Appointment of Director of Estates and Facilities

January 2019
Goldsmiths, University of London, is proud of its reputation for innovative and challenging thinking across its wide range of disciplines. Goldsmiths’ Strategic Plan for the next 5 years was agreed by its Council in January 2018 and sets out an ambitious vision to shape our portfolio of academic programmes and research, respond to the full range of students’ needs and expectations, equip graduates with the skills and flexibility to make a difference to the world around them and support research that addresses local, national and global challenges.

Goldsmiths staff are encouraged to be ambitious, committed to the learning and development of themselves and others, keen to work across conventional boundaries and driven by the desire to play their part in the delivery of an excellent student and staff experience. For our Professional Services team, we are looking for motivated and talented people to work with administrative and academic colleagues to serve the College to the highest possible standards and ensure it has the support structures and systems in place to thrive.

If you are an Estates and Facilities professional who thrives on finding solutions to complex issues, then this is the role for you. You will be motivated to exceed customer expectations and play a leading role in developing a high performing and cohesive team. As the College works to build a new Infrastructure Strategy, you can expect to have challenging and varied work in a rapidly changing environment, and support for your career development.

We hope you find this pack, and the role that it reflects, of interest.

This appointment is being managed by Goldsmiths’ appointed recruitment partners Michael Hewlett and Ben Duffill of The Management Recruitment Group.

Applications should consist of a comprehensive CV and supporting cover letter outlining key matching experience and rationale for applying for the post. Applications should be sent to michael.hewlett@mrgpeople.co.uk. The deadline for applications is Sunday, 17 February 2019 and the panel interview will take place on 11th March 2019.

More information on The Management Recruitment Group can be found at www.mrgpeople.co.uk.
OUR MISSION

WE OFFER A TRANSFORMATIVE EXPERIENCE, GENERATING KNOWLEDGE AND STIMULATING SELF-DISCOVERY THROUGH CREATIVE, RADICAL AND INTELLECTUALLY RIGOROUS THINKING AND PRACTICE

Our Mission is underpinned by the following values:

Achieving academic excellence
• Pursuing intellectual curiosity
• Encouraging the highest standards of research and practice
• Building on our diverse strengths through interdisciplinary imagination
• Maximising the interaction of teaching and research

Radical and innovative thinking
• Cultivating a unique and creative approach to all our subjects
• Daring to think differently and to challenge the norms
• Embracing new ideas with energy and reflection

Respecting the individual
• Encouraging individuality and nurturing talent
• Enabling freedom of thought and expression
• Nurturing an environment of openness and tolerance

Promoting access and diversity
• Enabling a wide range of people to benefit from our learning opportunities
• Recruiting students and staff from all backgrounds and experiences
• Strengthening our local connections as we extend our international reach

Supporting our students and staff
• Creating a responsive and collaborative learning environment
• Providing inspiring opportunities for personal and social development
• Enhancing the life skills of employable and enterprising global citizens

Creating change, locally and globally
• Being socially aware and socially engaged
• Actively promoting sustainability
• Fostering a social and intellectual community within, and beyond, Goldsmiths
Images from degree shows, 2018
The Department
The goal of Goldsmiths’ Estates and Facilities department is to deliver continuous improvements to our campus and services through a customer-focused approach.

Estates and Facilities provide a wide and varied set of services on campus. From gardening to heating, cleaning and portering, security to timetabling and room bookings to building new facilities.

The estate affects everyone at Goldsmiths; staff, students and visitors alike are all influenced by the environment around them and it’s our job to make sure the campus is welcoming and fit for purpose.
**Role Description**

**Reporting to: Director of Finance**

**Summary:**

In an increasingly competitive Higher Education environment, it is vital that our Infrastructure strategy and our day-to-day operational management of the College's estate support the continued success of Goldsmiths, providing a working environment that meets the needs of our students and staff.

The role holder will be accountable for the successful delivery of all elements of our Estates and Facilities provision and will work with the Director of Finance and Chief Information Officer to take joint responsibility for the delivery of Goldsmiths strategic goal of building an efficient and effective infrastructure, as articulated in our strategic plan.

An experienced leader and motivator, the role holder will have a record of successfully inspiring and leading a team to deliver across the Estates and Facilities generalist and specialist areas, an ability to lead strategically on all matters relating to the estate with a record of delivering great service, building effective working relationships and demonstrating passion and understanding for estate management in a Higher Education setting.

The post-holder will report directly to the Director of Finance and work with colleagues from across the College to support and deliver the mission and values of Goldsmiths.

