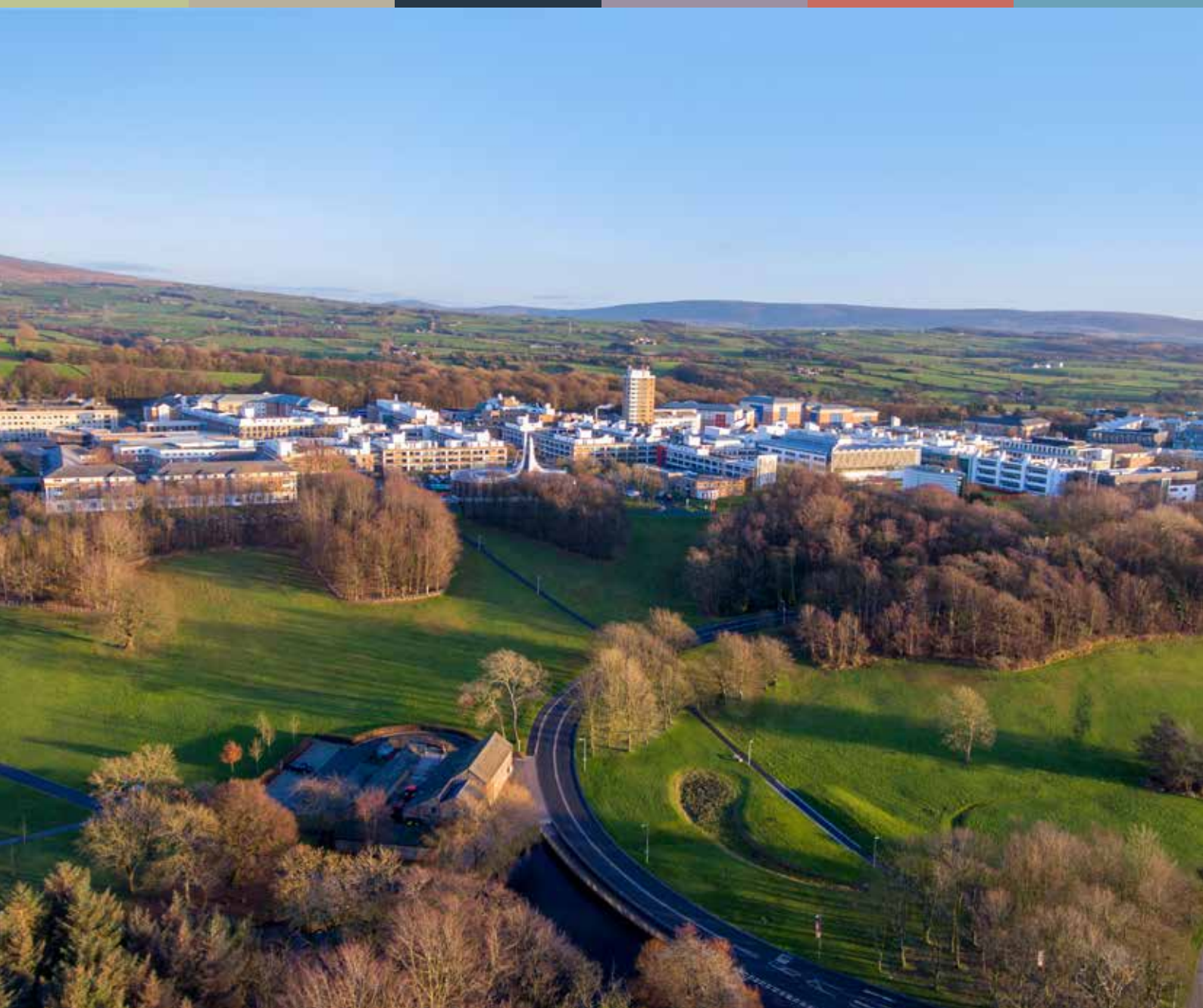


# Head of Engineering and Maintenance

## Estates Operations

Job Briefing Pack October 2017





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# Welcome to Lancaster

## Top 10 University

**By every measure, we excel. We're not only in the top 10 of UK universities in all three major tables, but we're also ranked 2nd in the country for student satisfaction.**

Our facilities have won awards, our research is renowned and our staff are well-regarded around the world. Yet the standards we've set are only a starting point; year on year, we're making improvements and doing more. All this shows that being 'exceptional' doesn't have to mean being 'elite'. Our founding principle is that 'truth lies open to all' – so students earn their place here on merit, even if it does mean crossing the social barriers others might place in the way.

