

## JOB DESCRIPTION

*NOTE: This job description does not form part of the employee's contract of employment but is provided for guidance. The precise duties and responsibilities of any job may be expected to change over time. Jobholders should be consulted over any proposed changes to this job description before implementation.*

**Job title:** Deputy Director – Capital Development

**Reports To:** Director of Estates Planning & Services

**Grade:** Level 3

**Job Purpose:** The Deputy Director will form an integral part of the Estates Planning and Services Senior Management Team and provide effective strategic direction and leadership for the Department and across the service delivery. The postholder will provide value-adding professional support and guidance to the Senior Management of the University, while ensuring that the University-wide service is consistent with the business needs of the University and contributes to improved performance and responsive and effective service delivery. The postholder will deputise for the Estates, Planning and Services Director, including holding responsibility for specific Capital Development activity and leading on projects and initiatives.

### Principal Accountabilities:

1. To actively contribute to the strategic direction of the Department, its services and the implementation of the University's strategic objectives as a member of the Senior Management Team. To provide expert advice to the Director and other senior managers as required in areas of professional expertise for the department and University. To represent the Estate Management team in the development of the long-term Estate Strategy that will underpin the wider strategic aims of the University.
2. The post holder will have overall responsibility for the programming and project management (including financial and project), delivery and reporting of all capital spending projects within the Estates Planning & Services Department. This will include the development of stronger governance across the whole University underpinning the development of all projects and programmes of work linking them directly to longer term planning for the University's estate strategy.
3. To lead all client-side delivery services in the area of capital projects, identifying and managing any risks to the University, as well as developing innovative solutions. To produce business cases for all capital works on behalf of the Estate Planning & Services team.
4. To ensure all services comply with statutory, Higher Education-sector standards and University policies and procedures. Prepare contract documentation in accordance with the University's procedures as well as EU procurement regulations (& UK equivalents, where relevant). Administer as directed the tender process from preparation through to award of contracts.

This will include the development, implementation and maintenance of a list of approved contractors and consultants in liaison with the University's Procurement team.

5. To effectively manage the department's building and refurbishment policies, procedures and programmes of work. These will include health and safety, training, energy and environmental matters, and disability access – ensuring full compliance with legislation, good practice and value for money.
6. To develop a direct relationship between Operational Estate Management teams and Sustainability Teams and Timetabling Teams to ensure smart, efficient and effective use of space is maximised. The development of the relationship will include system investment and the production of management information around space utilisation. Further to ensure that the work of the teams is fully co-ordinated within the wider department.
7. To take a lead role in the provision of policy and process development for the Estate Strategy and its integration into the strategic framework of the University. To provide strategic advice, guidance and training to senior management and staff as required, and to ensure all projects are carried out in accordance with sustainability and energy conservation guidelines to improve the University's carbon footprint and those of its suppliers/contractors.
8. Identify, plan and manage the overall expenditure budgets for the estate programmes, within the specific parameters of the University's capital and revenue resources. To work closely with the Finance Department and to submit a report to the Director of Estates, Planning & Services detailing any variations on a monthly basis. The post holder will also prepare and submit business cases for additional proposals and secure external grants and resources, developing collaborative approaches where appropriate, within University financial rules and procedures.
9. To lead, manage and motivate teams within Estates Planning and Services, ensuring that colleagues are developed and motivated to achieve their full potential and also work together cohesively to deliver University and Estates strategy & objectives. To review the performance of colleagues, taking suitable action where necessary.
10. To deputise for the Director of Estates Planning and Services, as required, holding lead responsibility for designated areas of activity, representing the department at appropriate meetings, both internally and externally, to provide advice and guidance, in particular ensuring compliance with statutory and governance obligations, promoting best practice and with the authority to make delegated decisions. To undertake any other duties within their competence as directed by the Director of Estates Planning & Services from time to time.

### **General Context:**

The University has in excess of 170,000m<sup>2</sup> of space. The management and maintenance of the estate is one of the largest operational costs at c.£22 million. This estate consists of 10 main sites with approximately 40 buildings providing a range of teaching and learning environments, across the west end of London and Harrow. The estate also includes approximately 1200 residential spaces.

The University has changed its academic structure and is developing an academic model focused on improving student satisfaction and driving academic success. Alongside this strategic review, the estate strategy is also under review. The estate strategy is designed to make better use of space, improve utilisation across all buildings and develop the estate to support the overall aims of academic strategy, to drive commercial benefits from the buildings and future proof the infrastructure.

The estate strategy is developing and a long-term programme of major capital investment is planned. This programme of development is supported by a more collaborative approach with senior academic colleagues and a closer working relationship with the Quentin Hogg Trust. It is expected that the development plan will see major investment across the estate with a focus on the development of Harrow and New Cavendish Street campuses.

**Job Context:**

This is a new senior post within the existing structure reporting to the Director of Estates and managing a team consisting of a Senior Estate Project Manager, 2 Project Managers and 2 space planners.

The Estate Planning and Services team make use of a wide range of specialist outsourced consultants and contractors from framework and via open competition.

The management of projects is a large demanding area of the Estate Planning and Services team's long-term work load. A significant annual capital budget programme is being developed.