**Purpose of the job:**

- The Director of Estates and Facilities is the strategic lead on all Estates matters and responsible for supporting the achievement of Goldsmiths’ strategic aims through the development and maintenance of its estate infrastructure.
- The Director of Estates and Facilities is responsible for leading and managing the Estates and Facilities Department to ensure the delivery of effective campus services for Goldsmiths.

**Job description/expectations/requirements**

- To lead and manage the Estates & Facilities department, ensuring that the College’s estate is fit-for-purpose, and provides appropriate, high quality accommodation that meets the needs of the College’s staff and students.
- To be responsible for creatively developing and delivering the vision and strategy for estates and facilities provision within the College, with particular focus on ensuring optimum use, economic/efficient management and high quality of the estate and associated facilities.
- To work with the Director of Finance, Chief Information Officer and wider Goldsmiths’ stakeholders to develop a long-term Infrastructure Strategy that meets the pedagogic, social learning and accommodation needs of students and staff.
- To work collaboratively with the Chief Information Officer to develop and deliver the College’s infrastructure development programme, ensuring that capital projects are carried out effectively (on time, to budget) and to high standards, minimising the impact on the College whilst the projects are carried out and maximising the benefit to the College from enhanced infrastructure which meet users’ needs.
- To ensure that the estate is maintained to a high standard, with robust programmes of planned maintenance and an effective, efficient maintenance team. The College seeks over time to minimise reactive maintenance.
- To lead the provision of facilities management services to the College (including security, front of house services, cleaning, portering, maintenance and post) ensuring that services, whether operated in house or contracted out, are of a high standard and focus on high quality delivery of service to the customer.
- To build strategic relationships with the College’s key suppliers and contractors insofar as they pertain to Estates & Facilities.
- To ensure that the College monitors its estate usage and the performance of the estate and its management, overseeing the planning and monitoring necessary to ensure continued improvements in performance against relevant performance indicators.
• To take overarching responsibility for the College’s carbon reduction programme, ensuring that the College moves towards an ever more sustainable estate, minimising its impact on the environment and encouraging environmentally sustainable behaviour by users of the estate. The College has an ambition to achieve the highest standards in this regard.

• To maintain a culture of compliance across the Estates & Facilities Department with particular regard to policies and procedures in connection with risk management, HR, financial probity, Health & Safety, and Diversity and Equality.

• To ensure that all Estates activities are conducted in line with the College’s internal governance arrangements, including those which govern strategic and capital projects.

• To be the lead professional and technical adviser and to provide specialist advice to the College’s Senior Management Team and the Council on all estates-related matters, building a constructive working relationship with the Chair of the Council’s Estates & Infrastructure Committee.

• To ensure that the Estates & Facilities department operates in an open, transparent and customer-focused manner, with particular focus on remove organisational and cultural barriers which prevent effective working both within the Estates & Facilities Department and with other College departments.

• To provide leadership to all staff within the Estates & Facilities department and maintain a performance management culture with a clear focus on effective staff appraisal, a commitment to support professional and personal development, and use the College’s reward systems in a fair and transparent manner.

• To promote efficiency and flexibility in the use of physical resource and realise operational efficiencies through effective resource management, process re-design and implementation of change initiatives to achieve improvements in service quality and value for money.

• To take overall responsibility for maximising the commercial revenue generating potential of the estate through appropriate activities (e.g. events, conferences, lettings).

• To ensure that the College is in compliance with all statutory and legal requirements relating to the estate.

• To build strong relationships with relevant local agencies (e.g. the local London Boroughs, neighbouring educational and public sector organisations) to find opportunities for collaborative working (e.g. working together to maximise use of space) for mutual benefit.

• To seek out and identify opportunities for local estate development (e.g. freehold, long lease acquisition, short term rental arrangements) in line with the College’s space needs, including opportunities for Student Accommodation, working collaboratively with the Director of Student Experience.

• To work with other senior College stakeholders (e.g. Director of Finance, Director of Development & Alumni, Director of Enterprise) to identify third party funding opportunities in support of infrastructure development projects.

• To ensure that the College manages effectively such rentals and leases as it undertakes.

• As a senior member of the College professional services staff, to work with other departments to ensure that the professional services as a whole support the College’s activities.

• To take overall responsibility for managing the College’s Estates-related budgets and to ensure that the College achieves value for money from this expenditure.

In addition, you will be required to:

• Undertake any other duties as may reasonably be required.

• At all times to carry out your responsibilities with due regard to the College Code on Equality and Diversity and its Dignity at Work Policy.

• At all times to help maintain a safe working environment by attending training as necessary and following the College’s Health and Safety Codes of Practice and Policy.
**Person Specification**

Detailed below are the types of qualifications, experience, skills and knowledge which are required of the post-holder. Selection will be made upon evidence of best-fit with this criteria.

