UWS UNIVERSITY OF THE WEST of SCOTLAND

UWS.AC.UK

DIRECTOR OF ESTATES

JOB DESCRIPTION AND PERSON SPECIFICATION

March 2018



DREAMING / BELIEVING / ACHIEVING

A 21ST CENTURY UNIVERSITY

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5 CAMPUSES
5 ACADEMIC SCHOOLS*
17,000 STUDENTS
1500 STAFF

*from September 2018

Job Title: Director of Estates

Reports to: Chief Operating Officer

Location: Based at Paisley Campus with service delivery across the multi-campus estate

The Position

Reporting to and working closely with the Chief Operating Officer, the Director of Estates is responsible for planning, creating and operating the University's Estate, which currently comprises four campuses in Scotland and one in London. The Director is required to provide vision, leadership and management for estates services across the University, developing and implementing a significantly modern, leading-edge and sustainable Estates Enabling Plan that underpins and advances the University's strategic objectives as set out in the Corporate Strategy.

UWS delivers career focused teaching and learning and world leading research with a far-sighted approach to technology and innovation. The Director of Estates role is focused on providing an environment that can best support our ambitions. The department must balance the development of effective teaching and research space, maintain and operate the existing space effectively and engage stakeholders in ensuring action is informed by a clear understanding of needs and expectations.

Main duties and responsibilities

Strategic Direction and Planning

- Work with stakeholders across the University to develop and implement the University's Estates Enabling Plan. The plan will form the core of the department's activity and will have a strong developmental focus as well as being oriented towards the provision of customer-focused facilities.
- Develop the vision for future estates options at UWS.
- Lead the annual operational planning cycle for the Estates department
- As a full member of the University Leadership Team (ULT), contribute to the wider strategic direction of the University and collaborate with the Vice-Chancellor's Executive Group (VCEG) to deliver the objectives of the Corporate Strategy.
- Plan and manage the departmental budget, allocating the resource to the various areas in line with the strategic priorities of the University as set out in the estates operational plan.

Leadership and Management

- Provide effective leadership and direction to a large team of professional, technical, administrative and manual staff working in a diverse range of services and activities within the Estates team and establish and manage an effective team structure to facilitate delivery of the Estates Strategy.
- Lead and deliver transformational change within the department, reshaping and revitalising the estates structure and operating model, engaging and involving the department in a manner that creates a cohesive team.
- Provide leadership for and implement systems to ensure that all staff receive support through professional and vocational development to achieve their maximum potential within the University.

- Deliver a staffing structure that will enhance the performance of the University's facilities services including: campus maintenance; cleaning; janitorial; and grounds maintenance.
- Manages an operational budget of circa £5m and staff costs for estates and buildings of £3m with a staff group of around 250 staff.

Estates Development, Management and Projects

- Build creative solutions for estates development.
- Lead the implementation of the University's capital development programme.
- Lead the management and development of the University's rolling planned and preventative maintenance programme to ensure maintenance issues are rapidly resolved.
- Formulate estates-related systems and procedures, provide leadership for the management of the estate and provide a sustainable physical environment that is safe, attractive and fit for purpose (including environmental, operational and health and safety-related policies).
- Lead and enhance the delivery of an effective, customer focused facilities support service including help desk support for all campus users, and rapid response support for teaching spaces and other elements of the on-campus learning environment.
- Manage an effective and efficient approach to space management
- Develop and implement effective control measures to ensure compliance with all buildings and property-related legislation and statutory requirements.
- Effectively manage all the university property (including development, rates, disposals, management of surplus property assets and acquisitions).
- Responsible for the development of Risk Management and Business Continuity plans for Estates to minimise the possibility of disruption to university business activities.
- Identify ways to support the estate through sound partner/ sponsor opportunities

Communication

- Effectively communicate with all colleagues across the University.
- Facilitate the involvement of colleagues at all levels in developing the University's Estate and work with the Deans of School and Heads of Professional Service Departments to ensure engagement in development activities.
- Support the Policy & Resources Committee of Court, when required.
- Internally, engage ULT and VCEG members in the development and delivery of emerging estates plans
- External relationships are diverse across a range of external bodies, including: external consultants; professional advisors; legal advisors; local authorities at Renfrewshire, South Lanarkshire, South Ayrshire and Dumfries and Galloway, partner academic institutions including University of Glasgow etc. and the Scottish Funding Council.

