



Job Description

Job Title:	Associate Director of Estate Operations
Faculty/Professional Directorate:	Infrastructure Services Directorate
Subject Group/Team	Estates & Facilities
Reporting to:	Director of Estates Development and Operations
Duration:	Continuing
Job Family:	Administration
Pay Band:	9
Benchmark Profile:	Manager (Administration) Band 9
DBS Disclosure requirement:	N/A
Vacancy Reference:	TBC

Details Specific to the Post

Background and Context

The University of Hull has been changing the way people think for 90 years. The University's motto, *Lampada Ferens*, translates as 'carrying the light of learning' and over the years, we've shared that light with thousands of people from across the world. As England's 14th-oldest university, we have a proud heritage of academic excellence and a history of creating and inspiring life-changing research.

The University of Hull was founded in 1927 and opened for business with 39 students and 14 'one-person' departments. The University now has more than 16,000 students and around 2,500 employees, including more than 1,000 academic staff.

The University of Hull is on a journey, one that is led by our commitment to delivering excellent research and a fantastic experience; the importance of the University Estate and the services we offer has therefore never been higher.

The University's Estates and Facilities team of over 200 people provide everything needed to design, equip, run, maintain, manage and operate our buildings. Working across the entire Estate which is 250,000m² and consists of 113 buildings, we have talented space management and development teams who create and deliver state-of-the-art buildings and refurbishments, working closely with our student and staff communities to transform the way research and education is delivered. We have dedicated teams of skilled maintenance experts, specialists in sustainability, facilities and accommodation management, cleaning and security to ensure we provide an outstanding experience for our communities.

Aligned to our 2030 strategy, our emerging Campus Development strategy and ambitious Carbon Neutral Campus 2027 strategy sets out a blue print for significant and sustained investment in our physical and digital estate to support the provision of world class, sustainable facilities and services to guarantee the best possible experience and outcomes for our students, staff and visitors helping ensure the successful delivery of our ambitious vision.

With a sustained and continued programme of investment in our people and the services we offer, there has never been a more exciting time to join us and for those with the right mindset, the possibilities are endless.

Specific Duties and Responsibilities of the post

The Associate Director of Estate Operations will:

- Work closely with the Director of Estates Development and Operations to provide strategic and operational leadership and be the technical lead for the estate operations, engineering, compliance and digital system functions ensuring all service deliverables are executed to the highest standards within agreed KPIs whilst driving continuous improvement and efficiency, ensuring the provision of high quality, value for money services and provision of a safe environment for students, staff and visitors
- Have managerial, professional and technical responsibility for the strategic and operational management of a range of functions and services including general management, maintenance, grounds, compliance, customer services, digital systems, health and safety, fire and risk management ensuring they are carried out efficiently, economically, safely and to appropriate professional and technical standards and in full compliance with statutory and legal obligations in line with agreed KPI, SLA and quality standards
- Be a professional specialist and have a high level of expertise across a range of maintenance and compliance related functions
- Significantly contribute to the development, delivery and ongoing monitoring of the Estate, Carbon and Energy and Facilities Management strategies and associated technical specifications, policies and procedures all of which significantly contribute to the delivery of the University's Strategy
- Significantly contribute to the formulation and delivery of long-term directorate strategic plans and operational objectives ensuring each service area has a clear long-term strategic plan and operational business objectives that are consistent with the University's goals and objectives whilst ensuring the provision of a first class, comprehensive and efficient Estates and Facilities service
- Significantly contribute to the University's drive to achieve carbon neutrality across all its activities, driving cultural and behavioural change throughout the organisation. This will involve promoting sustainability, developing and implementing policies and management systems, promoting and coordinating sustainability activities across the university and engaging with internal and external stakeholders to promote sustainability across the institution and beyond
- Take a lead role in overseeing and being accountable for the development and implementation of Estate and Facilities services programmes including development, implementation, ongoing delivery, management, monitoring and recording of a fully compliant planned preventative maintenance programme ensuring full compliance with all relevant legislation, codes of practice and guidelines ensuring that appropriate assurance systems are in place that can demonstrate compliance to the Director of Estates Development and Operations and University Leadership Team.
- Be accountable for ensuring robust maintenance strategies are in place, systems have sufficient resilience and the performance and efficiency of buildings, engineering, plant, equipment and services are correctly managed ensuring appropriate and compliant record keeping in accordance with statutory requirements
- Follow University governance systems and methodologies and contribute to the delivery of the University's capital investment plan and directly deliver and oversee at a team level associated major, minor and long term maintenance capital and revenue programmes and projects through all RIBA work stages ensuring quality of design and delivery, compliance with business case objectives and specified time, cost and quality parameters reporting and presenting progress to senior stakeholders (internal and external) as directed by the Estates Development and Operations and the Programme Governance framework
- Act as a change champion within the University, actively supporting transformation and change management across the University including that of Estates and Facilities directorate operations, streamlining services, fostering innovation and creativity and supporting cultural change to make them more student and customer focussed