THE  TIMES  
THE SUNDAY TIMES

**GOOD  
UNIVERSITY  
GUIDE  
2018**

**UNIVERSITY  
OF THE  
YEAR**

- We are proud to have been named University of the Year 2018 by The Times and The Sunday Times' Good University Guide
- We are ranked 6th in the UK by the The Times & Sunday Times Good University Guide and 9th in the Guardian University Guide and the Complete University Guide
- The results of the 2017 National Student Survey reveal that 91 per cent of Lancaster University students are satisfied with their course - seven per cent higher than the national average of 84 per cent
- The 2014 REF results highlight Lancaster's reputation for research excellence at a national and international level. 83% of Lancaster's research is internationally excellent and world leading, with 35% of our research being 'world leading', the highest marker of quality
- The large dynamic campus has over 13,000 students and 3,000 staff
- The University has a network of over 130,000 alumni in 183 countries
- It is a culturally diverse, innovative university with a strong academic background
- We are committed to developing and retaining the best staff through the 2020 People Strategy
- More than £500 million has been invested into the campus since 2003. Plans are now in place for an additional investment of over £400 million, during the next five years
- The University pioneers eco-friendly initiatives such as GreenLancaster, supported by staff and students alike



# About The University

Lancaster has gone from strength to strength since its formation 50 years ago. It manages to combine high quality teaching and research with a strong regard for student experience and employability. This can be seen with its successful collegiate system, one of only a few UK universities to adopt this approach, forging a strong sense of loyalty and unity across campus.

The University boasts an idyllic 560 acre campus that combines city, coast and countryside all into one. The campus setting conveys a tranquil ambiance whilst offering such a range of facilities it can almost be called a small town in its own right. The main Bailrigg campus is home to a range of amenities, and even its own cultural hub including a theatre, art gallery and concert series.

More recently, Lancaster University has developed a portfolio of teaching partnerships overseas, as part of its global outreach internationalisation strategy. This has proved extremely successful and there are now over 2000 students studying Lancaster degree programmes in Ghana, India, Malaysia, Pakistan, Kazakhstan and Brazil.

The main campus lies 3 miles outside the City of Lancaster and is easily accessible via road, rail and bicycle. The city centre is just 15 minutes away by bus, and was recently ranked one of the top 10 most vibrant cities in the UK thanks to its arts scene and student population. The City of Lancaster also enjoys a long and diverse history dating as far back as 1193, and has a well-maintained iconic city centre and medieval castle.

The University's vision is clearer than ever- to become a globally significant leader in Higher Education, providing the highest quality research and teaching, whilst engaging locally and internationally on the issues and debates of the day and future. A vision that is well within our reach.

To find out more about Lancaster University's vision and values, please visit:

[www.lancaster.ac.uk/about-us/our-principles](http://www.lancaster.ac.uk/about-us/our-principles)

For more information about the University, visit:

[www.lancaster.ac.uk/about-us](http://www.lancaster.ac.uk/about-us)

Lancaster University's excellent reputation as a leading employer has attracted bright minds from all over the world. Its success on an international level is underpinned by the excellence of the professional services teams. This can be seen in the 6 core values every member of staff aspires to:

- Honesty/integrity
- Innovation
- Collaboration and partnership
- Service excellence
- Development of staff
- Respect

The collegiate system is designed to encourage interaction between staff and students, leading to a greater sense of unity and feeling connected. It also provides the opportunity to build up interdisciplinary work and increase staff development potential.