The Candidate

Qualifications

- Degree level of education minimum.
- Relevant postgraduate or professional qualification.
- Evidence of CPD.

Experience/ Knowledge

- Strong track record of achievement in strategic estates management, with extensive knowledge of both capital development and facilities management.
- Experience of leadership and management of a wide variety of professional and support staff in a complex organisation and in a multi-location environment.
- Experience of managing major estates projects.
- Experience of strategy development at senior level.
- Experience of and capability in financial management.
- Experience of managing multiple projects simultaneously/programme management
- Experience of managing change in a complex environment.\
- A thorough knowledge of national and international benchmarks for estates services to enable fit-for-purpose delivery in a modern learning environment
- In depth knowledge of planning and buildings-related regulations and legislation
- Knowledge of Estates Strategy requirements within and beyond HE
- Developed knowledge of Government policies and procedures for public sector e.g. HM Treasury Green Book, SFC Procedures for Capital Projects, Gateway Approval Process, Procurement, etc.
- Significant knowledge in project management with proven success in this area

Skills

- Strategic thinking, with the proven ability to innovate and to manage change.
- Leadership skills and capable of establishing high level effective relationships across the University and with a range of external organisations.
- Engage and persuade senior colleagues and external audiences over whom the post-holder has no direct managerial control.
- Demonstrate highly developed communication skills both oral and written.
- Demonstrate highly developed project management and presentation skills

Attributes

- Vision, passion and a proven ability to provide management, inspiration, motivation and drive to a large team of professionals.
- Natural relationship builder with the skill and confidence to network and negotiate at a senior level both within and beyond the University.
- Outstanding management and leadership abilities with a proven capacity to engage and motivate colleagues.
- Able to establish a high level of credibility within the academic community, professional community and with external stakeholders.
- Highly developed interpersonal skills, including the ability to communicate, negotiate, influence and listen.
- Ability to demonstrate strong commitment to the goals and values of the University
- Work at pace and to strict deadlines.
- Creative thinker and effective communicator.
- Demonstrable ability to build strong partnerships with others. Consults with colleagues as necessary and a strong commitment to equality and diversity in education and employment.
- Commitment to enhancing the learning experience of students.

Terms and Conditions

Salary

- £81,129 - £94,025

Location

- The post holder will be based at Paisley Campus, but notwithstanding this, will be required by the University to work at any other location such as the University's business may require subject to any request to do so being reasonable.

Annual leave

- 31 days' paid holiday in addition to the normal 12 days' statutory and public holidays. The University's holiday year commences on 1 October and ends on 30 September.

Hours of work

- The post holder will be required to work such hours as are necessary for the full performance and efficient discharge of the duties. This will include cover as may be necessary to sustain the management of the University in the absence of colleagues.

Sick pay

- The University will pay salary during any period of absence on medical grounds for a maximum of 26 weeks' full pay, followed by a further 26 weeks at half pay in any period of 12 months subject to specific provisions.

Superannuation

- The post is superannuable under the Local Government Pension Scheme. Employee pension contribution is based on annual salary. Further information can be obtained at **www.spfo.org.uk**

Should the successful candidate currently be a member of an alternative pension scheme then this can be explored during the appointment process.

Equality and diversity

- UWS prides itself as being inspirational, innovative, international and inclusive. We celebrate and value the diversity of our student and staff populations and are committed to providing Higher Education and employment opportunities to people of all backgrounds, cultures and other characteristics outlined so that they can fulfil their potential in an environment that is free from any forms of discrimination, harassment or prejudicial behaviour.
- The following are protected characteristics: age, disability, gender reassignment, marital status, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- We are proud to excel in the HE sector as a University that encourages and values staff and students from widening participation backgrounds.
- Our staff work to promote understanding and integration and will not tolerate exclusion, bullying, harassment or victimisation of students or visitors to the University. We are committed to eliminating discrimination, promoting equality of opportunity and understanding between people of diverse backgrounds. Full details are available at **www.uws.ac.uk/equality**

Relocation

- Subject to the terms of the University Relocation Policy and HMRC guidelines, the maximum amount of relocation expenses that can be reimbursed in relation to this position is £8k.

