UNIVERSITY OF LIVERPOOL

GROUP DIRECTOR IT & DIGITAL

APPLICANT PACK

We are the Original Redbrick
liverpool.ac.uk

TEF 2023 Gold — Teaching Excellence Framework

Contents

Welcome from the Vice-Chancellor

Dear candidate,

Thank you for your interest in this role.

The University of Liverpool is a remarkable place, combining academic excellence with the attributes of our famous home maritime city: a spirit of creativity, originality, welcoming to all and committed to social responsibility.

With a history of innovation that spans life-changing discoveries through research, ground-breaking global education partnerships, and a steadfast commitment to opening up higher education to all, we have always believed in doing things differently.

Powered by academic excellence we are a 300,000 strong international community of staff, students and alumni recognised globally for our world-changing research and teaching portfolio. Ideas born here have long transformed societies and industries, touching millions of lives around the world and making an impact that really matters. We also play a crucial role in achieving our city region's economic strategy and we have a longstanding reputation for enabling students from all walks of life to access a university education.

Our performance speaks for itself, with 91% of our research rated world-leading or internationally excellent in the Research Excellence Framework and a Gold rating in the Teaching Excellence Framework. These and a wide range of other recent successes at institutional and departmental level, from ground-breaking discoveries to transformational partnerships both locally and globally, reflect our standing as a highly performing Russell Group university.

As we look ahead to 2031, when the University will celebrate 150 years of creativity, innovation and global impact, this is a truly exciting time to join the Original Redbrick. We hope that you will join us to build on this success and look forward to hearing from you.

Professor Tim Jones BSc, PhD
Vice-Chancellor

Ranked in the

TOP 200
universities worldwide
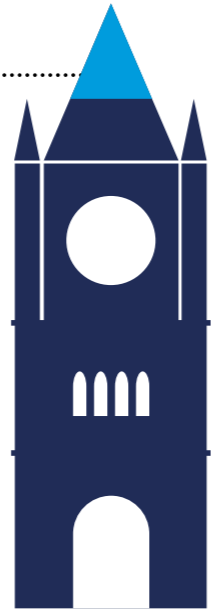
An internationally renowned
Russell Group University

Associated with
9 Nobel Prize winners

91% of research ranked **world leading** or **internationally excellent**

32,500 students

7,900 of whom travel from all over the world

The original
REDBRICK university

Established in 1881

7,000 talented staff

A
UK leader in widening participation

Total value of collaborative projects £144.6 million

Annual research income of
£163.1 million

A global **alumni** network of **280,000** in **187** countries

94% of our graduates **in employment or further study**

Working in collaboration with **445** organisations in **50** countries

£££££££
£££££££
Annual turnover of **£708.3million**

Awarded GOLD in the Teaching Excellence Framework

TOP 20%
For 'Working with Business, Research Partnerships and Working with the Public and Third Sector in the **Knowledge Exchange Framework** (KEF) 2024

First to establish a **Joint Venture University** in China

HIGH ENGAGEMENT For IP and Commercialisation, and Public and Community Engagement (KEF) 2024

One of the top UK universities **most targeted** by global graduate employers

We have more than **21,000 graduates** from our **online programmes**

Award-winning careers service

Who we are

Established in 1881, we are the original 'redbrick' university – a phrase inspired by our distinctive red brick Victoria Building. This spirit of originality shapes everything we do; ideas are born here that transform industries and travel the globe, touching and improving millions of lives as they go.

Our founding mission - 'for the advancement of learning and ennoblement of life' reflects our belief in the transformative power of research and education. With around 7,000 staff, 32,000 students and 270,000 alumni across 187 countries, our diverse, multicultural community makes us a home for all kinds of ambitions and all kinds of achievements. Alumni include nine Nobel prize winners, the first female poet laureate, and the first female Director General of MI5, alongside those who have led the way in fields from nuclear disarmament to the life cycle of malarial parasites.

From Liverpool to the world

As a globally-focused institution we have a long and proud international history across research and teaching activity, with hundreds of international research collaborations spanning diverse subject matter across our three faculties – Health and Life Sciences, Humanities and Social Sciences, and Science and Engineering.

Our highly successful partnership with Xi'an Jiaotong-Liverpool University creates life-changing opportunities for students at both universities along with valuable research collaborations and cultural exchange. Meanwhile our partnerships with Kaplan Open Learning and Kaplan International Pathways build on our strong track record in offering a range of online programmes and, through University of Liverpool International College, deliver a foundation pathway that sees around 500 students annually progress to our on-campus degree programmes. We also work extensively with global partners including research institutes, universities, industry, governments and foundations, developing new opportunities for international research and impact.