Staff wellbeing, reward and recognition is a high priority for the University and as such it offers an excellent benefits package to all staff, including:

- Competitive pay, pension and reward packages
- Family friendly policies including additional paid maternity and paternity leave, and leave for family emergencies
- Generous holiday entitlement with additional days at Christmas and Easter
- A tax efficient salary sacrifice scheme for a number of different facilities and amenities
- Opportunities for staff development with regular performance reviews
- Access to a free, confidential helpline through the Employee Assistance Programme (EAP)

For more information about any of the above, please visit: [www.lancaster.ac.uk/hr](http://www.lancaster.ac.uk/hr) or for more information about facilities visit [www.lancaster.ac.uk/facilities](http://www.lancaster.ac.uk/facilities)

# Award Winning Facilities

**Lancaster University has had another exceptional 12 months, winning some major national awards for its facilities.**

**These have included;**

- Security & Portering - Certificate of Excellence, The Association of University Chief Security Officers (AUCSO) 2017
- Accommodation - National Student Housing Awards 2017: Best University Halls; Best Learning Environment (Grizedale Townhouses); Best Individual Accommodation (County Townhouses); International Accommodation Quality Mark
- The Royal Society for the Prevention of Accidents (ROSPA) Gold Award 2017 – Occupational Health & Safety (third year running)
- The Soil Association's 'Food for Life' - Gold Awards for the last three consecutive years in both Café 21 and The Lounge, Silver awards in The Deli, The Marketplace, Pre-School and Internal Catering

- 'Green Flag' campus award (6th year running) – Horticultural standards, cleanliness, sustainability and community involvement
- Conference & Hospitality Awards 2016 – Best Green/ Sustainable Venue
- BSI 18001 Occupational Health & Safety Management System
- BSI 14001 Environmental Management System
- Customer Service Excellence
- BREEAM Outstanding & Excellent ratings for new buildings and refurbishments
- Lancaster Conferences has retained 3 star accreditation for Guest Rooms
- Fairtrade Status 2016
- OFSTED Outstanding Preschool
- Design, Photography and Print (DPP) 'Print Service of the Year' - Association of Creative & Print Managers in Education (ACPME)



Facilities Estates Team of the Year Award 2015



# Looking Ahead

## Facilities Strategy 2017-18

### Priority 1:

#### Raising the bar from 'good' to 'great'

We will continue to raise the bar across all our services:

- Work with other sections of the University, City Council and other partners to make the City of Lancaster an attractive, accessible and engaging place for our staff and students
- The adoption of a number of key plans and strategies will enable clear focus on delivering against the University's strategic objectives: Campus Masterplan, 10 year Capital programme, Sports Strategy, Accommodation Strategy, Conference Strategy
- Outlining clear annual targets for every area of Facilities for improvement.
- Deliver World Class projects, including:
  - LUMS
  - Health Innovation Campus
  - New Spine, transforming the centre of campus
- Maintaining campus to enhance the student and staff experience and enable 'every day to be an open day'
- Review existing retail operations to meet the long term needs of the University to meet its strategic targets
- Align Hospitality and Conferences to create a single high quality service.
- Develop and deliver a clear Conference and Events strategy in 2017

- Develop a clear strategy and plan for use of Forrest Hills
- Develop a long term childcare plan for the University
- Undertake a detailed review of Sport Lancaster to deliver a comprehensive vision and service for students, staff and the community
- Develop the brief for Sport Lancaster Capital Investments Phase 2 (gym and sports hall development)
- Promote the sport and recreation offer at Forrest Hills
- Deliver new and replacement sports facilities
- Design and deliver the next stage of Sport Lancaster branding (including mini buses)
- Deliver an accommodation strategy that builds upon our existing strengths and maintains our existing stock
- Refurbish Chancellor's Wharf, and Pendle College during the summer and the year to deliver improved accommodation for students – and ensure a rolling refurbishment programme is in place to maintain our residences
- Develop Lancaster University Homes as the leading brand in the local student accommodation market

#### How we'll measure success:

- KPIs.
- Customer feedback
- Post occupation surveys
- Annual report against targets
- The National Student Survey
- Project timing and budget

### Priority 2:

#### Smart Delivery 'Easy Lancaster'

We will make life easier for staff, students and visitors at the University and will make sure that we deliver our services effectively:

