

ual:



Recruitment Pack

Director of Strategy, Risk and Planning



Welcome

Dear Applicant

Thank you for your interest in the Director of Strategy, Risk and Planning role at the University of the Arts London (UAL).

We are 1 University made up of 6 colleges and over 22,000 students from all around the world. We are ranked second in the world for Art and Design (QS World University Rankings 2022). We offer an extensive range of courses in art, design, fashion, media and communication and performing arts.

The world, of course, has changed. Britain has evolved into a knowledge economy, driven by new technologies and defined by innovative ideas, and London, one of the world's most creative cities, is central to that economy and a bridge to the rest of the world. UAL, based in London, is a cornerstone of this as one of the world's most international universities and we believe that creativity is increasingly a skill vital across the economy and society. We are now at the start of a pioneering and exciting new strategic journey ("Why the World needs Creativity") that seeks to change the world through creative endeavour and led by three guiding policies.

The newly established role of Directorate of Strategy, Risk and Planning will play a critical part in supporting UAL through a vital phase of growth and development. Sitting within the President and Vice-Chancellor's Office, you will lead a new Directorate of Strategy and Planning, working with two teams (one to be established) utilising your strong expertise in informed decision making, robust business planning and data infrastructure. Focusing on strategic performance and insight, risk identification, evidence-driven analysis, horizon-scanning, and a policy focus, you will have the capability to support the most innovative ways in which UAL can realise its ambitions.

This is a significant senior leadership role at a pivotal and transformative point in our history. Wherever you are now, you will have the ability to work at pace in an often-ambiguous environment, anticipating risk and trends in the Higher Education and creative sectors and across the broader political environment. You will be driven, yet collaborative, as well as possess highly developed skills to influence and problem-solve. Dynamic, progressive and innovative, you will have a high capacity for self-reflection, emotional maturity and the resilience to help push through the changes UAL requires for the future, while acting as an agent of change for equity and diversity.

I am personally committed to equality, diversity and inclusion and I encourage candidates from diverse backgrounds to put themselves forward for this exciting role.

Rob Kramer
University Secretary, University of the Arts London

About the University of the Arts London

The origins of UAL lie in the 19th century with the foundation of the schools that became our six constituent Colleges: Camberwell College of Arts, Central Saint Martins, Chelsea College of Arts, London College of Communication, London College of Fashion and Wimbledon College of Arts. These schools educated young people to prepare them for a world transformed by technological change. Each of our Colleges remained at the forefront of creativity throughout the 20th century combining radical design and techniques with the teaching of practical skills. Our Colleges were, at all times, imbued with a sense of social purpose.

In 1986, the six Colleges joined together as one. In 2003, they became a university: University of the Arts London (UAL). Today, UAL is one of the world's most renowned institutions for creative education. Though much has changed since the 19th century, our social purpose, 'to change society through our knowledge and creativity', remains unchanged. We remain rooted in London's heritage of vocational education. And we are developing into a global force for change, advancing the case for creativity at the regional, national and international level.

We have become one of the world's most international universities, welcoming students from 130 countries. We have achieved this by adapting to the needs of new cohorts of students, while continuing to provide access to a high-quality creative education. And, as a global university, staff and students learn from different cultures and perspectives, which leads to new conversations and innovative work.

We are committed to our social purpose, inside and outside of UAL. By 2023, for instance, 30% of our staff will be from ethnic minority groups. This reflects the diversity of our students. By the same date, all of our courses will be re-designed to educate our students about climate change. And by 2040, we will reach net-zero in our carbon emissions. These commitments are grounded in the experience of students, alumni and staff, in academic insights, and in our data. They reflect our determination to change how we teach and do research, how we operate, and how we work with others.

We must be ready, though, for greater change. The world faces challenges like the climate emergency and economic uncertainty, but it is also more digital, connected and creative than ever before. Cultural trade and understanding, meanwhile, is growing between the Global South and North. UAL is changing too, taking inspiration from its founding ideals to pioneer the future of creative education. This is the ambition of our new strategy, which sets out how this will be achieved. It is a living document, subject to review, and changes within and outside UAL will breathe new life into it.

Our strategy has three Guiding Policies.

