is entering a phase of longer-term transformation.

The CIO will play a critical change-agent role in the Digital Transformation plan at Lancaster and its interaction with its international partners. The CIO will provide the professional leadership and management of the Division of Information Systems Services, the provision of effective network infrastructure, information systems security and corporate systems. Together these support the University’s researchers, staff, students and stakeholders. Senior leadership experience at Director or equivalent CIO level would be an advantage.

Candidates should be able to demonstrate evidence of:

• The ability to provide vision and influence across a complex portfolio of digital delivery and infrastructure
• Knowledge of the ways in which existing and emerging digital technologies can enhance and change the ways in which education, research and service are delivered and associated risks and interdependencies
• Successful implementation and delivery of complex programmes of new corporate systems and system architecture, infrastructure, information security and service change
• The ability to work collaboratively, developing and leveraging effective networks regionally, nationally and internationally
• Knowledge of the approaches necessary to protect highly sensitive systems and data

Post
This post is offered as a full-time role.

Start date and term
The post would ideally commence 1st March 2022.

Salary and pension
The salary for this post is on the Senior Salary Scale at Lancaster, offering a highly competitive reward package and is part of a framework that allows reward progression, access to the USS pension scheme and an award-winning benefits package.

The University provides an environment that strongly supports the needs of each employee, promoting a healthy work-life balance. We have a range of support networks available for our employees, and more information on these can be found at lancaster.ac.uk/working-at-lancaster.

We are committed to family-friendly and flexible working policies on an individual basis, as well as the Athena Swan, Race Equality, Stonewall and Disability Confident Charters, which recognise and celebrate good employment practice undertaken in higher education.
Executive Summary

Lancaster’s strengths in research and teaching combine with our vibrant, diverse community, beautiful campus and international collaborations to position Lancaster as a truly distinctive collegiate University.

Lancaster continues to be a popular University and Lancaster graduates are performing well in an increasingly competitive job market. Students from more than 100 countries make up a thriving community based around nine colleges and they continue to be at the heart of everything we do - offering close-knit support and a proud identity. Some of our greatest strengths include overall student satisfaction and employability reflected in the responses to the National Student Satisfaction survey. In 2021 83 per cent of Lancaster University students said they were satisfied with the quality of their courses compared with a national average of 75 per cent. Ranked against comparable universities, this puts Lancaster 6th in England.

The University places great emphasis on an excellent student experience and students work with academics who are experts in their field. We provide an environment that is conducive to learning for a culturally and ethnically diverse student population, on a friendly campus.

Lancaster’s community extends far beyond the campus with research, teaching and student exchange partnerships with leading universities and institutions in 24 countries around the world from China to Brazil, including our current overseas teaching partnerships and campuses in China, Ghana, Germany and Malaysia.

Lancaster University has an international outlook, but also a strong commitment to engage with the regional agenda and works closely with its partners across the North West. The last five years have seen the creation of our UA92 partnership, further investment in sports facilities, including an extended £6m fitness facility, Lancaster’s Health Innovation Campus and an £11m extension to our the Library.

We see ourselves as the outstanding ‘non-Russell group’ research-led higher education institution in England and following the University’s golden anniversary, we continue to celebrate the inspiring work of our academic community and extend the opportunities that higher education brings to students from all backgrounds. We are looking for our new Chief Information Officer to enhance the digital experience for all our students and staff, within a sector and a world leading organisation.
Lancaster University is an international leader in the provision of inspiring teaching and research. This reputation is reflected by its top fifteen position in all three major UK rankings (Times/Sunday Times, Guardian, and the Complete University Guide).

The University was named University of the Year 2018, International University of the Year 2020 by the Times and Sunday Times Good University Guide, and joint 122nd in the Times Higher Education World University Rankings 2022.

The University’s research has also been rated as world-leading in the 2014 Research Excellence Framework (REF), which assesses the quality and impact of research submitted by UK universities across all subjects. Lancaster was ranked 13th for percentage of world-leading research out of the 128 institutions listed, and 18th in the UK overall. Lancaster University is also proud to be a member of the N8 Group, a research partnership of the eight most research-intensive universities in the North of England.

A major strength of Lancaster University is its thriving ecosystem of interdisciplinary research. This collaborative approach is fostered by its mixture of formal and informal structures - including Institutes and University Research Centres - bringing together experts from different disciplines to address regional, national and global challenges.

The University comprises 16,595 students and around 3,500 staff. Lancaster is one of only a handful of universities with a collegiate system which has helped to forge a strong sense of identity and loyalty, and continues to be a distinctive feature of student life.

