

# CANDIDATE PACK

## Campus Services Manager

Estates Planning and Services

UNIVERSITY OF  
WESTMINSTER 



# OUR UNIVERSITY

Under the inspirational leadership of Professor Peter Bonfield OBE, the University of Westminster is a place where discoveries are made, barriers are broken, diversity is celebrated and where everyone is welcome. Serving more than 21,000 undergraduate, postgraduate, apprentice and executive students, our mission is to transform the lives of young people from all backgrounds. We seek to make the world a more inclusive, sustainable, better and healthier place through our educational, research and knowledge exchange endeavours.

Since our founding in 1838 we have stood out as innovators, committed to tackling social inequalities. In 2021, our University ranked 2nd in England out of more than 100 higher education institutions for social mobility. The ranking - produced by the Institute for Fiscal Studies and the Sutton Trust - compares the number of students from low-income backgrounds at universities, and the extent to which their studies helped them to move up the income ladder. Westminster has the second highest performance among universities in England.

As we focus forward to 2029, we will continue to do so in a way that is true to our progressive, compassionate and responsible values. Our education offer will be more personalised and authentic, giving students from all backgrounds an opportunity of transformative learning, helping them succeed in their studies and professional lives. Our curriculum will be employability-linked, leading to stronger outcomes and helping prepare our graduates for the world of work and for life. Our research and knowledge exchange will enable us to maximise our positive impact on societies in the UK and around the world in an environment where everyone is inspired to succeed. Our priorities of wellbeing, inclusion and sustainable development will help us as we navigate through the challenges and opportunities towards 2029.



# OUR PRIORITIES

The University's 2022-2029 strategy, *Being Westminster*, sets us apart and builds on our unique history and achievements. In our University, we value social justice, moral conscience, inclusivity and equality, acting positively together to make change for good.

The University of Westminster has three priorities.

## WELLBEING

Working and studying together at Westminster as a community of students and colleagues is a big part of our lives – doing so in an environment that places our wellbeing front and centre helps us to be safe and feel safe. We care for the safety, health and wellbeing of those around us as well as ourselves.

## INCLUSION

All Westminster, colleagues and students are in a supportive and safe learning and working environment which is equitable, diverse and inclusive, is based on mutual respect and trust, and is a place where harassment and discrimination are not tolerated. As a responsible institution, we strive to ensure and to champion equality. As a progressive institution, we take pride in our diversity. As a compassionate institution, we commit to an inclusive culture that allows students and colleagues to reach their full potential.

## SUSTAINABLE DEVELOPMENT

We take inspiration from the 17 United Nations' Sustainable Development Goals (SDGs) in how we drive our actions and activities and governance across our University. As a community, we bring together our collective energies to play our part in addressing the climate crisis and inequalities to enable a more sustainable and socially just world. We are one of the top 20 universities in the world in SDG 5 for providing equal access and supporting the academic progression of women. We are one of the top 25 universities in the world in SDG 10 tackling economic, health based and international inequalities. We are in the top 50 universities in SDG 12 for promoting resource and energy efficiency, having a sustainable infrastructure, and providing access to basic services for all.



# OUR OBJECTIVES 2022-2029

Against a backdrop of a changing and challenging higher education environment, the University has recently completed a major review of its objectives and strategy, and has published its commitments for the period 2022-29.

## EDUCATION

We will offer personalised and authentic education, underpinned by an inclusive curriculum, to enable all our students, from all backgrounds, to engage in transformative learning and to succeed in their studies and professional lives. We will address global, political, and social challenges through a relevant demand-led and forward-looking portfolio. We will do this by offering authentic teaching, learning and assessment modes which immerse students in the wider-world through live projects, work-based learning and global opportunities. We will invest in our people to enable all teaching colleagues to plan and deliver exceptional learning experiences and professional colleagues to offer exceptional support. Students will be empowered by working in partnership with colleagues and fellow students to shape the Westminster experience. We will develop an integrated physical and digital environment that supports excellent practical, active and collaborative learning for all our students.