Here in the UK, our strategic partnership with Unilever is an exemplar of successful collaboration between academia and industry, catalysing our world-leading expertise in advanced materials to develop new materials and formulations, spin-out companies and co-fund cutting-edge facilities. Launched in 2017, the Materials Innovation Factory is the University's flagship knowledge exchange centre, providing a centre of research for over 200 Unilever R&D staff along with a similar number of University of Liverpool researchers.

We are extremely proud that the University is a draw for students and staff from all corners of the world, enhancing our community, bringing new ideas and making valued connections.

A life-changing student experience

Our research focus is reflected in the design of our curriculum, which seeks to engage our students in understanding the newest discoveries and ideas, and the best learning experience, on their way to a high-quality degree that we know will be desired by leading employers.

Our recent Gold rating in the Teaching Excellence Framework highlights our commitment to world-class teaching and learning. We offer a wide range of individual support, including academic advisers for each student, access to peer mentors and a comprehensive selection of student services, and aim to inspire all students to be creative, independent and courageous on their way to achieving their personal goals.

Campus life

Our main campus sits at the top of Brownlow Hill, just a ten-minute walk from Liverpool's vibrant city centre and at the heart of the Knowledge Quarter, while our Leahurst campus in Wirral is home to the University's Veterinary School, which includes two farms, two referral hospitals, and two of the Institute's three first-opinion practices.

The University helps drive the city's knowledge economy through close collaboration with fellow universities, industry and the NHS, helping the Liverpool City Region compete in the global business world.

Like Liverpool itself, we march to the beat of our own drum. And we encourage our students and staff to do the same. Leading by example, we foster creativity, independence and courage. We open our doors wide, and make sure everyone can express their true character here, whoever they are and wherever they come from. Because when they do, they make our learning environment richer, and our whole University stronger.

An exciting vision: Liverpool 2031

Our strategic framework, **Liverpool 2031**, builds on our distinctive strengths and characteristics, setting out how we will develop the confidence and sustained excellence to break into the top 100 ranked universities worldwide. It gives new impetus to the University's continued evolution, with a focus on the most important opportunities and challenges we face both now and in years to come, including the development of new materials and technologies, addressing local and global health challenges, tackling environmental change, and stimulating knowledge-based economies and the creative and cultural sectors.

Success will see our research capability considered world-leading in an even wider range of specialisms, including our unique Research Frontiers, and directed through partnership to spur innovation and creativity that benefits communities within our region and beyond.

Our students experience from programmes and a learning environment that help them to realise their full potential and equip them with the skills and dexterity to succeed as global citizens, employees and entrepreneurs in a rapidly changing world. These successes will be underpinned by successful public, private and third sector partnerships and we will have an excellent reputation internationally for our research and its impact, our influential alumni, and our status as an aspirational destination for students, postgraduate researchers and staff.

Liverpool 2031 also places emphasis on our role in securing a more sustainable future, building on our existing commitments in the transition to Net Zero and the United Nations Sustainable Development Goals, while also reflecting our ability through research and education to shape future generations of change-makers able to tackle these greatest of challenges.

And at the heart of our commitments are the University's people; our remarkable community of academic, technical and professional services staff, who are the key to achieving all of this. The framework sets out the path to being an employer that attracts, values, develops and retains the best people, enabled by a culture that helps unlock everyone's potential, promotes high performance and confidence, and will deliver our aspiration to be a global Top 100 university.

This strategic framework is ambitious and our vision will only be achieved through a sustained and focused team effort across the University and its strategic partnerships. It will be progressed through a range of new and existing strategic implementation plans including institutional plans for growth and a major new fundraising campaign aligned with our 150th anniversary in 2031, unlocking significant additional resources for investment in our priorities

Our strategic pillars and themes

The strategic framework features four pillars, representing our main areas of strategic focus. The pillars are:

Research and impact

Education and experience

Global experience

Place and Innovation

There are also two overarching themes, essential to each pillar and to achieving the overall vision:

People and Culture

Sustainability

About the role

The University of Liverpool has ambitious plans to extend its global reach and reputation and to deliver an outstanding student experience to its students wherever and however they are studying with us. Liverpool 2031 outlines our vision and key priorities and it is clear that digital innovation will be key to the achievement of our goals - whether to enhance our efficiency and effectiveness in delivery of professional services, to enhance the learning environment for our students, or to ensure the appropriate support to drive forward our excellence in Research.

