Head of Estates Planning
Directorate of Estates & Campus Services

Closing date: 24 November 2019
Interview date: 6 December 2019
Vacancy reference: 8122
INTRODUCTION

Thank you for your interest in this new role at the University of York. The successful candidate will be responsible for the implementation of a portfolio of diverse refurbishment and new build projects including multimillion-pound major construction, engineering and related projects at the university.

As part of the newly revised structure within Directorate of Estates & Campus Services (DECS) the Head of Estates Planning will be a proactive member of the Directorate Management Team, jointly owning key decisions that best support delivery of the University’s strategies. Deputising for the Director of Estates Development as and when required.

The role will support the Director of Estates Development in delivery of the Campus Masterplan/Development Plans and in creating an excellent environment to work, study and live in. They will support the Director of Estates Development through their expertise in developing projects through the University’s procedures and approval processes ensuring business cases are robust and viable.

They will ensure that the masterplan stays true to its vision and objectives as the framework of development develops into a programme of projects. They will ensure high standards are set for the sustainability, accessibility, design, look and feel of the campus and are implemented consistently. In addition, they will be responsible for all aspects of Health & Safety relating to the Masterplan Development.

Stephen Talboys,
Director of Estates and Campus Services
Main purpose of the role

The Head of Estates Planning is a hugely significant role and will be responsible for delivery/development plans of the Masterplan and liaison with external stakeholders.

In particular, this is likely to include ensuring that the masterplan programme and projects are well understood and fully supported by internal stakeholders, the Local Planning Authority and relevant regulators.

The Head of Estates Planning is responsibility for building strong and productive relationships with faculties, academic departments, student groups, other professional services and external stakeholders will be a requirement. Ensuring in particular that the masterplan is well understood and fully supported by the Local Planning Authority and by other relevant regulators.

This role will ensure that the programme of physical changes to the campus are properly considered and are widely consulted on to minimise disruption to the operation of the University and is at all times meeting the requirements of our business continuity plans.

The role will make sure that the relevant key programme information is kept accurate, up to date, and well presented to allow appropriate oversight by key stakeholders of decision making, approvals, progress and benefits realisation. They will also invest and deploy resources optimally through sound understanding of relevant information, shared planning and appropriate analysis of available solutions.

The post involves leading an internal team supported by a multi-disciplinary external team whose primary responsibility is to manage the overall process of project design and delivery ensuring compliance with governance processes and approvals from relevant stakeholders.

Key responsibilities

(Role holders will be required to undertake some or all of the duties below)

Overview:

- Be a proactive member of the Directorate Management Team, jointly owning key decisions that best support delivery of the University’s strategies.
- Deputise for the Director of Estates Development as and when required.
- Support the Director of Estates Development in the development and delivery of the Campus Masterplan/Development plans upholding design standards to create an excellent environment to work, study and live in.
- Ensure that the masterplan stays true to its vision and objectives as the framework of development develops into a programme of projects. Ensure high standards are set for the sustainability, design, look and feel of the campus and are implemented consistently.
- Support the Director of Estates Development through your expertise in developing projects through the University’s procedures and approval processes ensuring business cases are robust and viable.
- Build strong and productive relationships with faculties, academic departments, student groups, other professional services and external stakeholders. Ensure in particular that the masterplan is well understood and fully supported by the Local Planning Authority and other relevant regulators.
- Act as a champion for sustainable development and for great health & safety practices in your teams.
- Ensure that the programme of physical changes to the campus are properly considered and are widely consulted on to minimise disruption to the operation of the University and is at all times meeting the requirements of our business continuity plans.
- Make sure that the relevant key programme information is kept accurate, up to date, and well presented to allow appropriate oversight by key stakeholders of decision making, approvals, progress and benefits realisation.
Invest and deploy resources optimally through sound understanding of relevant information, shared planning and appropriate analysis of available solutions.

