

Bournemouth
University

Bournemouth University Director of Estates

Candidate Brief, August 2024



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Welcome

Thank you for your interest in the role of Director of Estates at Bournemouth University (BU).

BU is an innovative and ambitious modern university with a mission to inspire learning, advance knowledge and to deliver positive impact that enriches society with sustainability at its heart. This is an exciting time to join BU with Professor Alison Honour joining us as the new Vice-Chancellor and CEO with the opportunity to be part of shaping the new vision and strategic direction for the university.

With our strong academic profile and commitment to delivering an exceptional student experience with research informed, inclusive learning and teaching, BU is building an excellent reputation in the sector. BU is ranked joint 39th globally in *The Times Higher Education* (THE) Impact Rankings 2024, and first in the UK for responsible consumption and production against SDG12. We're also amongst the top 100 young universities in the world (*Times Higher Education* Impact Young University Rankings 2024). We are proud to have been placed in the top 50% of UK Universities in the Complete University Guide 2025 table and 55th overall. We are a silver institution in the Teaching Excellence Framework (TEF) and in the Research Excellence Framework (REF) 2021 exercise, 21% of BU research was found to be internationally-recognised or above, with 19% found to be world-leading in quality.

Bournemouth University plays its part in our local economy, making a significant contribution to the South West region. We employ around 1,800 colleagues, have around 17,000 students and a turnover of over £184m.

As part of this successful journey, we are now seeking an exceptional leader to provide strategic and operational leadership for the continued development of our estate strategy. You will contribute to the wider leadership of the university as an active role member of the University Leadership Team.

BU is a diverse and inclusive place to work, study and visit. Staff satisfaction is central to our strategy, and we value the contribution of all employees. We believe in promoting equality of opportunity throughout the university. Our equality monitoring has shown that women and ethnically diverse individuals are currently under-represented within the university at a senior level. We therefore encourage applications from eligible candidates from these groups. If you are excited about BU, our aspirations and want to be part of shaping our future, then we would very much welcome your application.



Our vision and values

Our vision is for worldwide recognition as a leading university for inspiring learning, advancing knowledge and enriching society through the fusion of education, research and practice.

At BU, our motto is *Discere Mutari Est* – to learn is to change. This runs through everything we do – co-creating knowledge with, and for, the wider community to change perceptions, policies, practices, and lives. We work with businesses, healthcare providers, third-sector organisations and government bodies to share expertise and gain insights that shape

our education and research, providing solutions to societal challenges.

This drives activity across six key strategic narratives, tackling some of the biggest issues facing our world – from healthy ageing to protecting our environment, supporting marginalised communities, and responding to crisis. We're a values-driven community, with creativity, inclusivity, responsibility and excellence at the heart of our thinking.

Discover our strategic plan and narratives at www.bournemouth.ac.uk/BU2025



About BU

Bournemouth University has around 17,000 students and 1,800 colleagues. Located over two main sites, the university is structured around our academic disciplines in four faculties: The Bournemouth University Business School, the Faculty of Health & Social Sciences, the Faculty of Media & Communication and the Faculty of Science & Technology.

BU is an inclusive, forward-looking and ambitious university, with an exciting and developing international profile.

All our activities are aligned to the UN sustainable development goals. We are proud to have held the EcoCampus platinum award for our work in making the university sustainable since 2011. We are ranked joint 39th *Times Higher Education* (THE) Impact Rankings 2024, the only global benchmarking scheme that assesses universities against their contribution to the UN Sustainable Development Goals (SDGs). Within this table we are amongst the top 10 UK universities of the 68 represented.

BU plays a leading role in the local economy, making a significant contribution to the south west region, and we have a number of key partnerships. These include the University Hospitals Dorset NHS Foundation Trust, looking at innovation in health care provision and with Premier League club AFC Bournemouth, bringing student opportunities, collaboration and exposure at a regional, national and international level.

Every undergraduate degree student at BU has the opportunity to undertake a work placement as part of their course. BU has a long established programme of placements for students, both nationally and



Dr Kate Adie CBE DL, Chancellor, seen here at graduation 2018

internationally and has a reputation for the quality of these opportunities.