A clear, costed and compelling digital strategy and investment roadmap will be required to achieve our ambitions and we are looking for a leader who can guide our community in the development and delivery of its digital strategy, as well as championing the provision of efficient, effective financial sustainable IT services and enterprise level systems.

We are looking for an exceptional individual with broad experience in shaping teams and delivery across data, infrastructure, cyber security, IT systems and services to support our core users. We are looking for an individual who can lead out with passion and a collaborative mindset to balance the opportunities that digital innovation can unlock with concerns around risk, security and a resilient investment roadmap in a sector where financial sustainability, partnership and service resilience are more important than ever.

IT Services provides the high-quality computing, networking and support services which enable the University to fulfil its corporate mission, and its departments and partners to meet their objectives. The department maintains the IT infrastructure and business systems, supporting 54 academic departments based in over 300 buildings across a number of national and international sites.

The department comprises approximately 250 staff structured across 6 functions:

- **SMT** (Director and ADs), plus **Operational Management Team** (Heads of Service)
- **Business Systems and Services** – corporate systems covering:

   Data, middleware, integrations

   Finance, HR & Estates

   Digital education, student and research admin
- **Digital Innovation & Application Development** – including AI and automation
- **Strategy, Partnerships & Projects** – covering:

   PMO, programme and project management

   Process Improvement and Business Analysis

   IT Business Partnering

   IT Operations, Finance and Procurement
- **Service, Security, and Infrastructure**

   Data centre, network, cloud

   Service-desk, AV, desktop

   Cyber-security
- **Research IT** – platforms, software engineering, engagement and partnerships

About the role (continued)

Responsibilities:

Leadership & Strategy

- Lead the University's IT directorate, delivering a high-performing, professional, customer-focused IT and Digital service – working to agreed priorities, service scope, and level, incorporating clear goals and expectations.
- Proactively collaborate with the University's Senior Leadership Team and wider colleagues to develop, implement and deliver innovative and transformative digital and IT strategies, enabling the efficient and future-proofed achievement of institutional vision, values, and goals, as outlined in *Liverpool 2031*.
- Serve as a strategic lead, advising the Senior Leadership Team on digital and technology trends, risks, opportunities, and wider change.
- Develop and lead a network of influence with wider institutional leaders and peers, both within and externally to the University.
- Lead on the development and maintenance of policies, procedures, and best practices to ensure the University's IT infrastructure and services meet the highest standards.

Infrastructure and Systems Management

- Ensure that IT systems and services deliver an 'adopt, not adapt' approach, incorporating processes and systems which deliver seamless, sustainable, end-to-end experiences for staff, students, and wider stakeholders.
- Drive the integration of new technologies that enhance the educational experience, research capabilities, and operational efficiency.
- Ensure effective design, implementation and maintenance of IT infrastructure, including networks, servers, storage, and cloud solutions.
- Ensure the availability, reliability, and scalability of critical University systems, including learning management systems, student information systems, and research computing resources.
- Deliver the University's cybersecurity strategy, ensuring compliance with relevant regulations.

Budget and Resource Management

- Shape and drive short, medium, and long-term structures and resource plans – aligned to wider financial, strategic, and operational planning mechanisms, with the right balance of in-house and partner expertise deployed.
- Lead the planning, allocation, and management of the institutional IT budget to ensure optimal utilisation, commercial awareness, and return on investment.
- Lead and maintain strong strategic relationships with key vendors and external partners, leveraging their expertise in support of the institution's digital technology needs.
- Ensure an effective operating model and distribution of IT resources and services across central teams, faculties and academic schools, facilitating the achievement of opportunities and goals, within agreed financial, efficiency, and security parameters.

- Ensure effective leadership and management of staff within the directorate providing professional leadership to the team, including such matters as staff recruitment and selection, training and development, performance, and appraisal.
- Lead, motivate and manage the performance of the directorate to deliver a professional, customer-focused and high-performing operational service, that works to an agreed service scope and level.
- Provide support, coaching, and mentoring to direct line managers to ensure that all objectives and commitments are fulfilled in line with expectations, agreements and relevant standards.

Support and Service Delivery

- Continually review the services provided to end-users and customers, ensuring that the overall provision meets agreed service levels and requirements, incorporating effective stakeholder management and reporting.
- Ensure timely resolution of IT issues for faculty, staff, and students via the University's IT helpdesk and support services.
- Ensure high availability and user-satisfaction with University systems, through effective support structures and proactive maintenance.

