



# **Director of Estates, Facilities & Commercial Services**

## **Candidate Briefing Pack**





# Executive Summary

Thank you for your interest in the Director of Estates, Facilities & Commercial Services role at Lancaster University.

Lancaster University is an internationally highly-ranked leader in the provision of inspiring teaching and research. The University has been the top University in the North West of England for over a decade and this year rose three places to finish sixth place in the national league table, securing it a top 10 finish for the second consecutive year and its highest ever ranking. This, together with being awarded the coveted 2018 University of the Year and Best Campus University honours by The Times and Sunday Times Good University Guide, cements its place as an elite UK University.

At Lancaster University, we place great emphasis on an excellent student experience and students work with academics who are experts in their field. We provide an environment that is conducive to learning for a culturally and ethnically diverse student and staff population, on a friendly campus that is part of one of the safest cities in the UK. Since 2003 the University has invested over £450M to transform our campus for students and boost research and teaching facilities.

The University is seeking to make the key appointment to the post of Director of Estates, Facilities & Commercial Services. The postholder will take executive level leadership responsibility for the Facilities Division which manages all aspects of the built environment, residential services, commercial activities, the provision of sports activity and environmental sustainability across the University with circa 600 staff providing a diverse portfolio of award-winning services for students, staff, visitors and the local community.

This is an exciting time to be joining the University. Building on our success and our Strategy we have ambitious plans to develop our physical environment with highlights including the development of the Health Innovation Campus, a major new student accommodation development, a new building for Lancaster University Management School and bringing to fruition aspirations for a joint venture development that will regenerate Lancaster City Centre. The Director of Estates, Facilities & Commercial Services will play a lead role in the realisation of these ambitious whilst driving forward new ideas for development to support the advancement of the University.

This is undoubtedly one of the leading roles of its kind in the sector with the opportunity to drive forward ambitious future masterplanning and estates strategy development, deliver an existing 5-year £250m capital programme and lead a highly-motivated team providing acclaimed facilities management, residential, recreational and commercial services across a leading UK University.

We are seeking an industry-leading candidate with a proven track record of initiating, developing and delivering estates, facilities and commercial strategies to support an organisation’s institutional strategy. With responsibility for a portfolio of such breadth, you will have exceptional leadership skills and a track record of successfully inspiring and leading a large-scale team of in-house staff and external partners ranging from senior managers to operational professionals.

With excellent interpersonal, communication and presentation skills, you will possess the proven ability to operate successfully with a multitude of internal colleagues as well as external stakeholders at a local, regional, national and international level.





# Our University

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Lancaster University is an international leader in the provision of inspiring teaching and research; this reputation is reflected in our ranking in the UK top 10 in all three major UK rankings (Times/Sunday Times, Guardian, and the Complete University Guide).

The University has been awarded the ‘University of the Year’ award 2018 by the Times and The Sunday Times. The University is also ranked 1st in the North West, Best Campus University, and 150th in the Times Higher Education World University Ranking 2018.

Lancaster University has been awarded the highest possible ranking in the UK government’s Teaching Excellence Framework (TEF) rating, which aims to recognise and reward excellence in teaching and learning in UK institutions. The TEF Gold rating is based on high-quality teaching, excellent teaching facilities, and the career opportunities provided to graduates. The University’s research has also been rated as world-leading in the 2014 Research Excellence Framework (REF), which assesses the quality and impact of research submitted by UK universities across all subjects. In the last research assessment exercise, 83% of our research was rated ‘internationally excellent’ or ‘world-leading’.

Our research is truly international in focus with research partnerships in over 60 countries around the world. Lancaster University is also proud to be a member of the N8 Group, a research partnership of the eight most research-intensive universities in the North of England.

A major strength of Lancaster University is its thriving ecosystem of interdisciplinary research. This collaborative approach is fostered by its mixture of formal and informal structures - including Institutes and University Research Centres - bringing together experts from different disciplines to address regional, national, and global challenges.

The University comprises 13,500 students and around 3,400 staff. Lancaster is one of only a handful of universities with a collegiate system which has helped to forge a strong sense of identity and loyalty, and continues to be a distinctive feature of Lancaster University life. More than £450 million has been invested into the Campus since 2003, creating new academic facilities, student social facilities, and improved teaching space.

Our campus has transformed over recent years due to a number of significant redevelopment projects, including the refurbishment of the library and multi-million pound investments in other facilities across the University.