1. Creativity is a skill vital across the economy and society. In today's knowledge economy, this will become increasingly so. To give our students the skills they need, we must change the way we teach and deliver a rich and rewarding student experience. By doing so, in partnership with our staff and students, we will ensure our students are equipped to work in sectors beyond the creative industries. Our students will have the careers they want, the economy will have the creative skills it needs, and we will build a better world. This led to our first Guiding Policy, to give our students the education they need to flourish in a changing world.
2. There is a greater desire for a creative education than ever before. A demographic boom at home, population growth abroad, and longer working lives, mean more students than ever before. The ubiquity and power of digital technology mean we can reach and engage them, while constantly improving their education. By growing student numbers here in London and expanding online, we can provide more students, whoever, or wherever they may be, with a high-quality creative education. This led to our second Guiding Policy, to bring a high-quality creative education to more students than ever before.
3. Climate injustice. Disinformation. Structural racism. Regional and economic inequality. At home and abroad, society is beset with deep-rooted social, cultural, environmental, and economic problems. Through our research and partnerships, and by targeting the sectors where we can make a difference, we can help solve them, and in doing so create a better world. This led to our third Guiding Policy, to change the world through our creative endeavour.

Taken together, the guiding policies represent a far-reaching ambition. Further information can be found at arts.ac.uk.

Equality, Diversity and Inclusion

UAL is committed to becoming a diverse and inclusive university – a place where we can all be ourselves and reach our full potential in our work, learning and creative practice. We offer a range of inclusive employment policies, flexible working arrangements and Staff Support Networks. We welcome applicants from diverse backgrounds, including race, disability, age, sex, gender identity, sexual orientation, religion and belief, marriage and civil partnership, pregnancy and maternity, and caring responsibility.

Please visit our website for more information on our [equality objectives and reports](#).



Carnival of Crisis - basecamp images

Role Description

Role title:

Director of Strategy, Risk and Planning

Reports to:

University Secretary

Leads:

Strategy, Risk and Planning team with two direct reports.
Cross-university leadership role.

Role Description:

The Director will lead the existing Planning Team and set up a new Strategy and Risk Team. The teams will cover all aspects of business and student number and portfolio planning, performance monitoring, PMI development and horizon scanning, compliance and regulatory reporting, and strategic risk management. You will hold overall responsibility for ensuring UAL is well-placed to deliver its ambitions through informed decision making underpinned by a robust business planning cycle and strong data infrastructure.

Main duties and responsibilities

Management and Leadership

- Set up new Directorate, building on existing excellence.
- Lead and provide direction and guidance to team members identifying opportunities for development, coach and mentor team members.
- Day to day management of team in line with UAL values.
- Leading and managing the Strategy & Planning Directorate and its staff, in line with UAL values and culture.

Implementing the 10 year strategy

- Proactively working with the Executive Board and senior colleagues across the University to ensure UAL makes informed strategic decisions based on data and an understanding of the regulatory and risk environment.
- Lead the preparation of strategic materials for the Executive Board and Court of Governors to a high standard and to influence successful outcomes.
- Assure delivery and implementation of the strategy through design and embedding of robust governance and project management frameworks where appropriate.

Business intelligence

- Expand the business intelligence (BI) capability on behalf of the University to further inform strategic and operational plans, determine measures of efficacy and effectiveness, and drive the analysis of performance against targets.
- Guiding analysis and evaluation of strategic opportunities and options and supporting strategic decision-making with good evidence, insight and advice.
- To provide advice, based on available or commissioned data, to help assess the impact of OfS and other external developments and initiatives on the University.
- Work closely with colleagues in the Social Purpose Lab on identifying, defining and improving measurability of our impact, contributing to the implementation of a sector-leading approach.

Annual strategic and delivery input

- Own the annual operating planning process, ensuring that this dovetails with the annual financial cycle, working closely with colleagues in Finance on this and the course costing exercise.
- Input to the strategy for the resource allocation model, and perform the relevant calculations and analysis.
- Provide a support and advice service for colleges in their academic planning to support college academic development discussions.
- Commission data as required by the work plan from the University's Registry and to work with them to ensure high quality reports.

Supporting growth agenda

- Have oversight of size and shape governance ensuring the flow of work across the structure of meetings and informal conversations is effective and creating a strategy for size and shape.
- Enable the vision for growing well, through assessment of opportunities to rationalise, develop and grow the portfolio in line with UAL and College missions.
- Provide liaison and support with the plans for UAL On-line to ensure there is a whole view of the portfolio.
- Have oversight of the workstream to plan student numbers in line with growth and budget expectations.