## RESEARCH AND KNOWLEDGE EXCHANGE

Research and knowledge exchange are fundamental to our commitment to making a positive difference to the world and transforming lives. We are committed to research in four priority areas: Diversity and Inclusion; Health Innovation and Wellbeing; Sustainable Cities and the Urban Environment; Arts, Communication and Culture. Our excellence in research and knowledge exchange will infuse our education endeavour, inspiring and equipping our students as agents of change locally as well as globally. We will continue to grow our community of PhD researchers, ensuring that the Westminster postgraduate research experience remains sector leading and the foundation for great careers. In knowledge exchange we will focus on engagement with government, business and with the public and local community. We will achieve more when we identify shared interests and build partnerships with our communities and collaborate for the public good with a clear civic purpose.

## EMPLOYABILITY

We will ensure that all our students benefit from employability-led learning and purposeful engagement with employers, business and industry, to give students from every background the best possible preparation for the world of work and enable the best possible employability outcomes. We will do this through the further extension and embedding of programmes such as work-based and placement learning; the Westminster Employability Award; Westminster Working Cultures; mentoring; and student enterprise. Employability-related learning will be a core and critical part of the courses and curriculum we offer, right across the University. It will be front and centre of life at the University for students and colleagues.



A key priority will be the development of a dedicated Centre for Employability and Enterprise at 29 Marylebone Road, intended to transform our student experience and our engagement with business, industry and employers. The Centre will provide a game-changing experience through which undergraduate and postgraduate students from across Westminster will come together and practise enterprise; develop an entrepreneurial mindset and skills; access training, work, projects, business advice and mentoring; and connect directly with employers. The future-focused environment of the Centre will scale up our employability provision, helping our students to be 'fit for the future' in the most challenging of post-pandemic labour markets and economic environments. It will strengthen links between our UK-based and international employer partners and our motivated, bright, work-ready students, affording employers access to a diverse mix of people right for the needs of the contemporary workforce.

## GLOBAL ENGAGEMENT

We will raise the international reputation and reach of the University, ensuring that 30% of our undergraduate community and 70% of our taught postgraduates come to us from overseas. Overseas partnerships will remain central to our global engagements. We will prioritise the outward mobility of our students to partner institutions, contributing to students' development of employability skills and competences. We will extend and deepen our Trans-National Education relationships. These partnerships, particularly that with Westminster International University in Tashkent, will move beyond franchised or validated arrangements to embrace employability, alumni-related research, CPD and knowledge exchange connections.



# OUR STRUCTURE

## ACADEMIC STRUCTURE

Our structure is built to deliver an enhanced learning environment, stronger and broader industrial, international and professional connections and pioneering and impactful research. The University comprises three Colleges:

### Westminster Business School

- School of Organisations, Economy and Society
- School of Finance and Accounting
- School of Applied Management
- School of Management and Marketing

### Design, Creative and Digital Industries

- School of Architecture and Cities
- Westminster School of Arts
- School of Computer Science and Engineering
- Westminster School of Media and Communications

### Liberal Arts and Sciences

- School of Social Sciences
- Westminster Law School
- School of Humanities
- School of Life Sciences

The University Executive Board comprises:

- Vice Chancellor and President
- Deputy Vice Chancellor (Employability and Global Engagement)
- Deputy Vice Chancellor (Education and Students)
- Deputy Vice Chancellor (Research and Knowledge Exchange)
- Chief Operating Officer and University Secretary
- Three Heads of College

## PROFESSIONAL SERVICES

Our Professional Services teams support the effective and professional delivery of our teaching, research and knowledge exchange and the management of student residences and sports facilities.

- Academic Registry
- Business Engagement
- Estates
- Finance and Commercial Activities
- Global Recruitment, Admissions, Marketing and Communications
- Information Systems and Support
- People, Culture and Wellbeing
- Strategy, Planning and Performance
- Student and Academic Services



# JOB DESCRIPTION

**Job Title: Campus Services Manager**

**Reports to: Director of Estates Planning and Services**

**Department: Estates Planning and Services**

**Grade: L1**

## ROLE PURPOSE

The purpose of the role is to provide consistent, high levels of service across all University sites, positively impacting on both the staff and student experience. This will be implemented by leading, directing and expanding both the internal and outward facing key customer relationships across the multi-site operation of our West End portfolio to support Estates Planning & Services in the implementation of the estates strategy plans, ensuring improvements in collaborative working with knowledgeable informed customers and service partners who are fully engaged in the broader spectrum of Estates Planning & Services activities including identifying needs for future developments, services, planning and projects. The post holder will be expected to proactively work as part of a wider Estates team to identify, define, implement and deliver consistent service standards across the entire University estate.