Innovation and Research

- Develop appropriate mechanisms to identify, socialise, and harness the opportunities presented by emerging technologies enabling innovation and continuous improvement, enhancing the organisation's competitive advantage - particularly in relation to research performance, student experience, and operational efficiency and effectiveness.
- Enable and drive digital transformation in the way the University operates – particularly with regards to the use of automation and AI - to enhance working practices of staff, optimise learning experiences for students, and opportunities to deliver research and partnerships.
- Lead and maintain a commitment to the promotion and delivery of co-created working to find effective solutions.

Data and Information Security

- Ensure that the institution has a clear and robust data strategy to equip staff with the information and tools that ensure a 'right first time' view of data and associated performance indicators.
- Ensure that the organisation's data and IT systems are secure and compliant with industry standards, statutory requirements, and regulations, including but not limited to data protection and freedom of information, alongside liaison with appropriate regulators and professional bodies that have a bearing on IT matters.
- Ensure robust disaster recovery and business continuity mechanisms, with a particular focus on appropriate resourcing to protect the institution's data and systems from external attack.
- Ensure that the University's IT infrastructure – both on premise and in the cloud – is future-proofed, agile and resilient.
- Ensure regular security audits and vulnerability assessments, ensuring timely patching and mitigation of threats and issues.

Who we are looking for

Experience:

- Demonstrable experience of leading a progressive, service-orientated information systems and technology function within a large, complex and diverse organisation either in the public and/or private sectors.

- Proven track record in building, shaping and leading teams focused on supporting complex business needs and translating these needs into integrated, resilient and efficient end-to-end systems and processes.

- Proven track record in managing and storing data in a secure way, whilst unlocking the power of that data to track performance, build and leverage external relationships, and inform future strategy and plans.

- Evidence of effective securing of strategic, long-term investment in IT and digital, balancing the future potential of technology with BAU service efficacy.

- Proven ability to lead diverse teams and inspire wider communities of staff to harness the power of digital to transform ways of working and user experiences.

- Evidence of securing, managing and implementing significant and effective change processes to ensure the delivery of effective policies and plans to achieve continuous improvement.

- Evidence of success in the application of performance management systems and measures that ensure delivery in a high-performance culture.

- Evidence of operating in, and contributing successfully in, a strategic management role.

- Practical experience of planning and managing large and complex financial budgets and other resources to achieve required service outcomes within agreed budgets.

- Evidence of successful identification of and management of relationships with third-party technology and service providers, building long-term, mutually beneficially relationships that deliver value for money and service resilience.

- Evidence of leading out on effective programme and project management practices that ensure delivery of on time, on budget technology projects that meet user needs and are resilient and fit for the long term.

- Evidence of shaping and leading sector-leading delivery teams, positive about their work and committed to service delivery, accountability to stakeholders, and continuous improvement.

- Proven track record in building strong teams and secure systems and infrastructure to ensure appropriate support and wider organisational awareness and controls to protect from cyber attack.

- Experience and success in developing and implementing wider organisational digital strategy and digital first culture beyond IT services with extensive buy in from internal and external stakeholders alike.

- Educated to first degree level.

- A relevant professional and/or management qualification or substantial experience.

Personal Characteristics

- Passion for technology in an education and research environment.

- Direct experience of building capability around automation and use of AI to enhance services and user experience.

Personal Qualities:

- Ability to challenge existing practices and approaches relevant to the portfolio, develop and undertake options appraisals and deliver effective solutions that achieve best value of quality services.

- Ability to translate University objectives into effective strategies, policies and business plans.

- Ability to effectively lead and manage complex projects and competing work demands, allocating resources and priorities appropriately.

- Highly developed interpersonal, networking, advocacy, oral, written presentation and communication skills that are persuasive and influential with others and adaptable to the situation.

- Ability to demonstrate skills in the development and maintenance of complex relationships within the organisation and with external partners.

- An inclusive team worker who can foster partnerships, work collaboratively across boundaries and achieve performance and results through others.

How we are run

Our team

Our governing body, with ultimate responsibility for the conduct of all the affairs of the institution, is the University Council.

The Council is also the Trustee Board and its members are the trustees of the University. The Council has a number of committees, including Finance and Resources, Audit, Education, and Research and Impact.

There are 22 members of Council with a lay majority. Membership comprises: the President, the Vice-President, 10 other lay members; the Vice-Chancellor; two Pro-Vice-Chancellors; the President of the Guild of Students; the Senior Professional Services Representative with Responsibility for People and Infrastructure, three members of the academic staff drawn from the Senate, one member of staff from the Professional Services, and one member of the student body.