- Ensure that fire safety precautions are implemented following a risk managed approach as required by the Regulatory Reform Order
- Lead, manage and mentor a large and diverse team
- Direct and lead a substantial estate and facilities management service with a significant in-house workforce as well as a diverse range of contracted out services
- Directly lead, support and manage the operational managers who report directly to this role, ensuring high standards of customer service across all areas whilst driving continuous improvement and efficiency to provide a flexible and responsive service
- Set performance standards and establish monitoring procedures to keep track of progress and provide input to longer term planning
- Provide visible strategic and operational leadership to all Estates and Facilities department staff at all levels in order to foster a strong and supportive culture of excellent customer service
- Ensure maximum levels of performance from in house and contracted out staff, maintain a high level of staff morale and promote a culture of achievement of high standards and openness
- Ensure team capability and capacity is aligned to the prioritised work plan
- Support the operational work of the Estates and Facilities team working collaboratively with faculties, schools and directorates and other internal and external stakeholders
- Prepare business cases for capital funding in support of the development of programmes of investment
- Oversee development, delivery and maintenance of the University's condition survey and prepare business case submissions for capital funding in support of the development of programmes of investment
- Significantly contribute to ensuring project/programme objectives are clear and understood within the University and external project teams, including BIM strategies, environmental mandates and project constraints
- Lead and coordinate the development of Operational Cost (Op Ex) benchmarking and studies
- Work with relevant internal and external colleagues to provide advice to the Estates Development and Operations on procurement strategies and forms of contract for letting a range of contracts of work, ensuring compliance with University Financial Regulations
- Assemble and manage external project teams as required
- Lead in ensuring the periodic review of performance is undertaken and feedback provided to ensure the service level received meets or exceeds requirements and any poor performance is addressed promptly
- Significantly contribute and influence a team of external consultants and contractors to ensure delivery of the University's maintenance programmes and capital investment plan and associated projects ensuring work is completed to the highest standards and in full compliance with the University's Technical Standards, legislation, guidance and Approved Codes of Practice
- Ensure the development, checking and sign off of all project designs and contract documentation prior to work commencing or escalate as appropriate
- Significantly contribute to the undertaking of robust Value Engineering exercises, ensuring maximum 'value' is derived from every project in the programme
- Ensure team and project compliance with the University's Technical Standards and any derogation is documented as per the agreed procedure
- Act as the focal point for requests for information from the design team, disseminating as required and ensuring timely and accurate flow of information
- Provide high quality clear, concise and timely programme level written and verbal reports to the Director of Estates Development and Operations and any other stakeholder or management group deemed necessary
- Contribute to the development and implementation of cross departmental processes, systems and procedures
- In accordance with the contract and internal University procedures, oversee and ensure internal development requests are managed and recorded effectively and efficiently and where necessary approvals are sought

- Oversee and contribute to the department's Risk Register and management process so that risk is effectively managed
- Oversee and ensure effective communication with all parties impacted or with an interest in the works being undertaken
- Proactively contribute to the Estates and Facilities Team and the broader University by working in an open and collaborative manner
- Responsible to the Director of Estates Development and Operations for the management and control of a substantial delegated annual revenue budget with agreed savings targets and surpluses, ensuring value for money and maximising efficiencies relating to goods and services for all estates and project services
- Working independently and/or with the external Cost Manager where appropriate, manage all financial aspects of own and team's assigned work including budgeting, forecasting, cost control and monthly reporting
- Oversee and ensure that documents and records are stored in accordance with agreed governance procedures and accessible to the broader Estate and Facilities Team as appropriate
- Lead in managing internal and external team works delivery and performance ensuring compliance will all statutory and regulatory requirements and other specific requirements as may be identified as applicable are delivered in a consistent and timely manner
- Contribute to Post Project and Benefits Realisation Reviews ensuring all outcomes, including lessons learned are captured and learning is shared across the team and incorporated into future projects
- Ensure parity across the team and achieve a high level of customer service ensuring effective communication to the broader University
- Ensure that all works, as applicable are carried out in accordance with legal and statutory requirements with particular regard to the CDM Regulations
- Develop, maintain and operate formal policies and procedures for the Estate and Facilities directorate, permit to work systems, safety alerts and other statutory responsibilities
- Develop option appraisals and undertake the role of designer and/or Principal Designer as required
- Be appointed as and fulfil the role of an Authorised Person (AP), Responsible Person (RP) and/or Deputy Authorised Person (DAP) and Deputy Responsible Person (DRP) as required and across a range of engineering systems and asbestos ensuring that full personal training is successfully undertaken
- Ensure projects are handed over to the University in accordance with the required standards and appropriate documentation and that the defects liability is managed correctly and appropriate action is taken in a timely manner
- Engender the ethos of efficiency and continuous improvement ensuring robust maintenance strategies are in place, systems have sufficient resilience and the performance and efficiency of buildings, engineering, plant, equipment and services are correctly managed
- Contribute to the development, delivery, maintenance and regular update of the University's condition survey and associated backlog maintenance registers annually
- Work with the Associate Director of Campus Development and Strategy to develop and implement BIM standards, systems and procedures
- Be responsible for business contingency arrangements and for developing and providing Business Contingency Plans to meet emergency situations including the provision of an out-of-hours emergency service across the University
- Assist the Estates Development and Operations with the seeking out, development and management of all related strategic partnerships and commercial opportunities for the University to generate revenue through estates and facilities management services and develop and implement bids seeking funding and grants
- Represent the Estates and Facilities team and deputise for the Estates Development and Operations, Associate Director of Campus Development and Strategy and Associate Director of Facilities as required