## PRINCIPAL ACCOUNTABILITIES

1. To build and manage effective working relationships, formally and informally, with the Heads of Colleges, Directors of College Operations, and Heads of Schools around the current and future use of space and facilities and ensure the Department(s) are continually provided, within commercial constraints, fit for purpose services.
2. Continuously manage stakeholders expectations to positive effect by working with the Estates Planning & Services project teams to ensure all projects and potential consequences of all works to be carried out are communicated and business risks are identified, articulated, understood, mitigated and managed.
3. Proactively engage with the entire service delivery team to change hearts and minds by championing a culture of trust, openness and engagement. Remove the blockers that get in the way of their work, be it technical, training, tools, equipment, process or procedure. Plan and provide for site specific solutions to local service issues but work with peers across all campuses to ensure knowledge and best practice is shared, developed and adopted to the benefit of the whole Estate.
4. Manage the adherence and compliance of university safety, health and well-being policies, procedures and guidance (including the management of contractors), with regard to the planning and monitoring of estates work activities. Assess the risks to the health and safety of anyone who may be affected by their activities. Ensure adequate arrangements are in place for the "planning,



organisation, control, monitoring and review” of any resulting safety measures

5. Have a good understanding of Health and Safety issues that affect the workplace and the ability to ensure legislative compliance. Make sure any non-conformities are reported, assist with resolutions and propose solutions as required. Co-operate and assist with any health intervention requirements that mitigate risk to those affected by work activities. Ensure risk assessments are undertaken addressing and reducing high risk activities. Ensure equipment is regularly checked and maintained, ensure staff understand their own responsibilities in relation to health and safety and that staff are properly trained and competent to fulfil their functions.
6. Contribute to the development, updating and convergence of Estates Planning & Services strategic planning with customer aspirations, through engaging with Heads of Colleges and college executive groups to thoroughly comprehend medium and long term faculty plans and aspirations.
7. Nurture a culture of continuous improvement through working with peers, key customers and the whole delivery team to identify areas for improvement (making use of additional inputs such as the Staff Experience Survey and the National Student Survey), define, deliver, review and adjust service requirements and optimise process and procedures so that they meet current and future business needs. Measure and report on actual standards achieved against SLA's and KPI's by the team across the estate and by campus.
8. Lead, manage and mentor the Estates Services Managers (hard and soft services) to ensure development of the professional capabilities and can-do culture within the team and ensure day to day on site Estates Planning & Services activities meet operational, environmental, sustainability and customer service delivery standards in line with stated SLA's, budgetary constraints, as well as legislative & safety compliance.
9. Identify, plan, resource and manage the overall budgets for the teams reporting to this post in line with the University's financial regulations. To work closely with the Finance Department to proactively manage cost and cash flow variances.
10. Deputising and decision making for the Director and Deputy Director of Estates Planning & Services as and when required and to professionally represent the Department on committees, working groups, review panels and other meetings, both internally and externally.
11. To form part of an out of hours emergency response team for Estates Planning & Services being available as part of a rota for provision of technical advice, taking decisions, managing and delivering response including duties under IMERP, BCP and other planned escalations of serious service issues at University non-operational times. Leading on reviews of incidents, identifying root





causes and implementing improvements from lessons learnt.

12. To undertake any other duties as appropriate within their competence, as required by their line manager from time to time.

## CONTEXT

This is a role designed to ensure that service delivery to customers is placed at the centre of all we do. As a member of the Estates Planning & Services Senior Management Team, the post holder will be the custodian of Estates relationships with both our internal and external stakeholders. The post holder will need to be a strong communicator at all levels, gain a full understanding of the University's vision, missions and values, and all college plans, and be able to articulate how the Estates Strategy supports the implementation of corporate objectives. The post holder will also be able to articulate what other professional roles and teams in Estates Planning & Services contribute to the work of the colleges and to ensure appropriate access to those resources as required. They will participate in the strategic planning, communication, implementation and budgeting of initiatives in addition to problem solving and responsibility for service delivery as assigned including providing leadership to the day to day operations of each team, while maintaining focus on the departmental and University wide strategic goals.