Develop and oversee the delivery of the master plan and estate strategy, gaining buy-in from key parties:

- Support the Director of Estates Development in creating an excellent environment to work, study and live in.
- Be the internal and external head of the Masterplan programme.
- Communicating with the University’s senior management teams and relevant stakeholders on all aspects of the Masterplan and development plans. In particular, develop strong and productive working relationships and the support of the local city council.
- Develop strategies for short, medium and longer-term delivery of the University’s Masterplan and communication of, and engagement, in its delivery.

Set the right standards for our campus:

- Ensure high standards are set and met for the sustainability, look, feel and function of the campus. Ensure that exterior spaces and interior spaces are well designed using the right blend of internal and external design resources. Ensure that the campus is environmentally sustainable, resilient and has the necessary transport infrastructure to achieve most travel by foot, cycle and bus as the campus grows.
- To prepare planning and implementation strategies for the existing Masterplan of the campus and to ensure that they are implemented consistently. Ensure delivery milestones on required sections of the Masterplan are met and that progress is communicated as appropriate.

Secure value for money and operate in line with our governance:

- Responsible for leading the project planning, costing and delivery of the Masterplan as a whole.
- Responsible for the development and implementation of strategic business plans for programmes and projects to ensure the short, medium and long term requirements are delivered in a timely and cost-effective manner.
- Challenge emerging costs for programs and projects at an early stage to guard against slippage or unjustified cost escalation.
- Ensure the Masterplan budgets are in line with authorisation levels.
- Influence and advise senior management teams and stakeholders on specialist procedures and processes relating to the Masterplan

Operate with a service focused approach:

- Ensure that service provision from your teams meets requirements, expectations and cost constraints.
- Ensure that the programme of physical changes to the campus are properly considered and are widely consulted on to minimise disruption to the operation of the University and is at all times meeting the requirements of our business continuity plans.
- Develop, implement and performance manage the delivery of service level agreements and suitable supply chains for the delivery of the Masterplan.
- Determining the level of service provision required to ensure statutory compliance and excellent service delivery in normal & emergency situations.

Make effective use of technology for sharing information and better decision making:

- Responsible for developing and delivering complex reports using detailed and specialist information to ensure all stakeholders have full and timely information.
- Develop reporting mechanisms to deliver detailed specialist information relating to the Masterplan.
- Ensure the University is using the most current technology and systems to ensure efficiency.
- Through proficient use of IT systems, develop and communicate relevant data analysis and information for the best possible decision making.

Ensure compliance with technical aspects:

- Ensure Construction (Design and Management) regulations and health and safety in risk within an estates environment.
JOB DESCRIPTION

- Ensure that the campus is developed whilst respecting the valuable and varied landscape of our campus and that high levels of environmental benefit are maintained.
- To maintain knowledge and to adhere to all relevant Policies and Procedures, Legislation and Regulations.
- To develop and ensure safe working practices.

Create an effective team:

- Develop and integrate collaboration between technical and design staff, including individual staff development opportunities at all grades
- Implement and develop a culture of collaborative working, coaching and mentoring
- Ensure staff are deployed efficiently and are able to support the routines of the University

According to the needs and resources of the University and maybe requested to undertake other duties as appropriate to the grade of post.