- Review of KPI monitoring, reporting and controls will deliver a greater focus on meeting our targets and making it easier for customers to impact on our delivery
- Progress is being made to simplify our processes and procedures to make life easier for staff, students and visitors on campus e.g. catering bookings, room checking, Lancaster University Homes, Conferencing App (iLancaster)
- The new coordinated Sport Lancaster brand and activity will enable a coordinated approach to all aspects of sport offer on campus and beyond and easier understanding and access by customers.
- We are reviewing Standard Operating Procedures in Hospitality and Conferences to ensure a simplified customer journey and improved consistency of delivery
- Improve Lancaster University Homes website, promotion and housing fair to make it easier for students to find good quality accommodation
- We will introduce Project Management software to improve management of Capital Projects
- Improved Wayfinding will be implemented to improve campus signage and accessibility

#### How we'll measure success:

- Planon and other systems data
- Customer feedback
- Post occupation surveys
- Post event feedback
- Road shows
- Surveys

### **Priority 3:** **Engage our users**

Our clients and customers matter to us:

- Further embed our approach of continuous improvement from all staff to better serve the University, in particular, via improved team communication and development
- Make our performance reporting more visible and share it with our customers to enable improvements through partnership
- Make customer service a key priority for all departments and individuals within Facilities and making the user central to how we deliver services
- Continue to improve stakeholder engagement at the design stage for each capital project
- Review services and processes to better meet customer demands/ needs e.g. space, retail outlets, review of DDP processes etc

#### **How we'll measure success:**

- Customer feedback
- Post occupation surveys
- Road shows
- Surveys

### **Priority 4:** **Efficiency and effectiveness** **(Consistent, Reliable, Resilient, Sustainable, Safe and Secure)**

We will strive to ensure that we provide excellent value for money:

- Ensuring our staff are flexible and meet the needs of the business
- Meeting our compliance obligations effectively e.g. BSI 18001, CDM, BSI 14001, OFSTED
- Further development of Planon 'tableau' reporting and performance against service level performance targets in Estates
- New frameworks are being introduced to improve Estates operations: Architects, M & E Engineering, Civil and Structural Engineering, Project Management, Cost Consultant
- New staffing in Commercial Services will enable improved administration, monitoring and maintenance of standards
- Use of the best external contractors in ways to supplement our internal capacity and skills will help to drive effective and value for money service delivery
- Master plan for Capital Projects
- Process Maps for Projects, CDM, H&S

#### **How we'll measure success:**

- Maintaining accreditations
- Customer feedback
- Improved financial performance

### **Priority 5:** **Developing the team**

Our staff are critical to our service and success:

- We will review existing communications in January and act to further enhance team dynamics and communications
- We will introduce a Facilities Staff Survey annually to gain feedback from our teams
- Workshops – joint working/lessons learnt projects across Estates after projects
- Review alignment of Professional Services Values as competencies within PDRs
- Revitalisation and realignment of commercial services management and team, in the light of significant changes in departments and staffing, to meet overall vision

#### **How we'll measure success:**

- Staff satisfaction via surveys
- PDRs
- Customer Feedback

# Roles & Responsibilities

## **The Role – Head of Engineering & Maintenance**

**£50,618 to £56,950**

Reporting to the Assistant Director of Estates (Operations), you will take the lead role in the provision of a safe and compliant campus. You will be responsible for the appointment, management and availability of suitable Authorised, Responsible and Competent Persons across the scope of Engineering and Maintenance activities.

You will have substantial experience within a senior building engineering and maintenance management role along with detailed and current understanding of complex building maintenance and associated health and safety requirements across a wide and varied estate.

Leading a multidisciplinary team of surveyors, engineers, energy manager and maintenance professionals, you will be responsible for the delivery of high performing strategic and operational services which are customer centric and offer demonstrable best value.

Collaborating and supporting the wider Facilities Leadership Team in the development and delivery of the Facilities vision and strategy the post-holder will need to provide key stakeholders across the University with the assurance and confidence required for these important areas.



## **Employment Benefits**

### **Pension**

This role offers the post-holder the opportunity to join the University Superannuation Scheme (USS) via salary sacrifice.

### **Flexible Benefits**

All staff are eligible to participate in the University's sector leading Flexible Benefits scheme. The scheme provides staff with the opportunity to purchase benefits at discounted rates and also take advantage of tax and national insurance savings on the benefits chosen.