# Our Strategy for 2020

Our strategy is to become a University that is globally significant – a leader in higher education that provides the highest quality research and teaching, and engages locally and internationally on the issues and debates of the day and of the future.

Driven by research and stimulating learning, the globally significant University informs and changes practice and thinking worldwide. Our strategy is founded on three priorities of equal importance. Success across all three of these domains will be critical if we are to fully realise our strategic goals. In the rapidly changing context of UK higher education, the University community has identified that we now need to increase our engagement with third parties, enhance our reputation and continue to grow in scale. We have reviewed and updated our objectives to reflect these factors, and new or revised objectives are highlighted against each of our three overarching priorities.

## The priorities are:

- Research that changes practice and thinking
- Teaching that transforms society and the lives of people in it
- To actively engage with students, businesses and our communities

Further details on  
our Strategic Plan can be  
found at:  
[www.lancaster.ac.uk  
/about-us/strategic-plan/](http://www.lancaster.ac.uk/about-us/strategic-plan/)





# A Global University

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Lancaster University has a history of engagement with the regional agenda and works closely with its partners across the North West. Building on its partnership efforts in the region, Lancaster University has grown its network around the world. Students from over one hundred countries make up a thriving community at Bailrigg campus. Current connections extends the University's reach far beyond the campus with research, teaching and student exchange partnerships with leading universities and institutions in dozens of countries around the world.

Lancaster's three strategic partner campuses feature as our most comprehensive international locations. Over 5000 students study Lancaster degrees at partner campuses in Ghana, Malaysia and China. The University's approach to overseas campuses focus on tailoring the Lancaster student experience for local operating context.

The incumbent will have the opportunity to shape campus developments on current and potential future campus locations. This may involve the opportunity to visit the partner locations to complete required work.







# Our People

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Lancaster's success depends on talented, creative and committed people who work hard to make this University so special and distinctive.

Our vision for the future is to be a sustainable and an academically excellent institution recognised as one of the leading universities in the world.

You will be joining a University which is amongst the best on any objective measure, but also modern, forward thinking, and quick and nimble in adopting the latest developments in teaching and research.

Lancaster University is committed to attracting, developing and retaining the best staff, celebrating equality and diversity, and recognising how all staff contribute to and enhance the overall success of the University. Our People Strategy 2020 clearly articulates that the core strength of the University is our people.





# About Lancaster and the UK

For further information about working and living in Lancaster please visit: [www.lancaster.ac.uk/working-at-lancaster](http://www.lancaster.ac.uk/working-at-lancaster)

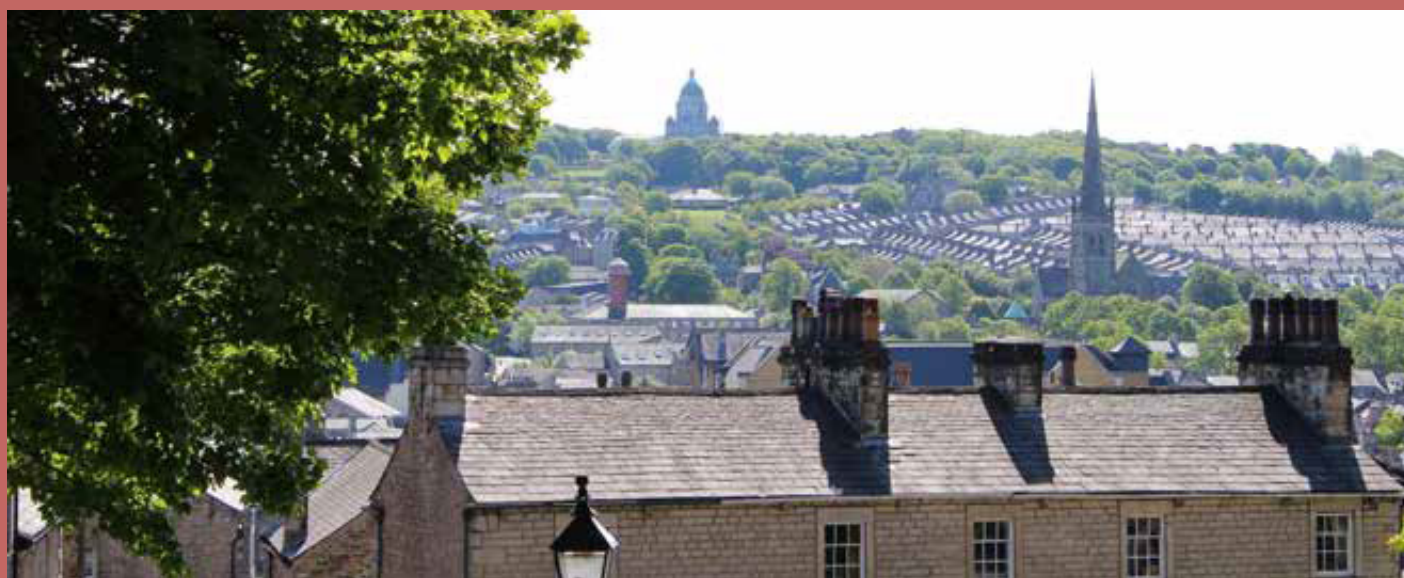
The City of Lancaster has a long and diverse history, having gained its first charter in 1193. In the heart of the city centre lies a 12th Century castle – one of the best preserved in Great Britain – which dominates the hill above the River Lune.