ORGANISATIONAL CHART
# PERSON SPECIFICATION

<table>
<thead>
<tr>
<th>Qualifications</th>
<th>Essential / Desirable</th>
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</thead>
<tbody>
<tr>
<td>Educated to degree level or equivalent in a construction/built environment subject</td>
<td>Essential</td>
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<tr>
<td>Chartered membership of professional body such as: Architect (ARB), Chartered Surveyor (RICS), Chartered Town Planner (MRTPI) or Civil Engineer (MICE)</td>
<td>Essential</td>
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<table>
<thead>
<tr>
<th>Knowledge</th>
<th>Essential / Desirable</th>
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<tbody>
<tr>
<td>Understanding of the current and changing HE sector</td>
<td>Essential</td>
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<tr>
<td>Knowledge of project management processes and in-depth knowledge of overseeing major development projects from £5m and significant programmes of work c. £200m+</td>
<td>Essential</td>
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<tr>
<td>Specialist knowledge to competently manage: Construction (Design &amp; Management) regulations and health &amp; safety in risk within an estates environment</td>
<td>Essential</td>
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<tr>
<td>Specialist knowledge in building construction, sustainable design, maintenance and lifecycle appraisal</td>
<td>Essential</td>
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<tr>
<td>Detailed knowledge of Architecture and Design, including Landscape Architecture</td>
<td>Essential</td>
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<tr>
<td>In-depth knowledge of submission of planning applications, public procurement procedures and major projects; Knowledge of working with listed buildings.</td>
<td>Essential</td>
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<td>Understanding of the capabilities of utilising technology and identifying the potential and limitations that this may offer for addressing corporate challenges</td>
<td>Essential</td>
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<td>Ability to create clarity, analyse the market, horizon scan and manage implications of national and international trends to ensure future institutional success</td>
<td>Essential</td>
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<table>
<thead>
<tr>
<th>Skills, abilities and competencies</th>
<th>Essential / Desirable</th>
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<tbody>
<tr>
<td>Ability to develop and lead effective and motivated multidisciplinary team</td>
<td>Essential</td>
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<td>Commitment to the mission and values of the University</td>
<td>Essential</td>
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<td>Ability to make informed decisions across a wide range of complex and detailed issues taking into account legislative health and safety and conflicting demands</td>
<td>Essential</td>
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<tr>
<td>Excellent communication skills, able to present strategic vision, objectives and operational detail to a variety of audiences. Ability to prepare comprehensive, clean, articulate reports and papers.</td>
<td>Essential</td>
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<tr>
<td>Ability to develop positive relationships and work collaboratively with strong influencing skills, capable of gaining the confidence of senior management's agreement</td>
<td>Essential</td>
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</tbody>
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## PERSON SPECIFICATION

### Skills, abilities and competencies (continued)

<table>
<thead>
<tr>
<th>Description</th>
<th>Essential / Desirable</th>
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</thead>
<tbody>
<tr>
<td>Ability to deliver against agreed expectations, making efficient use of resources.</td>
<td>Essential</td>
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<td>Ability to have challenging conversations and make difficult decisions to achieve results</td>
<td>Essential</td>
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<td>Strategic insight as demonstrated by engagement in cross-institutional leadership and strategy setting and implementation.</td>
<td>Essential</td>
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<td>Ability to prepare and assist in the preparation of the planning aspects for bidding and or acquisitions</td>
<td>Essential</td>
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<td>Ability to inspire staff and drive a culture of commitment, innovation and engagement that leads to delivery of successful outcomes.</td>
<td>Essential</td>
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<tr>
<td>Ability to manage and balance corporate risks and costs against benefits utilising available resources</td>
<td>Essential</td>
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<tr>
<td>Excellent IT skills and database utilisation</td>
<td>Essential</td>
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### Experience

<table>
<thead>
<tr>
<th>Description</th>
<th>Essential / Desirable</th>
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</thead>
<tbody>
<tr>
<td>A successful track record of leading service improvement and organisational development</td>
<td>Essential</td>
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<td>Proven experience of Masterplanning, project development and infrastructure planning.</td>
<td>Essential</td>
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<td>Experience of managing external consultants and negotiating with third party stakeholders</td>
<td>Essential</td>
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<tr>
<td>Experience of developing ambitious strategies and of building and leading teams to deliver them in a large complex organisation</td>
<td>Essential</td>
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<td>Experience of report writing and preparing organisational policies and procedures</td>
<td>Essential</td>
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<td>Proven experience of managing large budgets effectively</td>
<td>Essential</td>
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<td>Experience of working with and influencing senior management including at Board level</td>
<td>Essential</td>
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<td>Experience in managing multidisciplinary teams and in developing both tactical and strategic solutions</td>
<td>Essential</td>
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<tr>
<td>Experience of identifying risks and options, and of developing strategies to manage and mitigate them.</td>
<td>Essential</td>
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# PERSON SPECIFICATION

