

Candidate Brief for the position of
Director of Estates

March 2024



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Welcome from the Principal and Vice-Chancellor

Glasgow Caledonian University is ambitious to transform lives, delivering excellent education and research that is accessible and impactful for the communities that we serve. We work in partnership with diverse organisations in the City of Glasgow, across Scotland and the UK, and globally.



We are recruiting a Director of Estates who will provide strategic transformational leadership and effective management of the Facilities Management Department. The successful candidate will manage and be accountable for the efficient and effective provision of comprehensive client-centred services for estates planning, management and facility support activities.

Glasgow Caledonian University is a vibrant, values-led, multi-cultural, civic university with a global outlook. Across numerous education and research indicators, we are Scotland's leading modern university.

An independent report by BIGGAR Economics highlighted that our University is a valuable asset to the City of Glasgow, not only bringing economic and employment opportunities, but working to address the deep-rooted economic, social and health inequalities in the City.

We are leaders in widening access to Higher Education and support our students to achieve positive outcomes, as evidenced by the fact that 91% of our students are in employment or further study within fifteen months of graduating (HESA, 2023). Our welcoming university community of over 1,600 staff and more than 21,000 students from nearly 120 countries enjoy state-of-the-art facilities. Our success as a globally connected university is demonstrated by the large number of international students studying at our UK campuses. We are also Scotland's leading provider of Graduate Apprenticeships, and have a wide range of professionally accredited courses and industry links.

Thank you for your interest in this exciting role and your interest in Glasgow Caledonian University.

Professor Stephen Decent
Principal & Vice-Chancellor

Introduction to Glasgow Caledonian University

Glasgow Caledonian – the largest and leading modern university in Scotland – is a vibrant, values-led organisation with campuses in the heart of Glasgow and London. Through our strong commitment to delivering high quality education and research we are responsive to the needs of the communities we serve.

With a wide range of professionally accredited courses and links with over 300 industry partners, we have the highest proportion of first-degree graduates in highly skilled occupations (83%) compared to other Scottish modern universities. In 2023 we entered the top 40 universities in the UK in the Guardian University Guide, and were in the top 50 UK universities in the 2024 Times and Sunday Times Good University Guide for the first time.

We perform exceptionally at subject level too. We're the leading university in the UK in key health areas including Radiography, Physiotherapy and Subjects Allied to Medicine, according to the Times and Sunday Times, with Hospitality, Leisure, Recreation and Tourism ranked second in the UK (first in Scotland). The Guardian also ranked us in the top three in the UK, and first in Scotland, for Social Work, Animation and Game Design, and Nutrition and Food Science.

Glasgow Caledonian had the highest intake of Scottish full-time undergraduate students in the sector this academic year (UCAS, 2023).

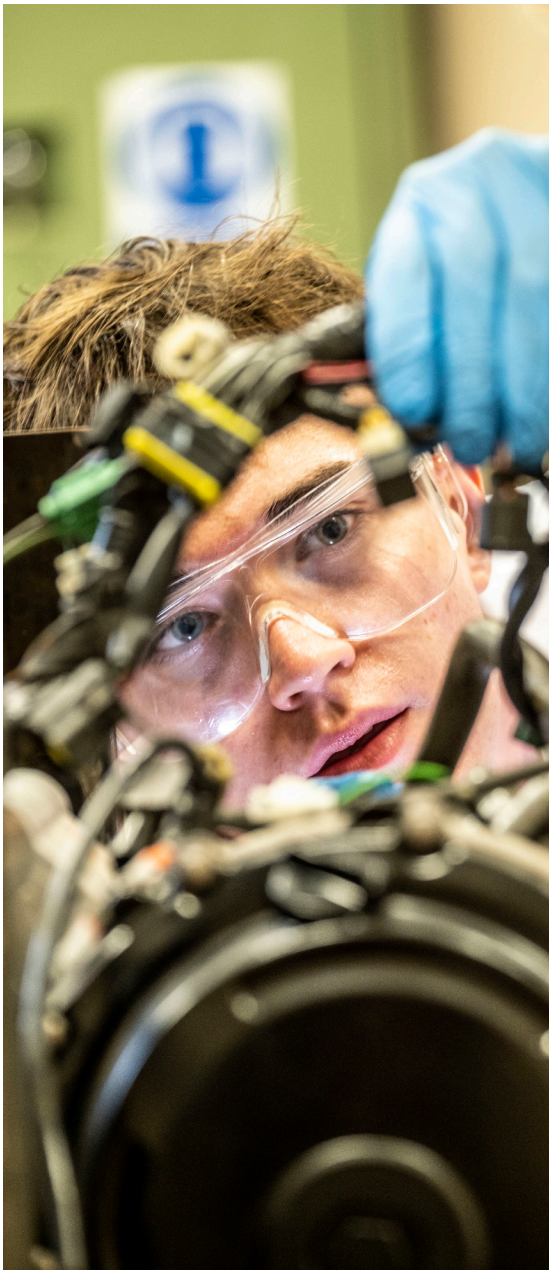
Our recently appointed Chancellor, Dr Anne-Marie Imafidon MBE, is one of the UK's most influential women in tech and a major advocate of diversifying talent in science, technology, engineering and mathematics (STEM).