The benefits include: salary sacrifice child care vouchers, bicycle to work scheme, travel season tickets, payroll giving, dental insurance, healthcare cash plan, sports centre membership, vocational training courses, professional bodies' membership fees and discounted retail vouchers.

## **How to Apply**

In order to apply for this position, please visit <https://hr-jobs.lancs.ac.uk>

The appointment is subject to:

- Eligibility to work in the UK
- Verification of academic and professional qualifications and memberships
- Satisfactory references

## **Recruitment Timeframe**

### **Closing date – 20.11.17**

If invited to attend interview, you will be requested to bring proof of identity (passport or picture driving licence), proof of National Insurance Number and original certificates of academic and professional qualifications.

References may be sought on shortlisted candidates. These should include at least one reference from a recent previous employer. References from current employers (unless readily available) will only be sought when a formal offer is being made.



## Person Specification

- Applicable first degree and extensive experience in Building Services Engineering or appropriate discipline in a similar position of seniority
- A NEBOSH Construction Certificate (or equivalent)
- Detailed knowledge of the requirements of the CDM regulations particularly in the role of 'Designer' and 'Principal Designer'
- Extensive knowledge of building maintenance and engineering services design and compliant installation, operation and maintenance of large campus or single site operational facilities with significant numbers of customers or visitors
- 10 years experience within a building services / engineering role
- 5 years experience within a related senior management role
- Membership of MIET, CIBSE or other applicable professional body
- Extensive experience of site engineering inspections and commissioning associated with major capital projects
- Experience and ability to align planned maintenance and life cycle replacement with strategic planning and capital programmes of investment
- Comprehensive and current understanding of building and engineering maintenance, related Health and Safety legislation and statutory compliance
- Detailed knowledge of procurement processes
- IT literate with knowledge of Microsoft Office and CAFM applications
- Excellent organisational skills
- Detailed knowledge of various building contracts available and their appropriate use
- Experience in the preparation and presentation of reports to senior managers
- Experience of working within an environment of similar scale and complexity
- Experience of undertaking contract administration
- Ability to influence colleagues and senior managers in the need to implement activities to meet statutory obligations
- Ability to give authoritative technical advice on building regulations, engineering services and building maintenance issues
- Ability to manage and prioritise own and team workload and ensure targets and deadlines are met
- Ability to think creatively to resolve complex design and property related problems, sometimes in short time scales or within "tight" financial constraints
- Ability to manage, lead and motivate a team of experienced multi-disciplined direct reports
- Ability to manage conflict resolution within a construction, engineering and maintenance service environment
- Ability to work as part of a wider senior management team and foster positive working relationships
- Ability to work, collect and analyse information under high pressure and working to tight deadlines
- High level of ability to communicate effectively – orally, graphically and in writing
- Robust budget management experience and ability to identify and deliver value for money opportunities
- Experienced in managing and presenting performance against established service delivery key performance indicators
- Competent in undertaking or managing building condition surveys and establishing life cycle budgets
- Competent to write technical guides and provide training in their implementation
- Competent in undertaking a senior management role relating to building structure, fabric and engineering diagnostics
- Proven track record in the successful hand over of engineering and construction projects ( from 'build' to 'operate')
- Flexible approach to working
- Commitment to continuing professional development



# Roles & Responsibilities

## Job Description

### Main Duties and Responsibilities: Health, Safety and Compliance

- Ensure the safe and compliant management of all maintenance and engineering services across the University's estate
- Ensure that all operational maintenance, engineering and project related health and safety requirements are clearly communicated and diligently applied
- Enforce the University's Contractor Health and Safety - Code of Practice and issue associated punitive action where needed
- Ensure appointment, management and availability of suitable Authorised, Responsible and Competent Persons across the scope of Engineering and Maintenance activities to meet project requirements and incident / emergency response requirements
- Accountability for engineering and built environment assets meeting statutory and regulatory obligations and best practice guidelines ensuring reportable levels of performance are issued to the Safety and Compliance Manager