Application

University of the West of Scotland will be supported in this appointment process by the executive search firm Dixon Walter who will support the appointing panel in the discharge of its duties, both to assist in the assessment of candidates against the requirements of the role and to identify the widest possible field of qualified candidates.

Applications should consist of a full curriculum vitae and a covering letter of application addressing the job description and person specification.

Closing date: 30 March 2018.

Interview dates: 21-22 May 2018.

The final appointment will be made subject to satisfactory references.

To find out more about this exceptional opportunity with one of the country's most innovative and ambitious universities contact our recruitment consultant Alan Walter on +44 (0)131 202 1000, email **alan@dixonwalter.co.u**k or visit **www.dixonwalter.co.uk/opportunities/uws_estates**

UWS – An Overview

At UWS, we believe in our students' future.

We have a proud record in delivering work-ready graduates and developing effective partnerships with business, industry and the public and voluntary sectors.

With our cutting-edge courses, practical knowledge, and intelligent teaching, we help our students get ahead.

UWS, as one of Scotland's biggest modern universities with campuses in Ayr, Dumfries, Lanarkshire and Paisley, is the local university for over 30% of the population of central Scotland. It also has a growing national and international reach; its 5th UK campus opened in London in September 2015.

Through our innovative learning partnership we invest in people's potential to shape their future. Built on uniting students, professionals, industry and our communities, this partnership stretches from the West of Scotland around the world.

We believe in the transformative power of active learning and engagement. We treat our students as individuals, partners and potential leaders in their fields and professions, providing them with the globally relevant knowledge, skills and confidence to think critically and to challenge received wisdom.

Through the strengthening of our academic excellence and application of our academic expertise, we will significantly increase turnover, broaden income streams and contribute to the international development of knowledge.



We want students to come to UWS to enjoy a transformative, international learning experience that impacts fundamentally on their lives.

Find out more about UWS:
www.uws.ac.uk/corporatestrategy

We're proud to have received national recognition for our work across a range of diverse areas, including the student experience, health, equality and diversity and the environment

// **Times Higher Education World University Rankings 2018** – officially recognised in the top 3% of universities worldwide.

// **Times Higher Education Young University Rankings 2017** – officially recognised in the world's top 200 universities under 50.

// **The Times and Sunday Times Good University Guide 2018** – recognised in the top 100 UK universities for the first time.

// **Winner at the Herald Higher Education Awards 2017** for 'Student Support Team' and 'Research Project' of the year.

// **Athena SWAN Institutional Bronze Award** received in 2016.

// **Winner at Scotland's Dementia Awards 2016** for 'Best Educational Initiative' for our innovative intergenerational resource *Dementia: Class in a Bag*.

// **Awarded the European Commission HR Excellence Award**.