We are passionate about helping more young people from diverse backgrounds into university. Scottish Funding Council figures highlighted that 22% of our Scottish full-time, first degree entrants were drawn from the country's 20% most-disadvantaged backgrounds (SFC, 2023).

Our welcoming community of over 1,600 staff and more than 22,000 students from almost 120 countries enjoy state-of-the-art facilities across each of our city centre campuses. Our Glasgow campus covers 59 hectares while our London campus in Spitalfields has recently been extended.

As the University for the Common Good, equality and diversity are at the heart of everything that we do. Our Equality Outcomes 2021-25 specify our actions to eliminate discrimination, advance equality of opportunity and foster good relations. They are clearly aligned with our Mission and strategic priorities, as well as our Values, with the overall aim of reducing inequalities and making a positive difference. We take a whole institution approach and are committed to ensuring that equality and diversity are mainstreamed into our core functions.





At heart we are a civic university with a global outlook, dedicated to building productive relationships and driving positive social change for current and future generations.

We are the only Scottish university with EcoCampus Platinum accreditation and were ranked first in Scotland for sustainability in the most recent People and Planet league table.

Our research expertise spans our three Schools (the School of Computing, Engineering and Built Environment, the Glasgow School for Business and Society, and our School of Health and Life Sciences) and various centres. Our research addresses many of today's biggest global challenges including climate change and sustainable development, and seeks to have a positive impact on the communities and businesses we serve. Our globally recognised researchers also regularly advise governments, industry and international bodies on policy development and delivering impact.

More broadly we work in close partnership with others to further our research and education. Partners range from the Scottish Government, Public Health Scotland and NHS Scotland to the Chambers of Commerce and Scottish Women in Technology, as well as our transnational partnerships in China, South Africa, Oman, Bangladesh and Mauritius.

Guided by our mission as the University for the Common Good, and our Values - integrity, responsibility, creativity and confidence - we work with others to transform the lives of our students and the communities we serve.

Profile, Facts and Figures

Social, Economic and Environmental Impact

- The independent analysis of BIGGAR Economics in 2022 showed the University delivered economic and social benefits worth £1.7 billion to the global economy and supported 14,360 jobs, generating £1.4 billion and £1.1 billion to the UK and Scottish economies respectively. The report shows that, beyond its economic footprint, the University drives a powerful and multi-layered social impact, and adds strategic value in areas including health and wellbeing, the eradication of poverty and inequalities, sustainable businesses and environments, industry, innovation and infrastructure.
- We ranked in the top 50 in the world for two Sustainable Development Goals, Decent Work and Economic Growth and Reduced Inequalities in the 2023 Times Higher Education Impact Rankings.
- With a wide range of professionally accredited courses and links with over 300 industry partners, we are Scotland's leading provider of Graduate Apprenticeships. Our Institute for University to Business Education takes a partnership approach to the co-creation of work-based programmes to meet strategic skills needs.
- We are Scotland's first accredited Living Wage University Employer.
- The University is one of only three Scottish universities to hold the prestigious institutional Athena SWAN Silver Award in recognition of our achievements in promoting gender equality.
- Previous Chancellors have included Nobel Peace Prize winner, Professor Muhammad Yunus and singer-songwriter, highly-respected social activist and philanthropist, Dr Annie Lennox OBE.
- The University rapidly mobilised to help the country's crisis response to the Coronavirus pandemic and supported our local communities and the delivery of the Scottish Government's public health objectives. Over 500 student nurses and 95 BSc Paramedic Science students joined the NHS on the pandemic frontline; our sports centre was transformed into Glasgow's first walk-through COVID-19 test centre; we provided crucial personal protective gear including face-shields created using 3-D printers; we donated testing equipment; and we began the first major study of its kind analysing the effects of lockdown on the country's mental health.