Elected and appointed members serve for renewable three-year terms. Council meets six times per year (four business meetings and two away days).

There is a Senate of the University which, subject to the oversight of Council, is responsible for: promoting research; promoting and regulating learning and teaching; and maintaining the quality and standards of the University's academic provision. It has 86 members, including the Director of People and Services, Policy and Executive Pro-Vice-Chancellors, Associate Pro-Vice-Chancellors, Deans, nominated Heads of Department, elected Faculty representatives and student representatives. Senate is chaired by the Vice-Chancellor and normally meets four times per year.

The governance structure is laid down in the University's Charter, Statutes and Ordinances from which both Council and Senate derive their powers.

VICE-CHANCELLOR

• Professor Tim Jones BSc, PhD

PROVOST AND DEPUTY VICE-CHANCELLOR

• Professor Richard Black BA, PhD

CHIEF OPERATING OFFICER

• Lucy Everest BA

PRO-VICE-CHANCELLORS

• Professor Tariq Ali PhD DIC CPhys FInstP FRAS (Global engagement and partnerships)

• Professor Gavin Brown BSc, PhD (Education)

• Professor Anthony Hollander BSc, PhD (Research and Impact)

EXECUTIVE PRO-VICE-CHANCELLORS

• Professor Fiona Beveridge LLB, MPhil (Faculty of Humanities and Social Sciences)

• Professor Louise Kenny MB ChB (Hons.), PhD, MRCOG (Faculty of Health and Life Sciences)

• Professor Wiebe Van Der Hoek BSc, PhD (Faculty of Science and Engineering)

CHIEF FINANCIAL OFFICER

• Nicola Davies BSc, MSc, FCA

UNIVERSITY SECRETARY AND GENERAL COUNSEL/ CLERK TO COUNCIL

• Kevan Ryan BA, CPE, LPC

PRO-VICE-CHANCELLOR (Xi'an Jiaotong-Liverpool University)

• Professor Youmin Xi BSc, MEng, PhD

Our organisation

Vice-Chancellor

Provost & Deputy Vice-Chancellor

Executive Pro-Vice-Chancellor, Faculty of Health and Life Sciences

Executive Pro-Vice-Chancellor, Faculty of Humanities and Social Sciences

Executive Pro-Vice-Chancellor, Faculty of Science and Engineering

Chief Operating Officer

Pro-Vice-Chancellor Global Engagement & Partnerships

Pro-Vice-Chancellor Education

Pro-Vice-Chancellor Research & Impact

Chief Financial Officer

University Secretary and General Counsel

Faculty Academic Staff

Faculty Academic Staff

Faculty Academic Staff

Libraries, Galleries & Museums

Student Experience & Enhancement

Student Recruitment, Widening Participation & Admissions

Research Partnerships & Innovation

Property and Campus Services

External Relations

Human Resources

IT Services

Health and Life Sciences Professional Services

Humanities and Social Sciences Professional Services

Science and Engineering Professional Services

Finance

Procurement

Strategic Change

Strategic Planning

Sustainability

Governance

Legal and Insurance Services

Occupational Health

Radiation Protection

Safety Adviser's Office

Appointment process and how to apply

The University has appointed executive search firm Dixon Walter to support this appointment.

If you would like to discuss this opportunity further or have any questions about the role, please contact Mike Dixon at mike@dixonwalter.co.uk or on 07876751896.

Applications should be emailed to mike@dixonwalter.co.uk by the closing date of Thursday 27th March.

Your application should include on separate documents:

- A letter of application setting out your interest in the role and details of how you match the requirements in the person specification.
- A comprehensive curriculum vitae.
- Details of three referees and your notice period (referees will not be contacted without your permission).
- A completed personal details form (available from the vacancy microsite).

Final interviews are expected to take place on campus on Wednesday 9th April.

Salary: Competitive for the role

Location: Liverpool, England

Our story began in 1881.

We became one of the first civic universities.

The Original Redbrick. More than 140 years later, we're as original as ever.

We're still welcoming people from every walk of life.

Still colourful and creative. Welcoming and warm.

Still advancing learning and ennobling life, just like we always have.

And uncovering world-firsts through our pioneering research.

Still marching to the beat of our own drum.

Still bursting with character. And characters.

Still shaping the spirit that makes Liverpool a one-of-a-kind kind of city.

And helping our students forge their own path.

1881 is where our story started. We were original then.

And we're original now.