Our latest alumni survey found that 95% of undergraduates would recommend BU as a great place to study and live.

The university's Chancellor is broadcaster and author Dr Kate Adie CBE DL. Kate, already an honorary doctorate and seen above at one of our graduation ceremonies, became our fifth Chancellor in January 2019.



Times Higher Education
Impact Rankings 2024



Our location

Bournemouth is a vibrant coastal town, which is part of the Bournemouth, Christchurch and Poole conurbation in Dorset.

As the largest higher education provider in Dorset, we are proud of our contribution to the region, acting as a catalyst for growth, raising aspirations and supporting economic activity.

We work with health and care providers and have partnerships with University Hospitals Dorset and Dorset Healthcare University Foundation Trust, supporting initiatives across research, education and practice to help people live better for longer.

Dorset's natural capital is worth £1.5 billion annually, with two thirds of Dorset designated as Areas of Outstanding Natural Beauty. We are passionate about protecting our environment and our work with partners including the National Trust involves students in monitoring and supporting important habitats, such as Arne Nature reserve.

Dorset has a strong creative and digital sector. From developing Oscar-winning graduates to using augmented reality to enhance visitor experiences, we help cultural and creative industries thrive.

Our collaborations also have an international reach – from working with young refugees in Turkey and Bangladesh to develop digital skills to our Disaster Management Centre assisting communities globally in crisis preparedness and recovery.

Our 65-acre sports campus Chapel Gate is at the heart of local sporting activity and home to eight community clubs, with over 3,000 visitors each week.

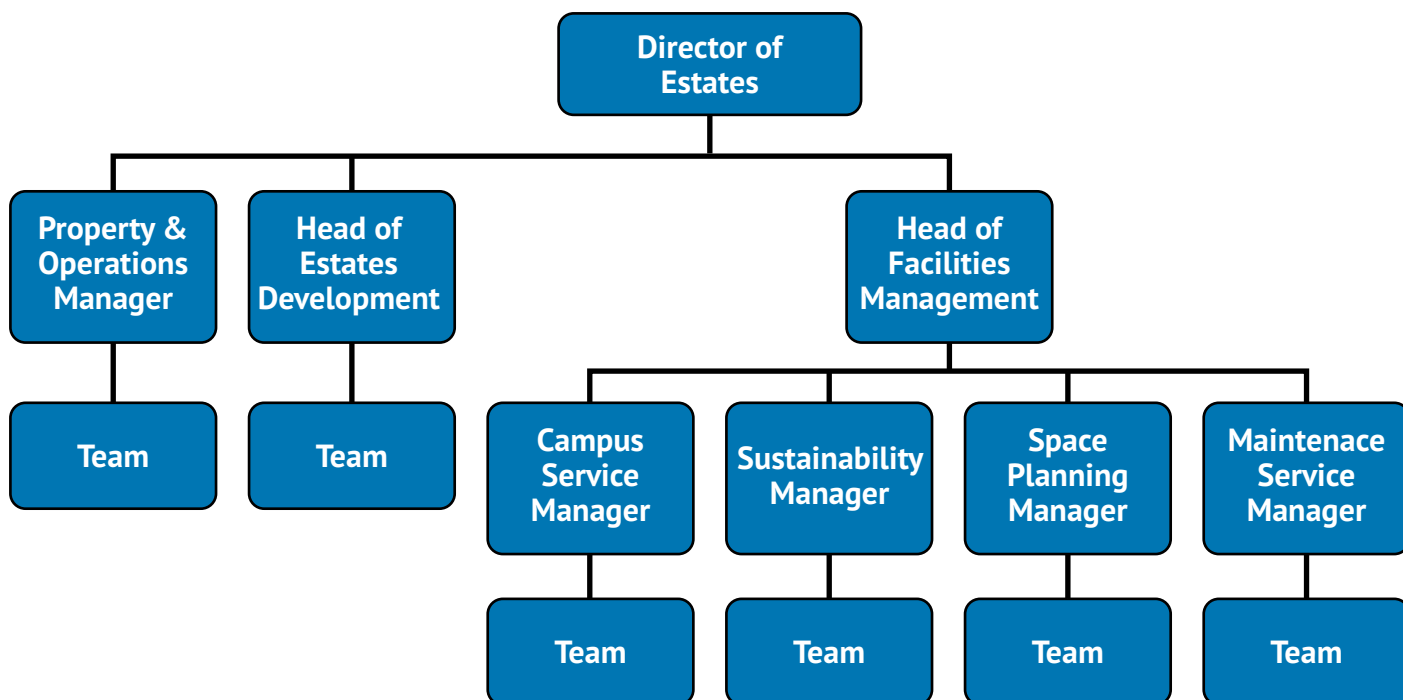
Bournemouth University benefits from a wonderful location, situated between one of the UK's newest national parks, officially the second best beach in Britain (according to Trip Advisor, 2024) and the second largest natural harbour in the world, with the World Heritage Jurassic Coast located nearby.