### Planning, Organisation, Leadership and Decision Making

- To develop and take accountability for a prioritised, risk ranked five year strategic life cycle maintenance investment programme (MIP) in accordance with the University's Estate Strategy and capital programme
- Accountability for an annual programme of building condition reporting and the adoption of associated risk based prioritised investment in support of wider estate and infrastructure masterplans
- Responsible for the delivery of a variety of complex and diverse strategic infrastructure engineering and planned built asset lifecycle replacement projects
- To implement and maintain a level of infrastructure resilience and incident planning to ensure critical service and business continuity is adequately supported
- Support the delivery of the University's Sustainability Strategy and Carbon Management Plan
- To identify and develop collaborative working opportunities which will ensure future services are delivered in the most cost effective way and at best value.
- To lead the procurement and management of external consultants and service providers in accordance with the University's financial regulations, being accountable for delivered performance and compliance with conditions of appointment

- Lead a team including Principal Building Surveyor, Electrical and Mechanical Engineers, Energy Manager, and Maintenance Supervisors to ensure that reactive and long term maintenance are mutually supportive of the wider strategic objectives and associated projects are delivered on time / budget
- Provide a monthly activity report to the Assistant Director of Estates (Operations) notifying the University of any errors or discrepancies, negligence or non-compliance across any service area for which they are accountable

### Performance and Customer Service

- To set challenging performance standards and manage/develop suitable 'dashboard' and other reporting mechanisms to meet service critical success factors and associated objectives. Ensure the highest possible standards of performance are monitored across the Engineering and Maintenance function
- Develop, implement and monitor Service Level Standards and/or Agreements, as appropriate, for the delivery of engineering and maintenance services to relevant client departments that are aligned to business needs
- To develop and issue operational and strategic performance and estate benchmarking reports as required
- To coordinate and lead existing and future service providers in identifying synergies, technologies and opportunities to promote lean processes and procedures to reduce waste and increase value of delivered services
- To develop, lead and motivate a team of Engineering and Maintenance staff and ensure consistent and optimum performance of their duties
- To ensure the customer is at the heart of service provision and initiate / lead regular customer fora and engagement across a wide and varied selection of service stakeholders and customers
- Provide managerial leadership to direct reports and prioritise and program own workload and that of direct reports
- To ensure effective communications within the Engineering and Maintenance teams, the wider Facilities Division and Heads of Academic and Professional Services Departments, as well as statutory body and governance organizations such as the Higher Education Funding Council for England (HEFCE) as and when required

- Key stakeholder in the delivery of the Facilities Division Customer Service Excellence Programme
- Attend and Chair meetings where necessary and liaise with key departmental stakeholders and customers, contractors, consultants, design/project team, university officers and external organisations as required
- Respond to changes in workload and changing priorities by carrying out the role in a flexible manner
- Provide a responsive service as required in respect of unplanned or emergency situations requiring technical expertise and advice which may impact on critical operations or service delivery
- Ensure continuing professional development by taking active steps to identify training and vocational opportunities personally and as part of annual team professional development reviews

#### Financial

- Identify and develop strategic collaborative working opportunities with the Estates Capital Development team ensuring future maintenance investment is delivered cost effectively and at best value
- Accountability for the procurement and management of Engineering and Maintenance external consultants, services and supply chain providers in accordance with the University's financial regulations
- Accountable for the management of the annual operational infrastructure and maintenance revenue budget (circa £3M) and strategic Maintenance Investment Programme MIP (circa £3.5M) in line with expenditure plans and approved budgets. Responsible for the provision of effective expenditure monitoring and reporting