- Develop and maintain excellent stakeholder engagement and communication, including, but not restricted to, senior leadership, faculty and professional services staff, Hull City Council, East Riding of Yorkshire Council and other external bodies
- Keep abreast of new standards and best practice with regard to estates maintenance and recommend how they can be used to further the University's strategic aims
- Develop and implement appropriate risk management structures and significantly contribute to the ongoing management of the departmental risk register.
- Advise the University through the Estates Development and Operations regarding resource requirements to ensure the estate is maintained and serviced to an acceptable, safe and compliant standard
- Ensure all internal and external resource is delivering high quality, cost efficient and timely services for the University
- Research and interpret all aspects of the estates and facilities service to offer sound quantitative and qualitative advice and guidance on the latest techniques and practices to facilitate significant service improvement.
- Disseminate as required information to the Estate and Facilities teams on all matters affecting policy, established procedures, training, staffing, health and safety, continuity of services and technical developments
- Investigate and respond to complaints received from students, visitors, staff and the public regarding the services offered and also the environment
- Encourage and develop a culture to ensure the highest levels of customer service and communications are delivered by directorate staff promoting a professional and caring manner and providing 'customer centred services' which support the overall student experience in line with the University's vision, values and behaviours and strategic objectives.
- Carry out any other duties as requested commensurate with the post

GENERIC JOB DESCRIPTION

The job duties and responsibilities listed below are intended to describe the general nature of the role. The duties and responsibilities and the balance between the elements in the role may change or vary over time depending on the specific needs at a specific point in time or due to changing needs in the department. Candidates should note that there may not be an immediate requirement to carry out all the activities listed below.

Overall Purpose of the Role

- The role holder:
 - Will be a professional specialist with high-level expertise and will have a considerable degree of independent professional responsibility and discretion, working to broad parameters and policy guidance.
 - Will have responsibility for adapting or changing the service to ensure the appropriateness of, and the quality of the work and contribute to setting overall standards for the service across a function or area of the institution.
 - Will influence decisions and developments within the University and contribute to setting overall standards across the University, Faculty or Department.
 - Has responsibility for the operational planning and organisation of projects, an area of work, and/or teams. Sets performance standards and establishes monitoring procedures to keep track of progress and provide input to longer term planning.
 - Applies creativity to devise varied solutions to problems where there is a mass of information or diverse, partial and conflicting data.

Main Work Activities

Communication

- Advise SMT and other Senior University managers on the activity of a range of student/department/faculty issues in order to inform the development and implementation of future strategy.
- Advise Academic and Administrative senior management on specialist issues
- Monitor and report, as appropriate, on the delivery of core business against agreed targets to:
 - Identify where remedial action is required where performance does not meet agreed targets.
 - Review plans to take account of the need to adapt to changing circumstances.

Teamwork

- Management responsibility for a service/function/department: is required to manage the relationship between teams and ensure they interact effectively to achieve the common purpose of the institution.

Liaison and Networking

- Ensure the development of effective ongoing relationships with University staff to align existing activity with the strategic direction of the department/faculty.
- Develop, manage and maintain productive strategic relationships and networks with senior representatives in a broad range of private and public sector partners to assist the continuing development, reputation and effectiveness of the University.
- Represent the University at a senior level at regional and national meetings, conferences and events relating to this area of activity.
- Be an active member of emerging networks.

Service Delivery

- Responsible for the overall service of the area which includes:
 - Setting standards to meet customer expectations.
 - Monitor standards and levels of service.
 - Obtain feedback and use research to inform developments and ensure quality.
 - Take appropriate action on the impact of external factors.

Planning and Organisation

- Lead the development, implementation and delivery of the University's strategy.
- Plan, co-ordinate and be responsible for the delivery of projects and to play a key role in future strategic development for the continued development of the area.
- Develop and implement policies and procedures.