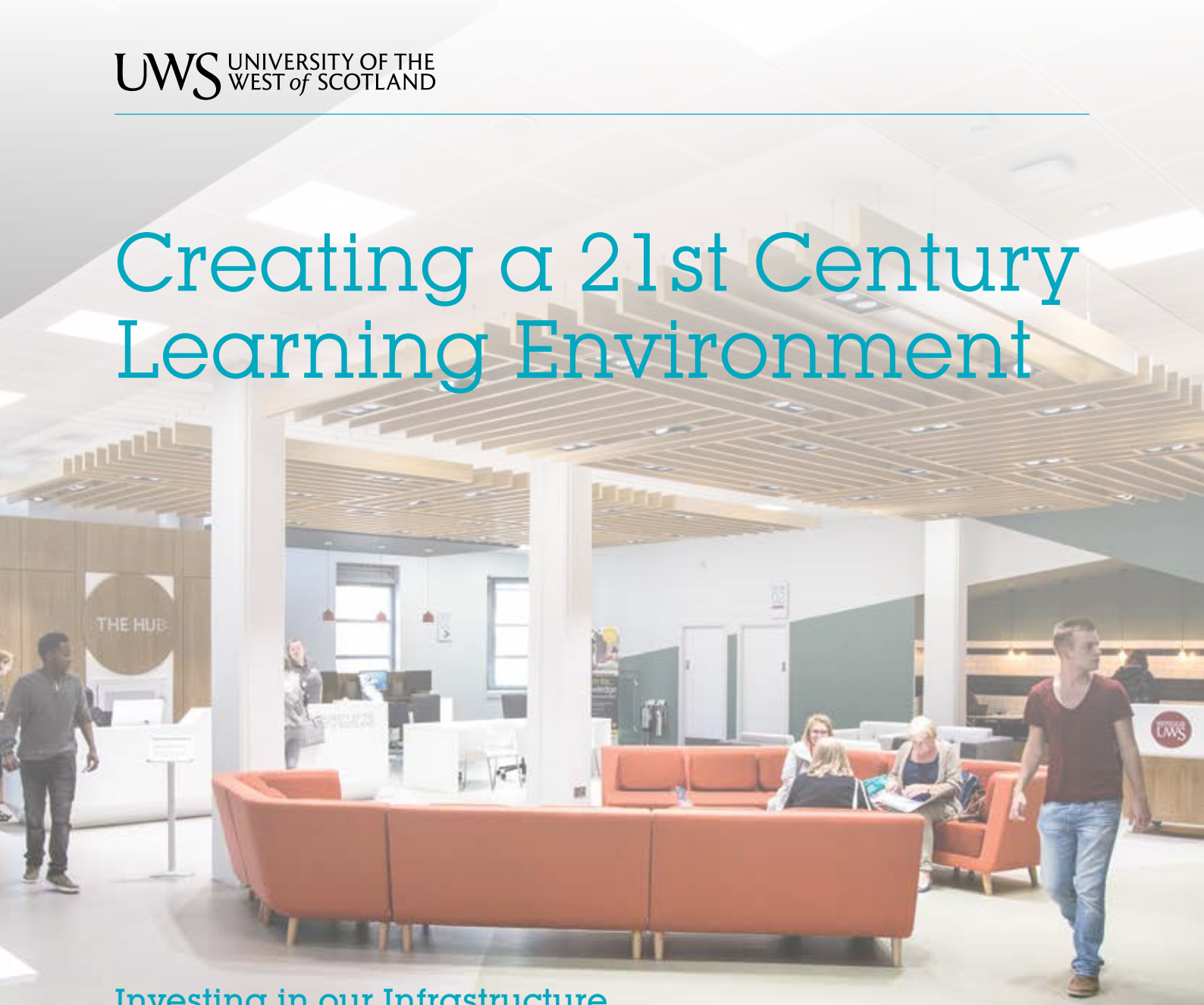
// **THE Student Experience Survey 2015-16** – 4th most improved UK university.

// **National Union of Students (NUS) Green Impact Gold Award** – won by UWS Students' Association reflecting student and staff dedication to positive environmental action over 2014-15.





Creating a 21st Century Learning Environment



Investing in our Infrastructure

Recent work as part of our ongoing campus development activities, includes the opening of a vibrant, technology rich atrium area at the University's Paisley Campus. The project included a larger and more welcoming reception; new social learning and meeting spaces; and a coffee shop. Externally, new landscaping and street furniture created a more inviting approach to the University from the town. New social spaces and touchdown points on campus in one of the main student thoroughfares, with bold, vibrant graphics and striking interior design, were also completed.

Additionally, significant work was carried out to create the Hub - a new social and learning student space to support core student activities across the student life-cycle including careers, international student support, effective learning, finance and IT. The Hub also provides a flexible area for pop-up information events and workshop sessions. A virtual Hub allows access to online and telephone information sources to students across the University campuses.

An ongoing multi-million pound investment programme in facilities across our campuses aims to ensure our students and staff have access to state-of-the-art technology to facilitate learning and teaching, enhancing the overall staff and student experience.

Ayr Campus

Our £81million state-of-the-art Ayr Campus development opened in August 2011, providing a truly innovative learning environment for students. Developed by UWS in partnership with Scotland's Rural University College it created one of the UK's most modern, environmentally friendly and sustainable Higher Education learning environments. It is a stunning space for study, featuring some of Scottish Higher Education's finest facilities with suites, studios and laboratories for performance, music, broadcasting, education and healthcare. On-campus student accommodation is also available.