Lancaster is small enough to explore on foot, but big enough to keep you entertained all day, and was recently ranked as one of the top ten most vibrant cities in the UK (the Experian Vibrancy Report), thanks to its established arts scene and student population. It offers excellent shopping, cinemas, theatres, and restaurants, with many well preserved older buildings. The area is also well served with state, private and church schools.

Lancaster's live music venues are home to regular guitar, electronic, folk, classical and jazz gigs. Fans of independent film and theatre have the choice of the city centre Dukes Theatre and Cinema, Grand Theatre, and Vue multiplex cinema, and the University's own Nuffield Theatre and LU Cinema. Venues also regularly play host to major comedy and theatrical tours too. With a number of galleries and museums located in the city, there is plenty for lovers of the arts to get their teeth into. The latest listings can be found through the Lancaster Arts City app.

Lancaster itself is situated in a delightful part of North West England. The rural landscape is superb, with the Lakeland fells in full view across the expanse of Morecambe Bay. The River Lune runs along the edge of the Forest of Bowland, an area of outstanding natural beauty, past many villages, into Lancaster and to the sea. There are two National Parks, the Lake District and the Yorkshire Dales, which are within a 30-minute drive. Lancaster is just over two hours by fast train to London and it is less than one hour to Manchester airport, which offers direct flights to most European capitals, the Middle East, and North America and the Far East.

Lancaster, and the local surrounding area, offers a unique combination of city, coast, and countryside. There is an excellent choice of accommodation in the 'travel to' area which stretches from the Lake District to Preston and east along the Lune valley, as well as Morecambe and Lancaster, offering a range of housing from city centre to rural environments. Housing is varied (from old townhouses to barn conversions and new builds) and is competitively priced, especially against similar properties in South East England. The University offers allowances for staff (Grade 6 and above) who have to move to join us.





# The Lancaster University Estate & Development Plans

Lancaster University's campus is superbly sited on rising ground, surrounded by countryside. The slight remoteness of the campus along with the size of the University imply that the campus is a small town or village in itself. Originally developed during the 1960's, today the campus occupies a parkland site of 360 acres around Bailrigg, set within the greenbelt to the south of Lancaster City Centre.

In the last 15 years the University has undergone a radical transformation through extensive capital works programmes, a scale of development and construction not seen since the construction of the University at its inception.

Over £500 million has been invested into the campus since 2003 with a further £200 million planned over the next four years. A new campus masterplan is soon to be launched with the University's architects, underpinning the University's commitment to provide world-class teaching and research facilities. Major investment projects include:

## **Health Innovation Campus**

Lancaster University's Health Innovation Campus will create a world-class centre of excellence in innovation to transform healthcare and change practice regionally, nationally and internationally.

It will bring together innovators, academics, entrepreneurs, businesses, local government, citizens and health care providers.

The Health Innovation Campus will be co-located with Lancaster University's Faculty of Health and Medicine, recognised as one of the top UK establishments for training doctors.

## **New Lancaster University Management School Building**

The project will create a truly world-class and innovative teaching, research and business engagement environment to cater for the future needs of students, staff and business partners.

The works to be carried out play a major part in the LUMS strategic ambition to be recognised as a leading international management school.

Complimented by other facilities around the campus, such as the brand new Library, offering quiet study space and group rooms, the Management School will provide state-of-the-art technology and study space.

## **Investment in Student Accommodation**

The University has set out ambitious growth plans with a target of 17,000 students at the Bailrigg campus by 2025. A new Student Accommodation Strategy has been developed which ensures increased accommodation capacity on campus and that a high standard of quality is met.