Analysis/Reporting

- Ensure robust management, monitoring and financial systems are in place.
- Analyse data to provide timely and accurate information, forecast and advice to Senior Managers to inform business plans that are set in the context of University strategy and policies.

Additionally the post holder will be required to:

- Fulfil the employees' duties described in the University's health and safety policies and co-operate with the health and safety arrangements in place within the department. May be required to undertake specific health and safety roles on request e.g. Display screen equipment assessor, departmental safety officer, fire warden
- Fulfil the managers' responsibilities as described in the University's health and safety policies. These duties include responsibility for ensuring that suitable and sufficient risk assessments are in place for activities within your area of control and for ensuring appropriate health and safety training is in place.
- Support staff to demonstrate their commitment to equality, diversity and anti-discriminatory behaviour. This role includes making time available for staff to undertake mandatory equality and diversity training
- Raise awareness amongst staff and support staff to fulfil their responsibilities to comply with University regulations, policies and procedures

COMPETENCY SPECIFICATION

To fulfil your role, you will need certain knowledge, skills and competencies. The following competency specification provides a framework within which your performance will be assessed. The interview assessment may include, for example, testing on IT skills.

The Competencies set out below are essential and are core requirements needed to perform the role and any candidate who fails the requirement will not be taken forward for further assessment or to interview.

Competency	Identified by
Knowledge and Experience	
A relevant degree in construction, engineering or surveying or equivalent qualification with substantial experience.	Application/Interview
Demonstrable experience of successfully managing a large estates team and working across a large and complex estate	Application/Interview
Demonstrable experience of leading a team including maintenance, engineering, compliance, digital systems and customers services in a large and complex organisation, including experience of acting in an advisory capacity to project management teams.	Application/Interview
Be a professional maintenance specialist with a high level of expertise and have a considerable degree of independent professional responsibility and discretion, working to broad parameters and policy guidance.	Application/Interview
Demonstrable evidence of delivering high quality services maintenance services on time and within quality and budget requirements.	Application/Interview
Proven leadership, people management and team building capabilities, including the ability to motivate, develop and encourage the commitment of others in order to secure high performance.	Application/Interview
Can demonstrate the ability to effectively manage health and safety issues across a range of functions within the job specification. Takes personal responsibility for leading by example and ensures that a robust framework of risk management policies and procedures are in place to protect both individual members of staff and University liabilities	Application/Interview
Has an active approach to continuing professional development / undertaking training as appropriate for personal and professional development	Application/Interview
Significant experience of procurement, contracts and regulations Experience of developing and implementing maintenance schedules, governance systems, processes and reporting structures	Application/Interview
A full understanding of the application of BIM across the whole lifecycle and the application of Soft Landings	Application/Interview

Strong commercial and financial acumen with an ability to demonstrate excellent negotiation skills	Application/Interview
Can demonstrate the ability to support the development of project business cases	Application/Interview
A working knowledge of Microsoft office suite of applications, particularly Microsoft Project, or other project management software	Application/Interview
Communication (Oral and Written) Can demonstrate the ability to summarise complex ideas or information which may be highly detailed, technical or specialist.	Application/Interview
Teamwork and Motivation Develops objectives in ways that enable team members to contribute and identify with collective objectives. Finds ways for individuals to achieve their objectives and development plans without compromising the team's priorities.	Application/Interview
Liaison and Networking Can demonstrate the ability to actively seek to build productive and enduring relationships between internal and/or external bodies to benefit the University.	Application/Interview
Service Delivery Can demonstrate the ability to set standards sufficiently high to meet customer expectations. Monitors standards and levels of service, obtains feedback and uses research to inform developments and ensure quality. Is aware of external factors that may impact on services and takes appropriate action to minimise potential damage.	Application/Interview
Decision Making Can demonstrate the ability to consider the wider impact of decisions, assesses possible outcomes and their likelihood. Uses judgement to make decisions with limited or ambiguous data and takes into account multiple factors. Distinguishes between the need to make a decision, when to defer and when not to take a decision.	Application/Interview
Planning and Organisation Can demonstrate the ability to identify future demands and opportunities and develop longer term plans. Co-ordinates the work of others to improve performance and use of resources. Involves other areas appropriately and co-ordinates effort and resources so standards, performance and shared objectives are achieved.	Application/Interview
Initiative and Problem Solving Can demonstrate the ability to initiate processes and procedures to resolve new problems. Anticipates possible implementation difficulties and identifies practical ways of overcoming or preventing them. Takes account of others and the broader context when generating options.	Application/Interview
Analysis/Reporting Can demonstrate the ability to design and use data gathering and analytical methods appropriate for each investigation. Recognises and	Application/Interview

accurately interprets patterns and trends. Recognises when additional data is required and identifies appropriate sources. Produces reports and identifies key issues and findings.