Our beautiful campus is one of our greatest assets and manages to provide the best of both worlds for our students and staff, having a busy urban vibe, while surrounded by green parkland and sports facilities.
Our Strategy for 2025

The University’s strategy for the period to 2025 was approved in January 2021. 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 have three overarching goals which are to:
• Strengthen our transformative impact in the communities in which we operate
• Drive forward our reputation as a global university
• Advance our strong national profile

In pursuit of these goals we have identified three strategic priorities:
• Research that transforms practice and thinking
• Teaching and learning that transforms people’s lives and society
• Engage actively with our communities to transform wider society

Digital is a core enabler to achieve and sustain our goals and priorities.

Further details on our Strategic Plan can be found at: lancaster.ac.uk/about-us/strategic-plan
Lancaster’s success depends on talented, creative and committed people who work hard to make this University so special and distinctive.

Our vision for the future is to be a sustainable and an academically excellent institution recognised as one of the leading universities in the world.

You will be joining a university which is amongst the best on any objective measure, but also modern, forward thinking and quick and nimble in adopting the latest developments in teaching and research.

We have a range of support networks available for our employees and more information on these can be found at lancaster.ac.uk/working-at-lancaster.

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.

Our People Strategy clearly articulates that the core strength of the university is our people.

Further details on our People Strategy can be found at: lancaster.ac.uk/hr/people-strategy
About Lancaster and the UK

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 to get their teeth into.

For the latest listings visit visitlancaster.org.uk/whats-on.

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 just over two hours by fast train to London and it is less than one hour to Manchester Airport, which offers direct flights to most European capitals, the Middle East, North America and the Far East.

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 further information about working and living in Lancaster please visit lancaster.ac.uk/working-at-lancaster.
The responsibility for the development, enhancement and delivery of Professional Services at Lancaster lies with the Deputy Chief Executive (Operations) and Secretary. The CIO is part of the broader executive of the University and a member of the Professional Services Executive Group which works closely with the University Executive Board (which is chaired by the Vice-Chancellor) to drive forward the activity of the University in line with the objectives in the University's strategic plan.

There are nine central Professional Services divisions: Development and Alumni, External Relations, Facilities, Finance, Information Systems Services, People and Organisational Effectiveness, Research and Enterprise Services, Student and Education Services, Strategic Planning and Governance. In addition the Director of Library Services, the Director of Recruitment, Admissions and International Development and the Faculty Managers from each of the four faculties make up the broader Professional Services Leadership Team. The team seeks to work collaboratively to align and enhance professional services delivery across the University.

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Chief Information Officer

Purpose
The CIO provides strategic leadership and management responsibility for the University’s digital/IT activities including central and faculty teams and resources. The University has significant digital ambitions embedded in its core strategic plan. The post holder works in close partnership with the Pro-Vice-Chancellor Global with responsibility for digital to embed and drive forward the digital agenda across all areas of the University’s activities. It would be an advantage if candidates are able to demonstrate a trusted record of complex IT programme and project delivery and have a sound understanding of the range of ways in which digital capabilities are utilised in a research and education environment.

As a key member of the University’s broader executive team and a member of the Professional Services Executive Group, Digital Services Advisory Group, Capital Planning Group and other key committees, you will play a central role in enabling and supporting the implementation of the new University Strategy and in upholding and displaying the institution’s values.

Key responsibilities and challenges
To work collaboratively with the PVC Global to articulate and advance a process and programme of digital transformation across University practices and processes.

To lead, develop and implement University-wide strategies for digital/IT and related activities that support, enable and optimise the delivery of the University’s overall strategic goals and objectives.

To lead and encourage the University to explore future opportunities in the innovative use of digital/IT and related technology and ensure that it is able to take advantage of them.

To provide strategic influence and oversight of the effective design and delivery of the University’s network infrastructure, cyber security systems and processes, corporate systems and data infrastructure and advise and support the University Executive Board and Council on how to deliver their responsibilities to create a digitally secure campus.

To lead, develop and implement policies to ensure the delivery and use of IT services and systems in compliance with legislation, such as the Data Protection Act, Freedom of Information Act, Computer Misuse Act and ensure that systems are secure.

Accountable for the delivery of a portfolio of major IT infrastructure and information systems projects and programmes and to manage an associated Digital Capital Plan and work closely with the Director of Estates, Facilities and Commercial Services in the development and integration of digital within capital developments.

To lead and motivate IT staff across the University, ensuring the delivery of customer focused, agile, effective and efficient digital/IT services.

To lead and chair the Information Systems Services (ISS) Leadership Team and ensure the operational delivery of IT and related activities.

To lead and implement approaches for delivery of IT services to partner organisations in the UK and overseas.

Responsible for the revenue budget and resources of the division of ISS within agreed targets and plans.

To lead the effective governance of IT activities to ensure services and projects are appropriately prioritised and managed.

Maintain knowledge and understanding of current and developing information systems technology, equipment, and systems and ensuring effective planning for resilience and continuing relevance.

Lead and coordinate the development and implementation of integrated, strategic IT plans and policies for the University.