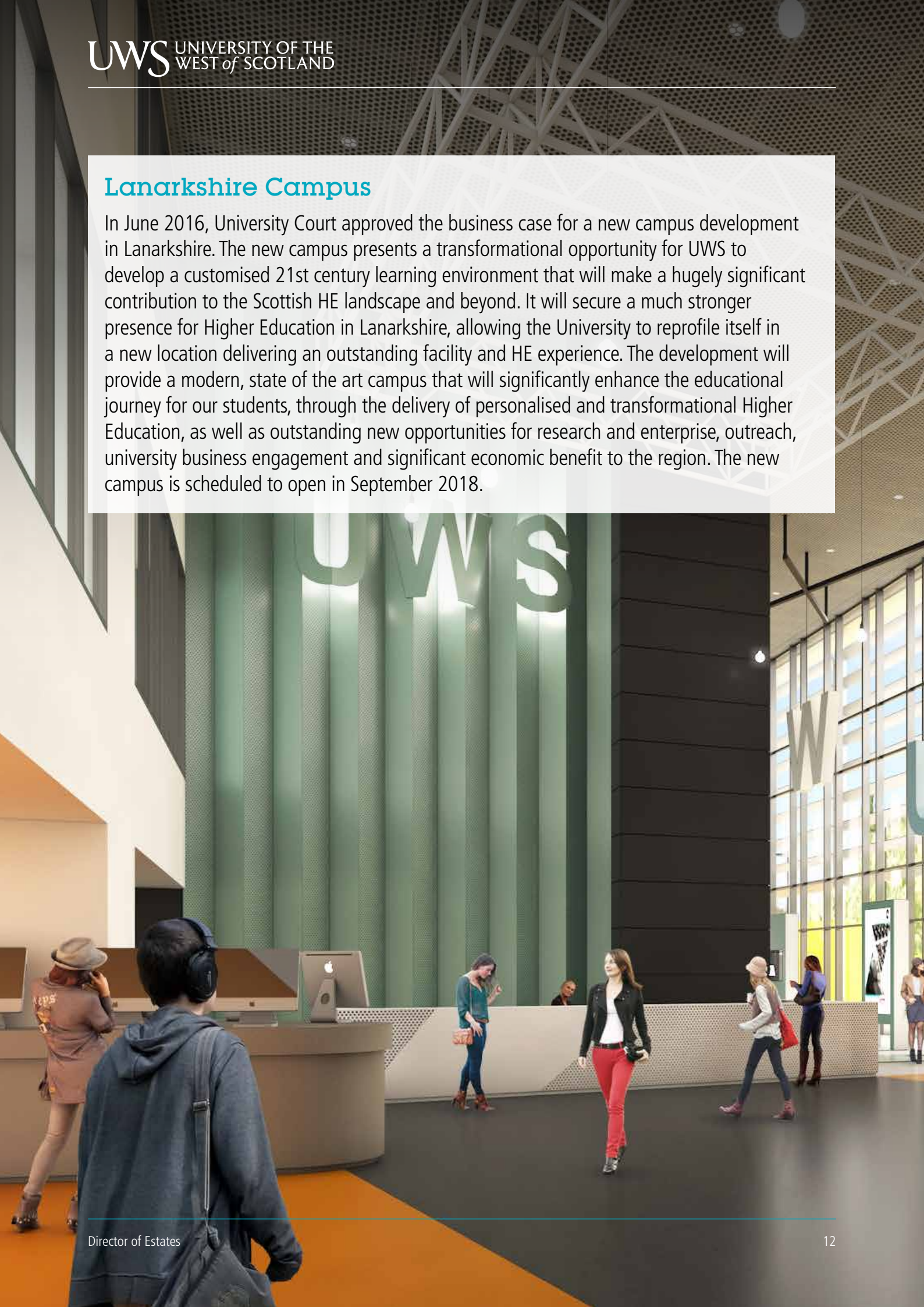
Dumfries Campus

Our beautiful Dumfries Campus is set in 80 acres of parkland and woods and overlooks the River Nith and the Galloway Hills. Dumfries Campus was Scotland's first multi-institutional campus with the site shared by two universities and one college (University of the West of Scotland, University of Glasgow, and Dumfries and Galloway College).