This budget will be focused on a range of low value infrastructure and minor investment projects centred on the development and improvement of the existing estate valued up to £250,000/project.

These projects will sit alongside a range of much larger programmes of work including development of the campus locations at Northwick Park (Harrow) and New Cavendish Street, investment in a central student hub, an increase in residential provision and the development of new student and academic space to meet a rising demand from an increase in student numbers and the needs of an aging estate. The programme will range in value up to £10 million/project.

The post holder will be pivotal in the interface between a range of outsourced specialist contractors and consultants and the internal clients, including the University Executive Board, Professional Services Directors, Heads of Schools and Colleges, the Quentin Hogg Trust and on occasion, external funders.

The post holder will be expected to play a full part in the development of new and improved services that support the project management objectives and the wider objectives of the Estate Planning and Services team and the University and Professional Services strategy.

The Senior Management team within Estates Planning & Services consists of one Director and one Deputy Director. The Deputy Director will have the capability and experience to work across the different areas of activity within the Department and will lead a specific subset / portfolio of activities that may be changed over time. The role will require strong collaboration across a broad spectrum of internal and external stakeholders.

The University requires all post holders to have an understanding of individual health and safety responsibilities and an awareness of the risks in the work environment, together with their potential impact on both individual work and that of others. The postholder will act as Duty holder under the Construction (Design and Management) Regulations 2015 (CDM 2015) and must ensure that all work carried out (notifiable and non-notifiable) is compliant with the Regulations.

The postholder has responsibility for ensuring that suitable and sufficient risk assessments are undertaken for the activities for which they are responsible and that

measures to control risk are identified and implemented, and communicated to all affected.

They must ensure the provision of adequate supervision and training, to include: the responsibility to work with due regard for the health and safety of themselves and others; familiarity with actions to be taken in the event of emergency; and the duty to report accidents and hazards appropriately.

**Dimensions:**

The post holder has direct line management responsibility for 1 senior manager supporting key objectives of the Estates, Planning & Services team and the wider University. The post holder also provides professional leadership and development for contract staff involved in Projects in the University.

The post holder will have overall responsibility for all capital budgets. The post holder will also be required to advise on the size, allocation and use of budgets for the University's Capital Expenditure.

The post holder will demonstrate outstanding leadership and management, based on sound commercial principles.

The post holder will have an Agresso authorisation level appropriate to their grade with budget management responsibility.

The post holder must form effective working relationships with a number of individuals across the university including Heads of College, Directors and Registrars. In addition the post holder will play an important part in influencing changes in behaviour when it comes to the delivery of capital investment projects, providing professional advice on effective space use and encouraging users to be more proactive and responsible in their space requirements.

All roles within the Estate Planning & Services team are seen as essential in bringing forward significant and sustainable change in the delivery of services in the initiation, delivery and handover of capital investment projects and programmes

The Deputy Director – Capital Development is a senior management role which is expected to make a significant contribution to the development of the Estates Planning & Services department as well as the University of Westminster as a whole.

## PERSON SPECIFICATION

This describes the knowledge skills and experience required to perform the job effectively.

	Essential	Desirable
<b>Qualifications</b>	<p>Qualified by examination in a relevant discipline, holding membership of a recognised professional body, such as RICS, CIOB, CEng.</p> <p>A management qualification or equivalent practical experience that demonstrates relevant levels of knowledge and skills (Level 7 or equivalent)</p> <p>Relevant degree</p> <p>NEBOSH certificate in Construction Health and Safety</p>	
<b>Training and Experience</b>	<p>Substantial experience of multi- million major capital project management, including the preparation of drawings, specifications, cost plans and programmes.</p>	
	<p>Substantial experience of management in a large multi-site organisation, budgetary planning and change management processes in a senior role.</p>	<p>Experience of working in an HE environment</p>
	<p>A demonstrable record of developing accommodation strategies and their implementation and management to achieve 'best in class'.</p>	

	Thorough applied knowledge of current Building & Planning Regulations, construction contracts, building materials, health & safety requirements and site working practices.	
	Demonstrable success and evidenced ability to handle competing demands in an effective and timely way, handling multiple projects, simultaneously focusing on macro and micro detail ranging from an overview on £20m+ new build projects to direct management of £5K-£100K refurbishment projects.	
	Substantial senior-level experience of Estates management and strategy in a large complex organisation.	
	Evidence of effective financial management, including prioritising and targeting of resources within approved budgets for a complex organisation.	
	Experience of contributing positively as a member of a corporate top team with the accompanying demands and responsibilities.	
<b>Aptitudes and Abilities</b>	Excellent communication, presentation and negotiation skills.	
	Excellent written and report writing skills.	
	Excellent leadership skills.	
	Proven ability to deal effectively with contractors, external professional advisers and internal clients.	
	Ability to lead and manage high quality, responsive and cost-effective services, both directly and through partnerships where appropriate.	
	Ability to think and act strategically, whilst ensuring that ongoing services are effectively delivered.	
	Ability to project and promote a confident and resilient attitude at all times.	

## PERSONAL ATTRIBUTES

The person must share and exemplify the Department's values in relation to business excellence, customer care and diversity at all times in dealing with others. Must be a

team player with a flexible working style, including being tactful and diplomatic. The person must also be able to persuade and influence others.