

Job Description

Job Title:	Deputy Director: Estates (Facilities Management)
Directorate:	Estates
Job type	Professional Services
Grade:	10
Accountable to:	Director of Estates
Accountable for:	Line management of the following Estates services. • Estates Services, led by -G9 Head. (<i>inc Gardening Team (-G7&5), FM Managers (-G7), Maintenance Delivery/Estates Building and Resource Coordinators (-G5) and Porterage Team (-G4.)</i>) • Maintenance, led by -G9 Head. (<i>inc Project Coordinators (-G8), Service Contract/Maintenance Supervisors (-G6&7), Maintenance Team Assistant (-G5) and Direct Labour Team-DLT((-G4&5) (x23))</i>) • Security Team, led by -G8 Head. (<i>Inc Campus Watch (-G7&5) (x38)</i>)

Purpose of the Post

This post is a key senior strategic, planning, and operational position, at departmental Deputy Director level with an emphasis on Facilities Management (hard and soft), governance and reporting and its ancillary functions. This role has the capacity when designated to act for the Director of Estates and is designed to form a potential succession post for the Director.

The post holder will ensure that the department's Facilities Management services and related resources, staff and material; in house and external, and external contracts are directed in the most effective and efficient manner in support of the University's Strategic Planning processes and works associated with the development, governance, implementation and reporting of estates capital, recurrent and compliance works projects, programmes and services.

This will specifically align with existing and emergent University initiatives around ongoing issues such as Sustainability, Hybrid Working, University growth or any other identified i.e., relating to new student typologies, associated with the University academic or residential estate, physical, experiential, or virtual.

The delivery of a professional "customer focused" estates departmental service for the benefit of the University's wider stakeholder community will be achieved utilising appropriate, web based transparent and dynamically reported customer focussed KPI's and SLA's, validated through regular testing via staff and student customer focus groups.

The focus for the post holder will be the coordinated and aligned direction, management and implementation of the Estate Facilities Management related elements of the University's Strategic Planning process. The post holder is also expected to be instrumental in directing a 'continuous improvement matrix model' review of all

departmental systems and procedures to ensure that wherever possible, simple, digital and customer empowering best practice and best value systems are identified, implemented, and reported.

Key tasks and duties	
1.	Implementation of the University's 'Strategic Planning' processes with an emphasis on Estates Facilities Management (hard and soft) around the long-term issues of growth, sustainability and hybrid working and their leading edge of estate capital, recurrent and compliance works programmes, governance, and services. • Directing the Head of Estates Services to ensure that estate service staff resources and governance are appropriate and aligned with University Estate requirements. • Active participation in Strategic Planning processes through Project Boards, Governance Committees, and Internal/External stakeholder groups to brief, report and deliver the Estate's Facilities Management elements required to ensure their effective application. • Active engagement in the formation, refinement and reporting of a digital management tool for Capital Project Evaluation and Prioritisation (CPEF) governance and resourcing in support of the University strategic capital planning.
	• Active engagement with and initiating FM services to enable the supported decant of academic, residential; and support facilities to minimise University disruption associated with Estate projects, programmes, and services. • Initiating strategies to develop capital M&E and infra-structure investment programmes to promote positive PPM, erode estate backlog liabilities and promote sustainable estates practices and policies. • Active participation in the development of a robust yet flexible approach to effective space management, governance, and reporting, including decant strategies for projects emanating from or associated with strategic planning processes. • Directing Facilities Management services related external consultants briefing for estate issues including the coordination and interface of Project, Programme, Sustainability and Cost Management services etc.
2.	Directing and managing a progressive, pro-active, transparent, and enabling digital (self-service) customer focussed response for University stakeholders and visitors in relation to the estate and estate related issues i.e., backlog, estate condition etc, based on reliable and accessible Estate performance SLA's and KPI's. • Active engagement in the formation, refinement and reporting of a potential digital management tool for protective services (security) longitudinal and trend reporting for University. • Actively engage in the review of the Security Service provision on campus to ensure that its form, scale, and scope are aligned with University-requirements and aligned with customer service feedback. • Active engagement in the formation, refinement and reporting of an effective digital management tool for estates backlog maintenance management, governance, and reporting. • Active engagement with the Student Union, sabbaticals, and societies, including student focussed groups and committees in the briefing and implementation of estate services and projects to ensure and validate that estates projects and services deliver an appropriate high quality student experience. • Active participation in Front of House, Professional Service and H&S related Review Groups and initiating projects and procedures to deliver an improved cost effective and benchmarked service supported with digital enhanced customer feedback. • Active engagement with the University's ongoing review of Student Facing Services delivery for academic and professional services. • Assisting in the direction, briefing and alignment of the project related Estates

Team Heads to provide a pro-active, coordinated, and holistic Estate's customer focussed approach to estate management and estate project works programmes.

- Actively manage the collation, sign off and reporting of recurrent estate data, including appropriate project related Estates KPI's and SLA's through line management of the Estates Data Analysis team ensuring alignment with other areas of University data management i.e., Strategic Planning.

3. Assist in the embedding of a new environmental and sustainability strategic focussed approach to all estates related activities wherever possible in support of achieving a net zero carbon campus by no later than 2035. Applicable to new build as well as refurbishment projects, it will be underpinned by a comprehensive suite of coordinated and complimentary policies. This will have a particular emphasis on waste management and recycling, energy management, smart metering of utilities and staff/student habituated culture change. build as well as refurbishment projects, it will be underpinned by a comprehensive suite of coordinated and complimentary policies.