## Personal attributes

<table>
<thead>
<tr>
<th>Personal attributes</th>
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<tbody>
<tr>
<td>Consultative and able to work collaboratively</td>
<td>Essential</td>
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<td>Ability to manage a professional network in order to maximise its potential</td>
<td>Essential</td>
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<td>Creative and Innovative</td>
<td>Essential</td>
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<td>Strong leadership and excellent communication skills</td>
<td>Essential</td>
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<td>Driven to achieve results</td>
<td>Essential</td>
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<td>Political and commercial acumen</td>
<td>Essential</td>
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<td>Resilient, able to work well in a fast changing environment and with conflicting priorities</td>
<td>Essential</td>
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<td>Emotionally intelligent and able to relate to a wide range of people</td>
<td>Essential</td>
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<td>Demonstrates integrity, openness and honesty with a strong commitment to equality and diversity.</td>
<td>Essential</td>
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## Additional personal attributes

The Directorate of Estates and Campus Services (DECS) has developed a set of core values that promote dignity and respect for all. All members of DECS are expected to adhere to these values and therefore the following personal attributes are essential. A full copy of our values can be found on our website: [DECS values](#).

<table>
<thead>
<tr>
<th>Additional personal attributes</th>
<th>Essential</th>
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<tbody>
<tr>
<td>Be honest, consistent and fair in all dealings with colleagues and be welcoming and inclusive to others.</td>
<td>Essential</td>
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<tr>
<td>Have strong team spirit and pride in your standard of work.</td>
<td>Essential</td>
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<tr>
<td>Value colleagues and support their commitment to behaviour that is consistent with DECS core values.</td>
<td>Essential</td>
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</table>
Our mission within the Directorate of Estates and Campus Services (DECS) is to create an excellent environment in which to learn, live and work.

Our role is 'to provide services and facilities to the core business of the University and the wider University community'. We monitor service levels, ensuring that we deliver these safely, to a high quality, and in a timely manner to meet the University's operational needs.

DECS is split into three main areas of service delivery, each overseen by a Director:

**Estates Operations**

- Are responsible for providing a 'fit for purpose estate', ensuring:
  - well-planned operations and maintenance of the University’s Buildings and Grounds, whilst meeting environmental sustainability objectives;
  - the efficient provision of requisite infrastructure and of utility supplies;
  - that the University's Estate meets health, safety and other statutory compliance requirements.
  - the effective management of the University's property portfolio.

**Estates Development**

- Leads the sustainable development of the campus:
  - setting out the vision, master plan framework, estate strategy and design standards for the campus;
  - forms and manages the programme of investment projects, including for new buildings, infrastructure and the refurbishment of existing assets to meet the needs of the University.

**Campus Services**

- Oversees a range of critical services to deliver a great experience for students, staff and hosted businesses:
  - ensuring the efficient allocation of University space through managing the University’s residential accommodation service, learning spaces (timetabling, room bookings and audio visual technology), space audit and space planning activity;
  - providing effective facilities services including cleaning, travel and mail room services;
  - leading highly-engaging customer relationship teams, through operating a range of receptions, and the Facilities Helpdesk;
  - ensuring teams in business systems, marketing and communications, recruitment, training and general administration support the best possible decision making across DECS.

DECS is the largest of any of the University Departments and we appreciate that successful service delivery can only be realised through motivated staff. To this aim DECS has developed a set of core values that promote dignity and respect for all. All members of DECS are expected to adhere to these values. A full copy of the values can be found at: [DECS Values](#)

Finally DECS is developing a Quality Management System that will promote an environment that encourages continuous improvement. All members of DECS are encouraged to examine the services we deliver and look at ways of making them better and more efficient.
THE UNIVERSITY

Founded on principles of excellence, equality and opportunity for all, the University of York opened in 1963 with just 230 students. In 2019 it is the home of more than 18,000 students across more than 30 academic departments and research centres. Since opening over fifty years ago, we have become one of the world's leading universities and a member of the prestigious Russell Group.

We are consistently recognised as one of the leading Higher Education Institutes and one of just six post-war universities to have appeared in the world top 100. We were rated 22nd in the 2019 Times & Sunday Times league table. The University of York has won six Times Higher Education (THE) Awards and five Queen’s Anniversary Prizes.