The favourable climate, good schools, and a wide range of culture and festivals all make Dorset a great place to live and work, with varied choices across Bournemouth, Christchurch and Poole and the wider Dorset region.

Bournemouth is well connected to the rest of the UK – and Europe – when it comes to travel links. A regular rail service means we are only around two hours from London, with further destinations around the UK easily accessible via train or coach. Bournemouth Airport offers scheduled and charter services. Gatwick and Heathrow are also within easy travelling distance too.



Estates structure



What we do

The Estates Team manage the university estate to ensure an excellent student and staff experience. Whether it is maintaining our cutting-edge facilities or delivering multi-million pound buildings, the team are here to make the campus an exceptional place to study.

Find out more here: www.bournemouth.ac.uk/about/professional-services/estates/what-we-do

Developing our campuses

The estates team is responsible for the strategic planning, procurement, delivery and commissioning of estates construction projects. Some of our current summer '24 projects include new teaching and research facilities such as new games and radio studios for the new academic year. In addition we are investing in new active travel facilities with a new next generation cycle storage compound and cycle maintenance facility.



The role and main responsibilities

The Director of Estates will play a crucial role in shaping the physical environment of BU. This is a senior leadership position reporting directly to the Chief Operating Officer. You will be responsible for the strategic planning, development, and maintenance of the university's estate, ensuring that our facilities meet the current and future needs of our community. As a member of the University Leadership Team, you will also play a pivotal role in strategy definition and executive management maximising the value gained from investment in the estate.

Specifically you will lead the Estates team, enabling a culture that delivers an efficient, ambitious and successful service. You will steer and drive forward the strategic development of the estate through continued capital development, and refurbishment, acquisitions and disposals as well as effective and efficient Facilities Management in line with the strategic plan. You will also lead the Sustainability and Carbon Management agenda to achieve our commitment to net zero.

Leadership accountabilities

- Creatively develop and deliver the university vision and strategy for Estates and facilities provision through ensuring an excellent student and staff experience, optimum use, economic management of the estate and its operations, quality of facilities, operational costs of provision and future sustainability.
- Provide senior level information, insight and expertise across the university, including up to and at Board level, to shape strategic and operational decision making on matters relating to the service and estate.
- Deliver the capital development programmes and to lead the estates department to deliver the estates strategy through significant capital development, refurbishment and acquisitions and disposals.
- Be the lead professional and technical adviser and to provide specialist advice to the University Executive Team and the Board on all estates related matters.
- Ensure coherence and alignment of BU's Estates master plan and to lead its continued evolution.
- Prepare, control and monitor budgets, both capital and revenue, working closely with the Executive Director of Finance.
- Lead BU's Sustainability and Carbon Management agenda ensuring the reduction of carbon emissions and negative environmental impact.
- Be responsible for effective maintenance planning and schedules and provide advice as to where investment will be required with expected timelines.
- Lead the development of BU's estate and its related resources and services and develop and maintain quality systems that will enhance the estates services to users and to ensure systems are in place for monitoring the performance of the service.
- Represent and report on BU estate developments and effectively liaise with relevant stakeholders.
- Build open, trusted and supportive relationships with all university stakeholders, particularly students' representatives, academics and senior management. Ensure Estates provision stays aligned to stakeholders' strategic plans and meets their operational needs.
- Take a flexible approach to organisational structure, which may change from time to time to reflect organisational priorities and focus, including working across dynamic and flexible teams.
- Ensure a high performing, outcome-led culture with a clear focus on effective staff appraisal, a commitment to support professional and personal development, and alignment to the BU values.
- Identify and realise operational efficiencies through effective resource management, process redesign and implementation of change initiatives to achieve improvements in service quality, value for money and return on investment.
- Manage the strategic and operational risks associated with the university's estates service and ensure that effective business continuity plans are in place and regularly monitored.