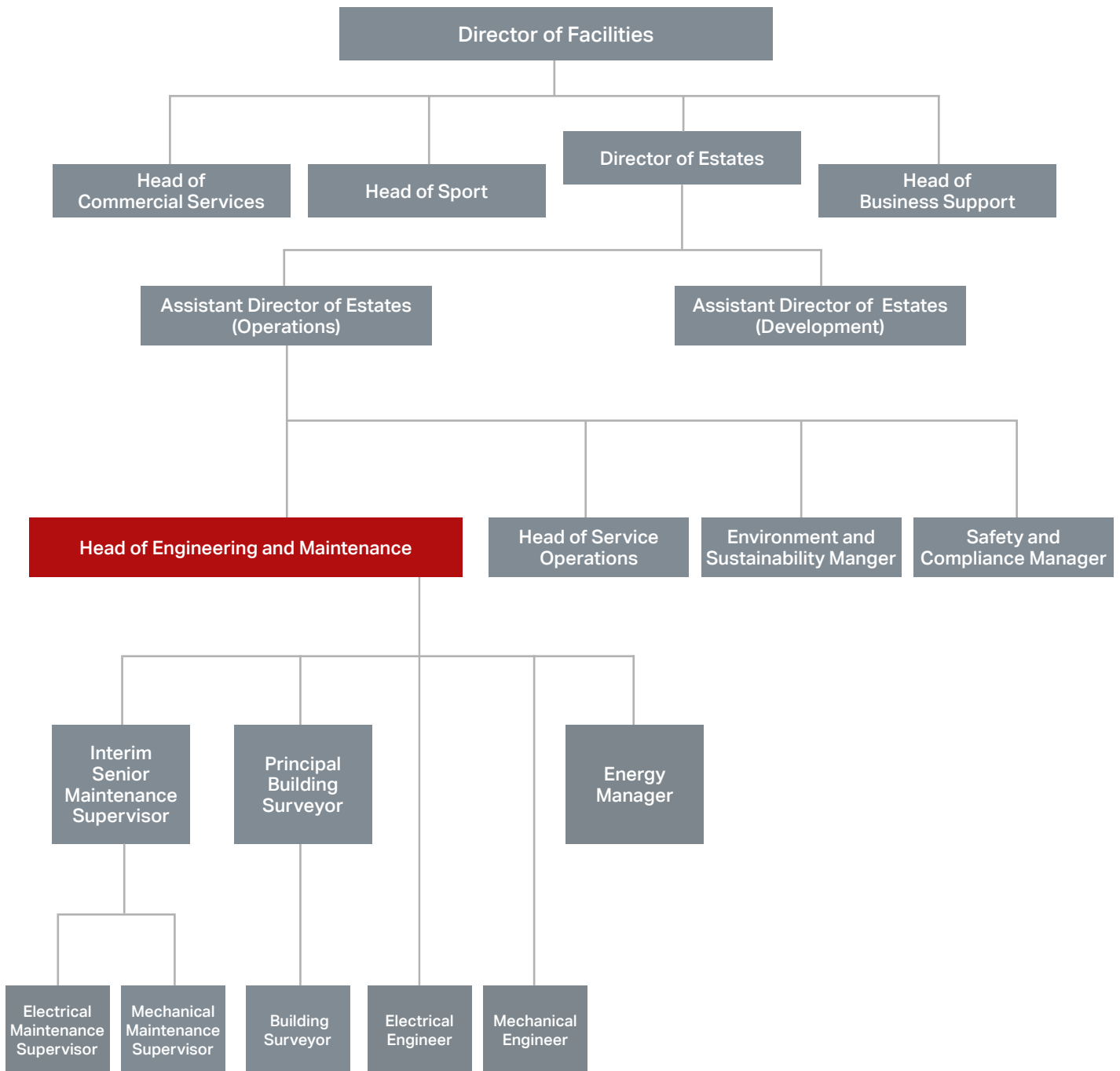


#### General Duties

- To keep abreast of best practice regarding infrastructure and building services engineering management, construction and maintenance of University buildings and estate
- To participate within the Estates Emergency call out procedure
- To ensure the provision of appropriate data for statutory return and Estates Management Record returns to HESA and information as required to other bodies.
- To support and adopt the University's Equality Policy across areas under your direct control
- Adhere to the University's policies, rules and procedures including health and safety, equal opportunities, all other legislative responsibilities, governance, financial and procedural rules
- Support the University carbon, sustainability and environmental strategic plans in order to reduce its waste, energy consumption and carbon footprint
- Undertake other duties that may arise or as may be delegated from time to time, appropriate to the grade of this post



# Reporting Structure



Lancaster University, Lancaster, LA1 4YW  
T: +44 (0) 1524 65201

[lancaster.ac.uk/facilities](http://lancaster.ac.uk/facilities)

.....  
“We make campus an inspiring place to be.”