# Estates, Facilities & Commercial Services

The Facilities Division manages all aspects of the built environment, commercial activities, the provision of sports activity and environmental sustainability. Circa 600 staff manage the diverse portfolio of award winning services for students, staff, visitors and the local community.

The Division has been awarded accolades such as 'Best University Halls' 6 years running, AUCSO Security Team of the Year, AUDE Estates and Facilities Team of the Year and CUBO Catering Team of the Year in recent years.

## Our Vision

### This is what we do...

**We work together to deliver** environments and experiences that enhance the reputation of the University and improve the lives of our students, staff and visitors: at all times remembering that we are part of an academic institution.

**We involve each other and our customers** in striving to meet or exceed the aspirations of the institution and individuals: embracing change is integral to our commitment to continuous improvement.

**We all take pride in our work.** We share a passion for creating a world class institution and seek to make sure we have the right people with the right skills to deliver on our goals.

**We consider our context and environment** so that we can work efficiently and effectively to ensure the sustainable development of the University over the next 50 years.

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

The Division is currently made up of 4 teams

**Commercial Services** - The Commercial Services team includes Food Operations, Retail Services, Lancaster Conferences, Design, Print & Photography, the Pre-School Centre and campus tenants.

**Estates** - The Estates Development team manages new building and refurbishment projects to improve Lancaster University's facilities. The Estates team includes customer services, maintenance, landscaping and grounds, cleaning, environmental management, technical & compliance and systems support.

**Security** - The Security team is responsible for the security and safety of students, staff and all visitors to the University. The team includes Security Officers and dedicated Porters who work in each of the 9 Colleges and Buildings. Security Officers are available 24/7 all year round and the Porters work 24/7 during Term time.

**Sport** - The Sport team is responsible for the strategic management and operational running of Sports provision at the University.





# The Role

The Director of Estates, Facilities & Commercial Services will take executive level leadership responsibility for the Facilities Division which manages all aspects of the built environment, residential services, commercial activities, the provision of sports activity and environmental sustainability across the University with circa 600 staff providing a diverse portfolio of award-winning services for students, staff, visitors and the local community.

This is an exciting time to be joining the University. Building on our recent success and our Strategy we have ambitious plans to develop our physical environment with highlights including the development of the Health Innovation Campus, a major new student accommodation development, a new building for Lancaster University Management School and bringing to fruition aspirations for a joint venture development that will regenerate Lancaster City Centre. The Director of Estates, Facilities & Commercial Services will play a lead role in the realisation of these ambitious whilst driving forward new ideas for development to support the advancement of the University.

This is one of the leading roles of its kind in the sector with the opportunity to drive forward ambitious future masterplanning and estates strategy development, deliver an existing 5-year £250m capital programme and lead a highly-motivated team providing customer-focused facilities management, residential, recreational and commercial services across the University.





# Key Responsibilities

- To plan and implement the University’s strategy for, and provide strategic leadership on, Estates, Facilities and Commercial Services issues, in order to support the University’s overall performance and to deliver services to underpin the highest levels of student and satisfaction.

- Ownership of and responsibility for the Estates, Facilities & Commercial operational strategies and prioritisation of implementation, responding to the strategic priorities of the University.

- Overseeing the strategic direction of circa 600 staff and direct line management of the Director of Estates, Head of Commercial Services, Head of Sport, Head of Business Support and a Personal Assistant.

- Strategic leadership and oversight of the planning and delivery of a capital programme which typically exceeds circa £50m investment annually. Executive level responsibility for the Campus Development Masterplan and prioritisation of its implementation, responding to the strategic priorities of the University.

- Strategic leadership and oversight of operational estates, facilities and commercial services activities spanning space planning & management, estates and infrastructure maintenance & compliance, grounds management, safety management, environmental sustainability, energy & utilities management, sport, accommodation services, security, helpdesk, design, photography & print, the pre-school centre, catering, travel and conferencing & events.

- Acting as the University lead on all land and property matters, and in particular taking an entrepreneurial approach to land and property acquisition to support the University’s growth ambitions.

- Identifying external funding opportunities to help realise the greater ambitions for investment. Working with external development partners from the public and private sectors to achieve desired ambitions.

- A senior representative on the Estates Committee, which oversees planning and estates development.

- A member of all the Strategic and Capital Project Executive Groups, deputising for the Chair (DVC) as required.

- Chair of the Residences Strategy Group, leading the discussion on the future needs and current support for student accommodation in and across Lancaster.