Risk

- Ensure that strategic and operational risks spanning the University are identified and managed effectively and advise the Court of Governors, some of its sub-committees, EB and the wider Senior Management Team on risk and risk mitigation.
- Lead the development and monitoring, maintenance and review of UAL's risk management strategy and updated risk register.
- Facilitate the development of a more effective risk management culture throughout the University including recommendations for change and improving risk.

General

- Engage with and proactively make recommendations for continuous improvements relating to service delivery, procedures and processes.
- To undertake health and safety duties and responsibilities as appropriate to the role.
- To work in accordance with the University's Staff Charter and Dignity at Work Policy, promoting equality, diversity and inclusion in your work.
- To personally contribute toward reducing the University's impact on the environment and support actions associated with the UAL sustainability agenda.
- To undertake continuous personal and professional development, and to support it for any staff you manage.
- To make full use of all information and communication technologies in adherence to data protection policies to meet the requirements of the role and to promote organisational effectiveness.
- To conduct all financial matters associated with the role in accordance with the University's policies and procedures, as laid down in the Financial Regulations.



Amber Nicol in the studio

Person Specification

Part One

Knowledge and experience

- Knowledge and expertise in strategic governance, impact and performance.
- Experience of working in environments with data-driven insight and analysis, and using data to measure outcomes and impact.
- Technical knowledge of performance management approaches, benchmarking service improvement tools and models.
- Evidence of having led effective strategic and planning functions or teams in a matrix style, ideally with a track record in delivering organisation-wide business-planning.
- Experience in organisational risk management, forecasting and planning.
- Experience of implementing changes to business processes and working practices
- Demonstrable experience of embedding equity initiatives into working practices.
- Experience of building and leading diverse teams.

Part Two

Skills and Abilities

- Strong strategic vision with the ability to inspire and motivate colleagues to achieve results.
- Good communication and influencing skills with the ability to successfully negotiate at senior levels whilst continuously monitoring strategic objectives to achieve the best outcomes.
- Analytical thinker able to see through complexity and provide options and solutions around complex matters, including financial modelling.
- A sound decision maker who takes accountability for risk and decision making within the directorate and more broadly; and the ability to use and share insights and evidence to deliver impact.
- Resilient under pressure and comfortable working with ambiguity, with the ability to balance competing priorities whilst delivering at pace.
- Ability to communicate effectively across multiple audiences, proactively seeking and acting on feedback.
- Capability of building and leading teams from scratch with the ability to quickly understand a complex organisation.

Part Three

Leadership style and personal attributes

- Excellent senior leadership and management skills; comfortable with working in a matrix-style.
- Actively role models and promotes a commitment to equity, diversity and inclusion in their working practice and proactively seeks out diverse views to inform thinking and decision making.
- Collaborative and collegiate approach with the ability to inspire and motivate all colleagues staff at all levels.
- Ability to influence and win hearts and minds.
- Demonstrates clear direction, whilst remaining empathetic, treating people fairly and consistently in line with UAL values.



Sketchbook by Miguel Desport and Marion Bissier during their Internship at Pentagram

Terms of Appointment

Salary

This role attracts a salary of circa £100,000 per annum (dependant on experience) with a generous benefits package.

Contract

This is a permanent full-time appointment.

Location

London + Hybrid

Other benefits:

Annual Leave: 34 days

Pension

The University is a member of the Local Government Pension Scheme (LGPS). Further information is available on the [LGPS website](#).

Sick Pay Entitlement

Length of service

In Year 1 - 1 to 4 calendar months

Year 1 - after having completed 4 calendar months' service before the start of any period of sickness

In Year 2

In Year 3

In Year 4 and successive years

Sick pay entitlement

1 month's full pay

1 month's full pay followed by 2 months on half pay

3 months on full pay followed by 3 months on half pay

4 months on full pay followed by 4 months on half pay

6 months on full pay followed by 6 months on half pay

How to Apply

We hope you will consider making an application. To do so, please visit: <https://starfishsearch.com/jobs/ual-dir-strat-planning/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A short supporting statement (maximum two sides) that sets out why you are interested in joining the University of the Arts London as its Director of Strategy, Risk and Planning

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

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| Search closes | Friday 28th April 2023 |
| Preliminary interviews with top candidates | w/c Monday 8th May 2023 |
| Informal stakeholder conversations | Late w/c Monday 15th May 2023 |
| Final formal interviews | w/c 22nd May 2023 (tbc) |



Everyday objects sculptures made of latex by Michelle Johnson