## DIMENSIONS

The University estate consists of circa 160,000 SqM of academic and residential space spread across 4 main campuses comprising of some 30+ buildings. The post holder shall be one of 3 Campus Services Managers who will take full responsibility for the relationships between Estates and customers including delivery of Estates Planning & Services provided services to customers across a numbers of buildings making up a campus.

The post holder will demonstrate detailed technical knowledge, strong leadership and management, based on sound commercial principles. The post holder will have overall responsibility for service delivery using a mix of internal and contract resource.

The post holder has a wide multi staff responsibility which includes delivery of facilities services by a number of teams, both internal (circa 30 staff) and contracted out services including building services, cleaning, catering, security, waste disposal, pest control (circa 140 indirect staff).



# PERSON SPECIFICATION

## QUALIFICATIONS

### Essential

- Degree qualified or equivalent (QCF L5 – L6) in a facilities management or a similar discipline.
- Full membership of appropriate professional body (IFM, RICS, CIBSE etc).
- A management qualification or equivalent practical experience that demonstrates relevant levels of knowledge and skills (Level 7 or equivalent).
- Nebosh General Certificate in Occupational Health & Safety.

## TRAINING AND EXPERIENCE

### Essential

- Demonstrate a proven track record of successful service delivery management in a highly customer focused organisation.
- Demonstrate a proven track record of effectively managing service delivery through a series of managers and teams across a multi-site operation.
- Demonstrate a proven track record of working with managers at different levels on service delivery strategies and activities.
- Demonstrate an excellent understanding and knowledge of current facilities compliance legislation.
- Demonstrate a high level of communications skills, both written and oral.
- Demonstrate evidence of working independently to high professional standards and tight deadlines, in a multi site environment.
- Demonstrate the ability to work effectively as a member of a team, to a high professional standard and tight deadlines.
- Evidence of involvement in FM strategy and policy development and implementation, including analytical and policy/report writing.
- Demonstrate experience of preparing business cases and proposals for internal clients.
- Demonstrate evidence of preparing, managing, controlling and delivering budgets.



- Demonstrate a high level of knowledge of working with statistical information e.g. collating, analysing and interpreting information from a diverse range of sources and making informed decisions based on the results.
- Confident and effective when communicating with people at all levels i.e. building effective relationships; facilitating discussions with individuals and groups; dealing sensitively, patiently and diplomatically with complex and emotionally charged situations.
- Competent in the use of computerised systems and applications, including using a CAFM system, and working with applications such as Word, Excel, Outlook and PowerPoint.

#### Desirable

- Evidence of working in both the public and private sectors would be beneficial.

### APTITUDES, ABILITIES AND PERSONAL ATTRIBUTES

#### Essential

- Well planned and organised, both personally and as a team member.
- Ability to effectively deliver conflicting priorities and challenging workloads by maintaining focus on agreed objectives and deliverables whatever the circumstances and monitoring progress against targets.
- Ability to work under pressure to tight deadlines while applying quality standards to all tasks and ensuring that nothing is overlooked.
- Ability to work flexibly by taking account of new information or changed circumstances and modifying understanding of a problem or situation accordingly.
- Ability to deal sensitively, patiently and diplomatically with complex and emotionally charged situations.
- Able to identify customer needs and expectations and keep them in mind when taking actions or making decisions.
- Able to identify gaps in available information required to understand a problem or situation and to devise means of remedying such gaps.
- A customer centric approach, and the ability to embed this approach in personal working practices and those of team members.
- A commitment to continuous personal professional development of self and team.
- Must share and exemplify the University's values.
- Self-motivated and enthusiastic, a 'can do' attitude.
- Positive about the benefits of change



- Comfortable with ambiguity and rapidly changing agendas.
- Flexible and adaptable.
- Efficient and reliable.
- Willingness to work long hours on occasion.
- Willingness to flex work times to meet customer needs.
- Availability to be on call and attend out of hours on a rota basis



# HOW TO APPLY

To apply for this vacancy, please visit our [vacancies page](#) where you will be able to download our application form template. You will then be requested to complete a quick registration before being able to upload completed application form and any supporting documentation.

## Applications should include:

- A concise statement in support (ideally no longer than two pages), addressing the criteria in the Person Specification and motivation for applying.
- You may also include an up to date curriculum vitae;
- names and contact details of two referees (although referees will only be approached at offer stage).