Academic Excellence

- Glasgow Caledonian features in the Times Higher Education World University Rankings and the QS University Rankings. We are ranked in the top 40 UK universities in the Guardian University Guide 2023 and top 50 in the Times Good University Guide 2023, with strong performances at subject level.
- The University has three academic schools: the School for Computing, Engineering and the Built Environment, the School of Health and Life Sciences and the Glasgow School for Business and Society, offering high-quality research-led teaching, innovative facilities and specialist areas of study.
- Our Research Excellence Framework (REF) performance has flourished over the years. We are now unsurpassed by any other Scottish modern university for the level of research (72%) considered to be world leading or internationally excellent. Our health research is surpassed only by King's College London for outstanding impact (REF2021).
- The University is the largest and leading modern university in Scotland, with more than 23,000 students globally, including over 21,000 studying at our Glasgow and London campuses.
- The University is highly attractive to international students. In 2022-23 we had over 5,500 international students, representing 26% of the University's student population, joining us from almost 120 countries worldwide.
- We have a strong tradition of widening participation responsibly and supporting successful student outcomes. We are raising aspirations and attainment of talented individuals from all backgrounds through initiatives such as College Connect and the Caledonian Club.



GCU Estate

- Our Glasgow campus contains 13 buildings (excluding Caledonian Court) situated within a defined city centre boundary measuring 59 hectares. All of the buildings are owned in their entirety by the University.
- The GCU estate includes Caledonian Court which is a purpose built 660 bed student residence.
- The University is currently developing a new Masterplan closely aligned to the strategic development of Glasgow City Centre to reinforce the Civic status of the University. The last major infrastructure investment saw the completion of the Heart of the Campus project in 2016 which was a major milestone and a significant contributor towards addressing the previous Masterplan objectives. Current rolling infrastructure projects include the transformation and modernisation of our teaching accommodation and investing in the refurbishment of our student residences.
- The city centre location provides significant benefits to the University, for example in terms of the proximity and regularity of major transportation connections, and significant offering of food and retail outlets close to the campus. From an estates management perspective, the location places a premium on the value of land and therefore it is imperative that the existing facilities are utilised as efficiently as possible.
- Additionally, the University continues to experience success at its London Campus as evidenced by the expansion of its original campus at Fashion Street, Spitalfields to include additional accommodation at Vallance Road which opened to students in January 2024. GCU London Estate is subject to lease from commercial landlords.

Globally Connected

- Harnessing our campuses in Glasgow and London, and partnerships in Oman, Bangladesh, Mauritius and Africa, the University is extending its global impact and engaging in new ways with learners, global businesses and communities.
- Our campuses are highly attractive to international students - the University doubled its international student population in 2022-23.
- We are the key partner in the African Leadership College Mauritius, which educates students from 29 African countries.
- We are committed to staff and student international mobility, opportunities to study or volunteer abroad and providing excellent student exchange support.
- Our alumni community has 155,000 graduates based in 150 countries.

Role Summary

Purpose: The Director of Estates will provide strategic transformational leadership and effective management of the Facilities Management Department, and will manage and be accountable for the efficient and effective provision of comprehensive client centred services for estates planning, management and facility support activities.

Main accountabilities and responsibilities of the role:

1. Provide strategic and operational leadership for the Estates and Facilities Services, setting out a clear roadmap for the University that will deliver agreed targets.
2. Influence and lead thinking about the effective utilisation of the University's Estate and Facilities, specifically but not exclusively concentrating on environmental and financial sustainability.
3. Lead the development and implementation of the GCU Estates and Facilities strategic implementation plan, campus master plan and associated operational plans to support the delivery of our Strategy 2030 ambitions.
4. Lead a team of professional staff to deliver systems and facilities that meet the needs of staff and students in accordance with GCU's People Leadership and Management Accountabilities.
5. Actively promote efficiency and flexibility in the use of physical resources and accommodation to improve the staff and student experience and provide an effective teaching and research environment.
6. Play a key role in supporting, facilitating and delivering improvements in business processes and services to students.
7. Accountable for delivering flexible, cost effective and responsive product and service solutions across all University sites.
8. Promote the role of Estates and Facilities Services within the University, and establish excellent working relationships with Schools and Directorates to identify, develop and deliver programmes and services to meet user needs.
9. Develop and implement appropriate monitoring and evaluation processes to ensure the continuous improvement and enhancement of the services provided by the Estates Directorate.
10. Represent the University at relevant external groups and on national committees and identify and adopt key developments in the field of Estates and Facilities Management.
11. Deploy an innovative approach to sourcing services and strengthen managing supplier relationships in order to successfully partner with commercial organisations and shared service providers to deliver customer focused solutions.