- Actively support the onward development, management and reporting of the University Sustainability Strategy and carbon management plan in support of the University NZC objectives.
- Lead the preparation of project related sustainability policies to assist in the project briefing of contractors and consultants for new build and refurbishment works.
- Assist in the development of Estates related sustainability metrics and performance data particularly from recurrent works programmes such as SWARM Estates.
- Through line management of the Head of External Spaces, develop, maintain, and report against a University Bio-diversity strategy and plan.
- Through line management of the Sustainability team, develop, maintain, and report against a sustainable transport strategy and its embodied Green Travel Plan.
- Develop and nurture alternative travel options including walking, cycling public transport and vehicle sharing as alternatives to single car usage. Develop modal split targets to monitor and report on the changes in vehicle use statistics.

4. Directing and managing a pro-active, engaged, and sustainable H&S compliance culture for all estates and estate related works with a clear emphasis on developing robust and transparent compliance management and reporting systems and procedures for the Direct Labour Team, Portage Team and other manual front of house services coordinated through the Head of Estates Services.

- Active engagement with the development and roll out of a corporate and statutory compliance framework and management plan for the estate.
- Active engagement with the FM management pro-active procedures for estate management i.e., building opening and closing procedures, building evacuation procedures etc.
- Active engagement with the University's Major Incident and Business Continuity and Disaster Recovery strategies.
- Active engagement with the development and roll out of a corporate and departmental Health and Safety Management Plan.
- Active engagement in the recording, development and reporting of an Estates FM related departmental and University risk register.

5. Directing the delivery of Facilities Management related external service contracts (consultancy and services) to secure an effective, best value and complimentary Estate's customer focussed service for the University. This will seek to secure the optimal balance between 'in house' and 'outsourced'

service delivery.

- Active management of the University's FM Cleaning and Waste service-related estate procurement processes and procedures, in conjunction with the University's Finance Department, Legal Support and Procurement Team to maximise effectiveness and value for money and promote recycling and bio-sensitive chemical usage.
- Actively engage with TEC to ensure optimal procurement strategies are utilised for the provision of primary utilities.
- Actively engage with the continued roll out of utility smart metering and digital reporting for the University academic and residential estate.
- Utilise services strategies and maintenance M&E equipment replacement cycles to promote the replacement of gas and oil powered infra-structure with either an electrical or passive based solution in support of the University NZC target for scope 1 and 2 in 2035.
- Actively engage and assist with the monitoring, development, reporting and delivery of long-term working PPM maintenance investment models for both the academic and residential estate.

6. Miscellaneous.

- Represent the University to the outside world, to further the University's interests and secure its objectives.
- Promote and maintain equality of opportunity and diversity with respect to both University staff, students, and external stakeholders.
- Appropriately and effectively discharge departmental and University Health & Safety obligations and responsibilities.
- The post-holder will from time to time undertake such other responsibilities determined as appropriate by the Estate Director or other designated Senior or Executive University staff member.

The duties listed are not exhaustive and may be varied from time to time as dictated by the changing needs of the University. The post holder will be expected to undertake other duties as appropriate and as requested by their manager.

The post holder may be required to work at any of the locations at which the business of Royal Holloway is conducted.

The post holder will be required to participate as a Bronze Responder in any Major Incident or Business Continuity response initiated by University.

Our Values

Advancing equity and inclusion is central to our identity as a University of Social Purpose. Our values of being Respectful, Innovative, Open, and Daring. We strive to build a fair and inclusive environment for all colleagues and students, where we challenge ourselves and others with integrity, and approach difference with understanding and kindness. Every member of our community is expected to treat others with dignity, work collaboratively across a wide range of backgrounds and perspectives, and contribute to a place where everyone can participate and feel valued.

Person Specification		
Job Title: Deputy Director, Estates (Facilities Management)	Directorate: Estates	
	Essential	Desirable
Knowledge, Education, Qualifications and Training • Minimum degree level (or equivalent) in a property related professional service, or • Equivalent relevant proven and tested experience in an appropriate property related professional service role. • Recognised qualifications or substantial training in a project management or monitoring software package i.e., Power Project. • A demonstrable awareness of pertinent Health and Safety / Compliance legislation. • A working knowledge of property related legislation and formal procedures i.e., rating, valuation, planning, procurement etc. • A proven awareness of key project management techniques i.e., critical path analysis, contingency planning etc.	X X X X X	X
Skills and Abilities • Excellent written and oral communication skills with the ability to negotiate in a variety of contexts. • An ability to take and maintain a strategic viewpoint while securing the implementation of detailed operations and services • Provide leadership and support to motivate colleagues to reach objectives with limited resources and meeting tight deadlines when required. • Acknowledge and support the needs and interests of diverse staff, students and external University clients.	X X X X	
Experience • Demonstrate a proven track record in a leading-edge customer focused service provision within a large and dynamic organisation. • A proven track record at a senior level, of managing teams. • A proven track record of managing large scale or complex multi-stakeholder projects or services. • Demonstrable experience in managing multi-disciplinary projects, co-ordinating external contractors and internal service providers within budget and to agreed standards. • Successful experience of change management.	X X X X X	
Other requirements • A commitment to continuous personal development.	X	