To ensure effective planning and delivery of IT and digital skills support to staff and students.

To ensure that ISS activities are compliant with all relevant internal policies and procedures including Health and Safety, Financial Regulations, People and Organisational Effectiveness and Information Security Policies.

To play a central role, in conjunction with the Deputy CEO (Operations) and other Divisional Directors, in forward planning and strategic development of the University’s Professional Services and service delivery.

Key relationships
Deputy CEO for line management of the role and oversight of the University’s Capital Investment programme, including digital.

The University Executive Board and its members.

The Professional Services Executive Group and its members (including senior members of Facilities, Finance, People and Organisational Effectiveness, Strategic Planning and Governance, Library, and Student and Education Services, Research and Enterprise etc).

Council and Senate.

Vice-Chancellor and Deputy Vice-Chancellor

Pro-Vice-Chancellor (Global) whose portfolio incorporates digital, sustainability and international management oversight of the Library and Chairs the Digital Strategy Advisory Group.

Pro-Vice-Chancellor (Research) for delivery of research and enterprise, and systems, high performance computing and security in relation to research.

Pro-Vice-Chancellor (Education) for delivery of education including digital modes of delivery and assessment and the use of digital technology to innovate and enhance the overall student experience.

Deans and Heads of Department
Line management of the Division of Information Systems Services Leadership Team
Senior officials within key funders and regulators, e.g. OfS, UKRI, government departments and agencies (e.g. in relation to Cyber security) and local and regional organisations, e.g. Lancaster City Council.

Sector bodies including Jisc, UUK, UCISA, Educause, N8 and other professional networks.

Professional networks and strategic suppliers, e.g. Gartner.
Person Specification

Knowledge, skills and experience needed
1. Senior leadership and management experience promoting digital transformation in a large organisation at senior management level;
2. A proven track record of influencing and building collaborative relationships and partnerships with a wide range of internal and external stakeholders within a broad spectrum of understanding and digital skills from using day-to-day software to High End Computing;
3. Strategic leadership skills and the ability to motivate and inspire a large team;
4. Ability to innovate and/or encourage innovative approaches to catalyse organisational change;
5. Experience of mitigating/managing cyber risk and corporate system risk management processes;
6. Empathy with the educational and research objectives of higher education and the ability to form excellent working relationships with academics and researchers;
7. Broad technical experience covering infrastructure, applications, technical architectures, communications and operations;
8. A proven track record of developing and implementing IT strategies across a diverse range of services and functions;
9. Comprehensive planning and control experience of projects and operational management, including experience of formal project management methodologies;
10. Experience of supplier management, from supplier selection through procurement to development and ongoing operation
11. Experience of managing a substantial budget and experience of planning, implementing and managing capital expenditure and projects;
12. Evidence of putting customer care at the heart of service delivery and creating a customer-focused culture;
13. High level of communication (oral/written) and presentation skills;
14. Ability to handle conflicting requirements and keep focused on key priorities;
15. Strong influencing, negotiation and diplomatic skills;
Digital Lancaster

This University level initiative acted as a catalyst for change, aiming to maximise the opportunity for exploitation of digital across teaching, research, service delivery and engagement. The initiative gave focus on the importance of digital skills and innovation. The skills agenda has established a formal Digital Skills Certificate for students, which has evolved to an Embrace Digital programme of activities to embed a digital culture. Our innovation projects have received much external publicity including building the campus in Minecraft, and collaborating with Amazon on the AskLU app.

Digital Lancaster 2.0 was launched in 2017 and closely linked with a University Strategy refresh (2017-2020). A new PVC with digital as part of their broader complementary portfolio (Global, Digital, Sustainability) was established to provide an essential link between the academic and professional activities creating a highly effective partnership with the leadership of Information Systems Services (ISS). Projects laid the foundations for a highly effective response to the pandemic in 2019, pivoting operations online in a way previously unimagined.

The maturity of digital at Lancaster has developed sufficiently such that Digital Lancaster is now fully embedded in the University’s strategy (2021-2025) ‘A plan for sustainable and transformative change’. Digital Lancaster has brought forward both impactful and meaningful innovation across the University’s activity and our continuing ambitions for digital innovation and transformation remain particularly in exploring opportunities around academic and service delivery, artificial intelligence and the optimisation of our data. The CIO will work in collaboration with the PVC Global to drive forward vision and thinking about opportunities and lead on implementation of digital transformation through the development of an innovative and exciting agenda. This includes a global perspective in delivering digital technologies – building on the potential of the University’s international partnerships and campuses, but also in development of new forms of course provision.

The CIO will also make a significant contribution to the digital technologies which can provide to the University’s sustainability ambitions, including through technologies for academic and student support delivery; optimising carbon and energy use; and sustainability challenges relating to IT equipment and technologies directly.