- Contributes to University strategy and policy as a member of the University’s senior leadership group, Council and the Estates Committee.

The role is carried out through strategic leadership and influence, planning, negotiation/brokering and collaboration. The Directorate works closely with Faculties, Departments and colleagues across the University including strong linkages with the Students Union.

# Person Specification

Criteria	Essential / Desirable	*Application Form/ Supporting Statements/ Interview
Experience and track record in a senior estates/property/ facilities leadership role with experience of initiating, developing and delivering capital development, estates and facilities strategies to support an organisation’s institutional strategy.	Essential	Application Form Interview
Track record of leading a large-scale capital development programme across a diverse and technically complex estate portfolio.	Essential	Application Form Interview
Experience of representing an organisation with external stakeholders/partners on development schemes and an understanding of the commercial property and development market.	Desirable	Application Form Interview
Track record of leading the provision of operational estates, facilities and commercial services across a large-scale portfolio through both in-house and external delivery partners to a high quality.	Essential	Application Form Interview
Senior level leadership experience gained within a large, complex organisation with a track record for successfully inspiring and leading a large-scale, in-house staff cohort ranging from senior managers to operational professionals.	Essential	Application Form Interview
Experience of operating in the higher education sector.	Desirable	Application Form Interview
Excellent interpersonal, communication and presentation skills.	Essential	Interview
The ability to operate successfully with a multitude of internal and external stakeholders at a local, regional, national and international level. The ability to represent the University across a variety of arenas.	Essential	Application Form Interview
Adaptability, flexibility and ability to respond positively to new ideas and situations.	Essential	Interview
Ability to assimilate quickly and make use of large amounts of new information.	Essential	Interview
Entrepreneurial, innovative and with a high degree of commercial acumen.	Essential	Application Form Interview
Degree level qualification or professional membership in a relevant field.	Essential	Application Form

- Application Form – assessed against the application form, curriculum vitae and letter of support. Applicants will not be asked to answer a specific supporting statement. Normally used to evaluate factual evidence eg award of a qualification. Will be “scored” as part of the shortlisting process.

- Supporting Statements - applicants are asked to provide a statement to demonstrate how they meet the criteria. The response will be “scored” as part of the shortlisting process.

- Interview – assessed during the interview process by either competency based interview questions, tests, presentation etc.



# Employee Benefits and Reward Package

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## Remuneration

The role attracts a highly competitive starting salary. Further salary progression and enhancements will also be achievable, based on a combination of performance in role and regular salary benchmarking.

## Pension

For this role the University offers the opportunity to join the Universities Superannuation Scheme (USS).

## Relocation

For those relocating nationally or internationally a generous relocation package is available.

## 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 to take advantage of tax and national insurance savings on some of the benefits chosen.

The current benefits include:

- Childcare Vouchers
- Pre-School Centre
- Cycle to Work scheme
- Season Ticket Loan
- Low Emission Cars
- Charitable giving
- Shopping discounts
- Dental insurance
- Health cash plan
- Sports Centre membership
- Lancaster and external courses
- Professional Bodies' membership fees
- Car parking
- Subsidised annual bus pass
- Discounted staff dining card
- Local retail discount card
- Theatre membership
- Home technology
- Additional annual leave





# Application Process

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For a confidential discussion please contact our advisors Ben Duffill ([ben.duffill@mrgpeople.co.uk](mailto:ben.duffill@mrgpeople.co.uk)) and Michael Hewlett ([michael.hewlett@mrgpeople.co.uk](mailto:michael.hewlett@mrgpeople.co.uk)) of The Management Recruitment Group on 0207 959 2368.

Applications should consist of a comprehensive CV (of not more than 4 pages) and a covering letter (of not more than 2 pages). Applications should be sent to [ben.duffill@mrgpeople.co.uk](mailto:ben.duffill@mrgpeople.co.uk) and [michael.hewlett@mrgpeople.co.uk](mailto:michael.hewlett@mrgpeople.co.uk)

**The closing date for applications is Sunday 1st April 2018.**

MRG longlist interviews will take place during the weeks commencing 16th April and 23rd April 2018. First stage interviews will be held at Lancaster University on Thursday 10th May 2018. The final stage panel interviews will be held at Lancaster University on Wednesday 16th May 2018.

Equality, diversity and inclusion lie at the heart of all Lancaster University activity and we are very proud of our work in this area. For more information on our aims, please read the institutional Strategic Plan.

An appointment will be made subject to satisfactory references, in line with the usual terms and conditions of employment at the University.







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