Lanarkshire Campus

In June 2016, University Court approved the business case for a new campus development in Lanarkshire. The new campus presents a transformational opportunity for UWS to develop a customised 21st century learning environment that will make a hugely significant contribution to the Scottish HE landscape and beyond. It will secure a much stronger presence for Higher Education in Lanarkshire, allowing the University to reprofile itself in a new location delivering an outstanding facility and HE experience. The development will provide a modern, state of the art campus that will significantly enhance the educational journey for our students, through the delivery of personalised and transformational Higher Education, as well as outstanding new opportunities for research and enterprise, outreach, university business engagement and significant economic benefit to the region. The new campus is scheduled to open in September 2018.



London Campus

After significant work in preparing for the opening of our 5th UK campus, in September 2015 approval was given by UKVI (UK Visas & Immigration) for our new London Campus. Located close to the centre of the city, in Southwark, our London Campus provides a base for delivery of UWS courses to a new market. Our DBA and MBA programmes launched initially, and were soon joined by a range of options from our other Schools. The campus currently offers UWS undergraduate and postgraduate courses in business, management, health, social sciences and music.



Paisley Campus

Located in the centre of town, the campus occupies over 20 acres and is home to teaching spaces, lecture rooms, workshops and laboratories; as well as a library, students' union, and a range of student accommodation (with investment of £17.6 million in a new student residence and refurbishment of student flats in 2011-12).



UWS Truths

At UWS we adhere to a set of truths in all that we do:

// We are here for our students
// Our teaching is our passion, and it reaches to the future
// We understand that a graduate career is important to our students
// We are a knowledge-rich organisation
// We believe in partnership with business (private, public and global)
// We are an international university
// UWS is a great place to work and study
// We are an inclusive organisation that welcomes and values diversity
// UWS is a university that dares to be different



Living and Working in the West of Scotland

Scotland is a great place to live and work, with a high quality of life and a range of lifestyle benefits such as excellent value house prices, straightforward commuting and easy access to beautiful countryside.

Our campuses in Ayr, Lanarkshire and Paisley are within close proximity to Scotland's largest city, Glasgow, with our Dumfries Campus a 90-minute drive south of the city. There are numerous smaller towns and villages within travelling distance of all of the campuses, so whatever style of living you prefer, you will find something to suit your needs.

Scotland offers a culture steeped in history, dramatic untouched scenery, bustling towns and cities and a world renowned education system. The west coast boasts some of the world's most stunning scenery and wildlife.

The town of Ayr is set among some of Scotland's most impressive scenery and looks out on the Firth of Clyde, with the peaks of Arran in the foreground and the Mull of Kintyre in the background. Packed with historical sites, Ayrshire's visitor attractions and cultural and leisure pursuits include unspoiled beaches and rolling hills, castles, a racecourse and, of course, golf courses. Burns and A' That, a major festival which takes place in June, celebrates Ayr's most famous son, Robert Burns.

Dumfries & Galloway is a region of rugged coastlines, sandy beaches and tranquil lochs; and has over 300 square miles of forest to explore, with the largest forest park in Britain; and in excess of 30 golf courses and driving ranges.

Our Lanarkshire Campus is located in Hamilton, close to a number of country parks and nature reserves such as Strathclyde Park. The cultural cities of Glasgow, Edinburgh and Stirling are nearby, and the beautiful scenery of the Clyde Valley and the Borders is within easy reach.







Paisley combines the heritage and history of the Paisley pattern shawl and the Victorian thread industry with cultural interests including the Museum and Art Gallery, the 12th century Abbey, a thriving youth theatre and the Spree Arts festival. Loch Lomond and the Trossachs are both easily accessible from the town. UWS played a significant supporting role in the bid for Paisley as UK City of Culture 2021 - the only Scottish location shortlisted. Although, ultimately, not selected as the award winner, the legacy of the bid process and planning will see significant benefits for Paisley and the local area both culturally and economically.

Glasgow and Edinburgh are close to our campuses and offer excellent shopping, superb café culture, museums and galleries, world-famous music venues and international cuisine.

Travelling to and from our campuses is easy thanks to excellent road and rail links. Glasgow International Airport is on the outskirts of Paisley, and Prestwick International Airport is also easily accessible, being around 40 minutes away by road or rail from Paisley Campus; Prestwick is also just a 15-minute drive from Ayr Campus.



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