**The deadline for receipt of applications is midnight on 06 October 2024.**

**Interviews will take place on 17 and 18 October 2024.**

An appointment will be made subject to proof of eligibility to work in the UK and satisfactory references being obtained.

At the University of Westminster, diversity, inclusion and equality of opportunity are at the core of how we engage with students, colleagues, applicants, visitors and all our stakeholders.

We are fully committed to enabling a supportive and safe learning and working environment which is equitable, diverse and inclusive, is based on mutual respect and trust, and in which harassment and discrimination are neither tolerated nor acceptable.

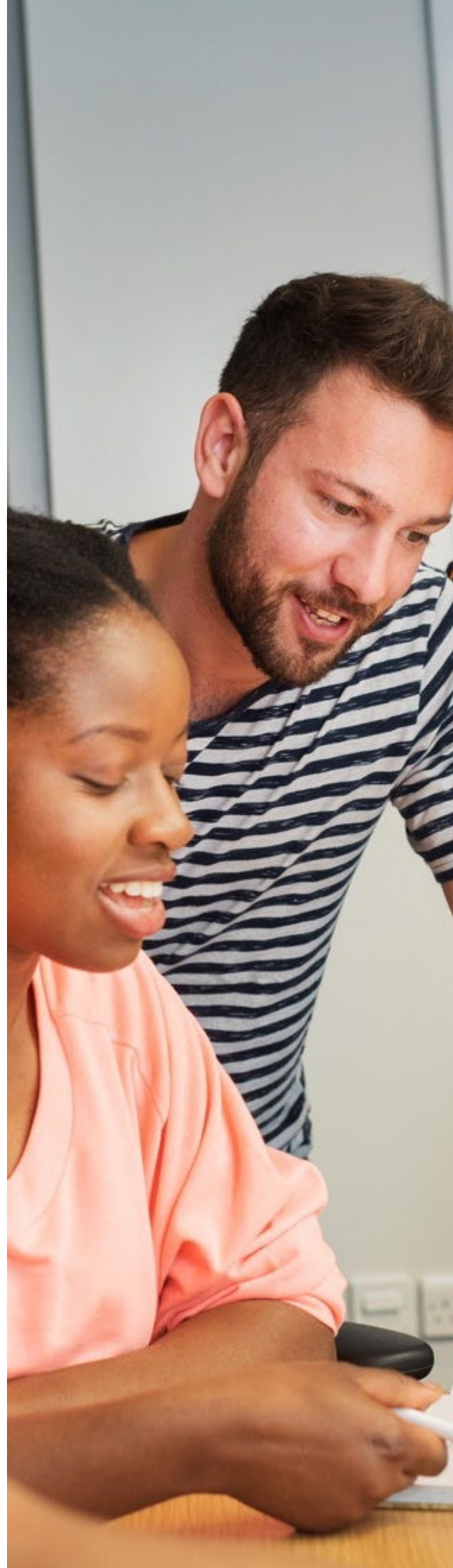
*The University has adopted Smart Working principles to support and further our Equality, Diversity and Inclusion aims of being an inclusive, collaborative and flexible employer. Further details of Smart Working can be discussed at interview stage.*



# OUR BENEFITS

The University offers a range of wellbeing and work-life balance benefits to recognise and reward the essential contribution our colleagues make to success and growth. Our benefits are inclusive for colleagues of all backgrounds including LGBTQ+ colleagues, disabled colleagues, pregnant colleagues, parents and carers, as well as colleagues of all genders, age, ethnicities, nationalities, religion and beliefs, and marriage and civil partnership status.

- 35 days annual leave per year, plus bank/national holidays and University of Westminster closure days (pro-rata for part-time staff).
- A generous occupational pension scheme.
- Annual incremental progression and/or cost of living reviews.
- Generous maternity, paternity and adoption leave.
- Flexible working and smart working.
- Learning and development opportunities.
- Free membership rates for a wide range of sporting facilities, including gyms at Regent Street and Harrow campuses, as well as the Chiswick Sports Ground.
- Employee assistance programme.
- The opportunity to participate in other attractive employee benefit schemes such as Cycle to Work, Eye Care Vouchers, Season Ticket Loans, and Give As You Earn.





[westminster.ac.uk](https://www.westminster.ac.uk)

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