Institutionally, there is significant academic excellence in cyber security and data science. Lancaster is one of only 19 universities nationally recognised as an academic centre of excellence in cyber security and within those 19, one of only seven universities (and the only one in the North West) that are triple accredited as a centre of excellence in cyber research; as a centre of excellence in cyber education and with an accredited Cyber Masters.

The University has established research centres to build on interdisciplinary excellence in data science and quantum technology and through our internationally leading research we work closely with national agencies and on policy issues. The CIO will have the opportunity to build trusted relationships with colleagues in these areas and to draw on this expertise and to inform design and support infrastructure for these areas of activity, providing a defining element of opportunity for the right individual.

The CIO also has a vital role to play in helping shape the University’s trusted research capabilities, working closely both with external stakeholders and sector bodies and with senior colleagues in the University to inform research practices and systems infrastructure and design. The CIO works closely with the PVC Research (and Enterprise) and the Director of Library Services to enable the engagement with Open Research and research data management to optimise the University’s research ambitions and performance.

Information Systems Services (ISS) is the central IT division at the University. Comprising around 150 staff, ISS hosts first class data centres and associated infrastructure. ISS has a revenue budget of circa £13M per annum and a capital programme circa £5M per annum. The division is organised into the following sections:

- Corporate Information Systems runs the business and learning systems for the University including data integration and analytics
- Technical Infrastructure - operates networks (8,000 APs, 20,000 wired ports, 2x 40Gb WAN links), extensive virtual infrastructure (4000+ VMs), a major high-end computing facility (10,000 cores), Secure Research Infrastructure, co- location facilities, Office 365, IT security
- Faculty IT - delivers and supports 7000+ end user devices, and an extensive portfolio of end user software applications
- IT Support – IT service management, the ISS Service Desk team, Digital Skills and Accessibility support
- IT Partnering and Innovation – partnering activities with departments, and an innovation team running Lancaster mobile and other creative developments
- Project Management Office – oversees the delivery of the IT Project Portfolio

ISS has an extensive private cloud infrastructure utilising VMware technology to host onsite information systems, provide virtual infrastructure for research and VDI technology for teaching delivery. Office 365 is used for collaboration with increasing numbers of applications delivered and integrated as Software as a Service.

Corporate systems include Agresso Finance, Core HR and an in-house Student Information System ‘LUSI’. For teaching and learning a mixture of Moodle and Microsoft Teams is utilised.
Employee Benefits and Reward Package

Remuneration
The salary for this post is on the Senior Salary Scale at Lancaster, offering a highly competitive reward package and is part of a well-developed framework that allows reward progression.

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.

Flexible working
We are committed to family-friendly and flexible working policies on an individual basis.

Flexible benefits
All staff are eligible to participate in the University’s sector-leading flexible benefits scheme. The scheme provides staff with the opportunity to purchase benefits at discounted rates and also to take advantage of tax and national insurance savings on some of the benefits chosen.

The current benefits include:
• Pre-School Centre
• Cycle to work scheme
• Season ticket loan
• Low emission cars
• Charitable giving
• Shopping discounts
• Dental insurance
• Health cash plan
• Sports Centre membership
• Lancaster and external courses
• Professional bodies’ membership fees
• Car parking
• Subsidised annual bus pass
• Discounted staff dining card
• Theatre membership
• Home technology
• Additional annual leave

For more information on the benefits available at Lancaster please visit: lancaster.ac.uk/employment-benefits
**Process and Timeframe**

Candidates should apply for this role through our retained advisors Networked at networkedpeople.com/lancaster-university-cio

Applications should consist of a full CV and letter of application, which should indicate how you fit the person specification and what you see as the key challenges for the portfolio in the immediate future following appointment. Your letter of application should not exceed 2 pages using a minimum of 11pt.

The deadline for receipt of applications is midnight on Monday 14th February 2022.

The Chief Information Officer will be appointed by a formal selection committee who will hold a candidate review meeting shortly after the closing date, with notifications being sent to preliminarily shortlisted candidates w/c 21st February 2022.

The process will conclude with shortlisted candidates meeting the selection committee for the formal, final interview process, chaired by the Vice-Chancellor w/c 14th March 2022.

An appointment will be made subject to satisfactory references, in line with the usual terms and conditions of employment at the University.

Informal questions regarding the post should be directed to Hamish Laing at Networked via hamish.laing@networkedpeople.com or +44 (0)7861 329463.

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 below, 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 Bailrigg campus.

If this might involve a re-location 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.

The University is currently trialling blended working with the aim to transform divisional Professional Services working practices to create a highly effective, user-focused and sustainable working model aligned with business needs. As a senior role, attendance and engagement with teams on campus and remote working will be required.

Lancaster engages in a variety of domestic and international benchmarking exercises to ensure we are extremely 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 in light of the above expectations, we would very much look forward to hearing from you.