The University is proud of its association with Athena SWAN, holding multiple awards in support of gender equality, representation and success for all, with gold awards for Chemistry and Biology and a University-wide bronze award.

Of 154 universities that took part in the Research Excellence Framework (REF) in 2014, The University of York ranked 14th overall and 10th for the impact of our research. The University is consistently in the top ten UK research universities and attracts over £60m a year of funding from research alone.

Our vision is to make the University of York a world leader in the creation of knowledge through fundamental and applied research, the sharing of knowledge by teaching students from varied backgrounds and the application of knowledge for the health, prosperity and well-being of people and society.
Attractive workplace

Centred around the picturesque village of Heslington on the edge of the city of York, our colleges are set in an attractive landscaped campus. York enjoys a safe, friendly atmosphere with facilities including bars, shops, theatres and concert halls all within easy walking distance.

The University has undergone an unprecedented period of expansion and renewal since 2000. We have invested in twenty new buildings on the original campus and have completed the first and second phases of a £750m campus expansion. Our investment in new colleges, teaching and learning spaces, laboratories, research facilities and a new sports village mean there has never been a better time to join us.

During this period of change we’ve worked hard to retain our friendly, informal and collegiate atmosphere, which is important to our core values of inclusivity and interdisciplinarity.

We have a thriving international community and are committed to providing staff moving to York with as much support as possible through our Relocation Package and Welcome Officers.

The University is committed to promoting a diverse and inclusive community - a place where we can all be ourselves and succeed on merit. We offer a range of family friendly, inclusive employment policies, flexible working arrangements, staff engagement forums, campus facilities and services to support staff from different backgrounds.

For further information please visit our employee benefit pages.
THE CITY AND THE REGION

The City of York

Internationally acclaimed for its rich heritage and historic architecture, York's bustling streets are filled with visitors from all over the world. Within its medieval walls you will find the iconic gothic Minster, Clifford’s Tower and the Shambles - just a few of the many attractions.

But York isn’t just a great place to visit - it’s also a great place to live and work. While nourishing a vibrant cosmopolitan atmosphere, York still maintains the friendly sense of community unique to a small city.

Visit www.visityork.org for more information on the city of York

Shopping, culture and entertainment

York boasts specialist and unique boutiques but also all the high street stores on its busy shopping streets. Alongside them you will find cinemas, theatres, an opera house, art galleries, a vast range of restaurants, live music venues and clubs. York is particularly renowned for its multitude of pubs and bars, from the modern to the medieval.

Housing and schools

Whether you choose to live close to the city, in one of the surrounding villages or further afield, you will find a wide range of housing within comfortable distance of York and the University. For families, the area has a range of excellent schools both in the state and independent sector.

Great location

York is one of Britain's best-connected cities. Halfway between London and Edinburgh on the East Coast mainline, on intercity trains you can reach London King’s Cross in less than two hours and Edinburgh in two and a half hours. York is also well served by road links, and it is easily accessible from the A1, M1 and the M62.

For those travelling from overseas, Manchester Airport is two hours away and Heathrow Airport just three and a half. Flights from nearby Leeds Bradford Airport provide easy access to mainland Europe. By Eurostar from London St Pancras, Paris is just over six hours away.

Yorkshire

The Lonely Planet guide recently declared Yorkshire the third best region in the world to visit. There is something to cater to every taste, whether it be the rugged landscapes of the Moors or the Dales, the picturesque seaside towns of Scarborough and Robin Hoods Bay, the gothic architecture of Whitby or the vibrancy of cosmopolitan Leeds.
Apply online

- Go to https://jobs.york.ac.uk
- Find this job using reference 8122
- Complete the online application form

You will need to submit your completed application by midnight (local UK time) on 24 November 2019.

What will I need?

We will ask you for details of:

- Your CV
- A letter describing how you meet the requirements of the job

Help and assistance

Direct any informal queries to Paul Ellison, HR Recruitment Adviser (paul.ellison@york.ac.uk)

If you have any questions about your application, contact the HR Services team:

recruitment@york.ac.uk
+44 (0)1904 324835