The Person

E=Essential, i.e. candidate must meet all essential criteria to be considered for selection, D=Desirable

Education and/or Professional Qualification

- E1 Educated to degree level
- D1 Relevant postgraduate qualification
- D2 Appropriate management qualification

Experience and Knowledge

- E2 Significant experience of leading an effective and well-motivated, multi-disciplinary and multi-task estates and facilities team.
- E3 Broad experience of the preparation and control of programmes of work and in managing facility operations and maintenance services.
- E4 Substantial people leadership and management experience within a medium/large organisation. This experience need not be in Higher Education but the ability to demonstrate some familiarity and considerable empathy with the challenges of the University sector.
- E5 Track record in the provision of quality customer service to a diverse range of users including leading on programmes of continuous service improvement.
- E6 Effective change management experience to bring about significant improvements in delivery and/or wide policy change and implementation.
- E7 A proven track record in strategic planning and management of significant financial and human resources.
- E8 Exceptional track record of delivering effective transformational change.
- E9 Evidence of negotiating and successfully managing complex relationships with internal and external customers and third party supplier relationship management.
- E10 Experience of managing significant budgets, including estates capital investment budgets.
- E11 Leadership skills and outstanding interpersonal and negotiation skills with the ability to influence in the wider community.
- D3 Experience of working in the HE sector.

Skills and Behaviours

- E12 Implements strategies to train, empower and encourage others to take initiative and drive change.
- E13 Build confidence in others and themselves through collaboration, positive results and celebrates success.
- E14 Creates and promotes communication channels to promote Directorate values, messages and profile to internal and external stakeholders.
- E15 Creates a culture that values performance and makes measurement part of everyday language. Ensure that measures that are linked to Directorate strategy and KPI's.

Living and Working in Glasgow

Glasgow is one of the UK's leading metropolitan centres with a lively culture, leisure and sports scene. Glasgow ranks in the top 10 in Europe or top 25 globally for the quality of its education and cultural provision.

It has the buzz and cosmopolitan feel of a great international city, while being within easy reach of some of the most spectacular countryside and scenery the UK has to offer. It is a major conference centre, and in 2021 it hosted the UN Climate Change Conference (COP26) which brought together world leaders from 120 countries and over 40,000 registered participants.

The City

Culturally, Glasgow has much to offer – it has won the titles of ‘European City of Culture’ and ‘UK City of Architecture and Design’ in recent times. The City is home to Scottish Ballet, Scottish Opera, the Royal Scottish National Orchestra and the Glasgow Royal Concert Hall, numerous other concert venues and theatres, the Scottish Exhibition and Conference Centre and the SSE Hydro, one of the largest and busiest entertainment venues in the UK. Free galleries and outstanding museums such as the refurbished Burrell Collection and Kelvingrove Art Gallery and Museum add to a stimulating environment in which Charles Rennie Mackintosh’s world-famous Art Nouveau design is just one feature of the City’s architectural richness. Sport also features prominently in the life of the City which offers excellent facilities and benefits from the legacy of hosting the Commonwealth Games in 2014. Glasgow is home to people from many nationalities who enrich the experience of life in the City, resulting in a welcoming city for all. The City’s many diverse centres of worship reflect its multi-faith society.

Living and Travel

Glasgow is located in the Clyde Valley, which offers a range of attractive rural and urban living opportunities and housing styles within and beyond the City. Good transport links and the University’s city centre location make travel to work times manageable from numerous locations. Glasgow’s setting in central Scotland means there is easy access to the whole of Scotland and the North of England. The area is well served by the largest suburban rail network outside London. There is a comprehensive motorway system with the M74/M6 giving direct access to the South and the M8 to the east and Edinburgh. The West Coast main line provides direct, fast rail services to London and major English cities. There’s also a fast rail link from Glasgow to Edinburgh, normally every 15 minutes during peak hours and otherwise half hourly. The City is served by a major international airport only a 15-minute drive from the City centre, and Scotland’s other major international airport in Edinburgh is readily accessible.



Glasgow, a European City of Culture and UK City of Architecture and Design in recent times.





How to apply

For further information and details about how to apply, please contact Alan Walter at alan@dixonwalter.co.uk or call 07876 766972.

Further information and details about how to apply can be found at dixonwalter.co.uk/opportunities/director-of-estates-gcu/

Applications should be made via email to alan@dixonwalter.co.uk by midnight on Sunday 21 April 2024 and should consist of:

- A curriculum vitae detailing relevant qualifications and experience, full employment history, and achievements
- A two-page cover letter describing briefly how you feel you meet the criteria outlined in the Job Summary Form, your achievements, why the appointment is of interest, and what you would like to achieve in the role
- Details of three referees and notice period (referees will not be contacted without your permission)
- A completed Personal details form (available from the link above).

Formal interviews will take on 22 May 2024, shortlisted candidates will also be asked to make a presentation to members of the panel prior to the interview.



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