The Essential criteria sections show the minimum essential requirements for the post, therefore if you cannot demonstrate in your application you meet the essential criteria categorised below, you will not be invited to interview. The Desirable criteria sections show additional attributes which would enable the applicant to perform the role more effectively with little or no training.

The Category column indicates the method of assessment:

- **A** = Application through CV and cover letter
- **I** = Interview
- **T** = Test
- **P** = Presentation
- **C** = Certificate
- **R** = Reference

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<tr>
<th>Essential Criteria 1</th>
<th>Qualifications</th>
<th>Category</th>
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<tr>
<td><strong>Qualifications</strong></td>
<td>Relevant professional membership (eg. RIBA, RICS)</td>
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<td>Degree level qualification or equivalent experience</td>
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<tr>
<th>Desirable Criteria 1</th>
<th>Qualifications</th>
<th>Category</th>
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<tr>
<td><strong>Qualifications</strong></td>
<td>Post Graduate Management/Business Qualification</td>
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<tr>
<th>Essential Criteria 2</th>
<th>Experience</th>
<th>Category</th>
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<tr>
<td><strong>Experience</strong></td>
<td>Significant senior experience in a large complex organisation</td>
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<td></td>
<td>and of working at a strategic and operational level</td>
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<td></td>
<td>Proven experience of working within a regulatory/procedural framework</td>
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<td>Significant experience of managing a team of Estates and Facilities professionals</td>
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<td>Substantial experience of working with and influencing senior management including at Board level</td>
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<td>Experience of working as a senior Estates and Facilities professional in a highly unionised environment</td>
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<td>Track record of supporting and enabling change management</td>
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<tr>
<th>Desirable Criteria 2</th>
<th>Experience</th>
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<td><strong>Experience</strong></td>
<td>Experience within a senior role in a Higher Education Institution</td>
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<td>Experience of representing an organisation externally, regionally and nationally</td>
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<th>Essential Criteria 3</th>
<th>Knowledge</th>
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<tr>
<td><strong>Knowledge</strong></td>
<td>In-depth understanding and knowledge of estates and facilities management and best practice</td>
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<td>Understanding of the current and changing HE sector</td>
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<td>Sound grasp of the legal and financial aspects of estate management</td>
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<td>In-depth knowledge of relevant rules and regulations</td>
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<td>Understanding of the importance of good estate data quality in supporting decision-making</td>
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## Essential Criteria 4

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<td>Strength and quality of leadership and personal skills required to develop and lead an effective and motivated team</td>
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<td>Strong verbal and written communication skills</td>
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<td>Ability to think strategically and provide innovative solutions to complex issues</td>
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<td>Understanding of the challenges and benefits of working in a transparent, collegial and open environment</td>
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<td>Commitment to the mission and values of the College</td>
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<td>High level of probity, diplomacy and confidentiality</td>
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<td>Proven ability to quickly grasp and respond to a complex and changing environment</td>
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<td>Commercial acumen that is applied to the development and delivery of the Department’s objectives</td>
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## Additional Attributes

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<tr>
<td>Committed approach to diversity</td>
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<td>Commitment to the ethos, values and culture of the College</td>
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<td>A style which is proactive and enabling with the presence and gravitas to operate successfully and achieve results at the top of an organisation</td>
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<td>Consultative and able to work collaboratively</td>
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Please also note that where qualifications are required, employment is conditional on the verification of them. Qualifications (must be original documents) will be checked on the first day of appointment.
If you choose to work with us, you’ll become part of a learning organisation that is committed to professional and personal development, with a comprehensive and innovative staff development programme.

You’ll also have access to frequent lunchtime and evening talks, seminars and performances, and annual performance and development reviews.

**Our other benefits include:**

- Competitive salary
- Working in Zone 2, with fantastic transport links and interest free travel to work loans
- Excellent annual leave entitlement plus additional closure days at Christmas and Easter
- Membership of USS pension scheme
- Access to exclusive discounts, including high street retailers
- Maternity, paternity and adoption leave and pay and tax efficient childcare voucher scheme
- Contractual sick pay provision
- Free eye tests
- Access to a 24-hour, 365-day independent confidential Staff Assistance Programme
- Wellbeing initiatives including Staff Choir, running club and other social events
- On-site dining facilities, cinema and gym
- Access to University of London facilities such as Senate House Library
For more information about Goldsmiths, please visit: www.gold.ac.uk/about

We can supply information in alternative formats for people with a visual impairment or dyslexia. For this please contact hr@gold.ac.uk or visit www.gold.ac.uk/hr