- Through the team, manage all building-related matters, in respect of legislative and contractual requirements.
- Foster effective relationships with local planning authorities and estates advisors to ensure the university's plans can be executed successfully.

University Leadership Team accountabilities

- As a member of the University Leadership Team (ULT), contribute fully to development, debate and discussion on issues of operational and strategic importance to BU.
- Influence and contribute to the university's strategic planning and competitive positioning.
- Contribute to delivering a safe learning and work environment with an excellent student, staff and visitor experience of all aspects of the university's estate.
- Lead and implement effective organisational change across the university in line with the strategic plan

- Lead on specific cross-university projects as requested by ULT/University Executive Team (UET).
- Build active networks with peers across and outside the HE sector; represent the university in relevant professional bodies and external events and activities.
- Be an active member of the university's Major Incident Group.

Information governance responsibilities

- Ensure relevant Information Governance policies are enforced, and any issues are resolved or escalated as appropriate.
- Identify and manage data protection risks for relevant data.
- Determine and approve usage/access/retention/destruction requirements for relevant data.



The person

Essential knowledge (including experience and qualifications)

- Significant senior leadership experience in a similar senior role, leading and managing an estates function and staff in a medium/large organisation.
- Proven track record of effectively operating and advising at senior management level.
- Evidence of intellectual ability to analyse and evaluate complex issues to provide appropriate solutions e.g. possession of undergraduate and/or postgraduate degree or equivalent experience.
- Relevant chartered professional qualification or equivalent experience and evidence of continuing professional development.
- Experience of inspiring, developing and motivating a diverse team of professionals.
- Track record of successful leadership combined with excellent project management skills and a proven track record of managing change in a medium/large organisation.
- Track record of managing complex property portfolio, operating and advising in a highly effective way at a senior operational level in relevant areas including evidence of the ability to manage staff from a range of professions.
- Knowledge of and experience in leading sustainability and carbon reduction agendas in a complex organisation.
- Substantial experience in delivering large scale capital programmes, high quality services and systems to clients to meet business needs.
- Track record in managing a large complex portfolio of staffing and budgets including a sound understanding of the legal and financial aspects of major property projects and transactions.
- Track record of effective and efficient resource management with evidence of the ability to make significant and sustained cost reductions without detriment to overall quality of service being provided.
- Significant major programme and project management experience and skills in the preparation and control of development

programmes, building and engineering projects and in managing facility operations and maintenance services.

- Track record of effective and efficient resource management with evidence of the ability to make significant and sustained cost reductions without detriment to overall quality of service being provided.
- Substantial experience of building effective strategic relationships with major suppliers and advisors.
- Working knowledge of operational risk management practices and strong evidence of risk management.

Skills

- Highly effective leadership and change management skills.
- Excellent organisational/planning skills.
- Highly developed communication and influencing skills.

Attributes

- Evidence of a clear commitment and ability to contribute effectively to corporate management.
- Ability to develop and articulate a clear strategic vision and to lead in an environment of constant change.
- Strategic thinking ability combined with confident, rational and objective decision making.
- Ability to problem-solve where there is a lack of precedence and/or a mass of information that is diverse, partial, or conflicting.
- Commitment to ensuring equality and diversity.
- Commitment to BU's values are excellence, inclusivity, creativity and responsibility.
- Commitment to develop colleagues and willing to act as a coach and/or mentor.
- Willing to confront issues and to take difficult decisions, particularly in relation to staffing matter.
- Positive attitude towards safeguarding.

How to apply

Please upload with your online application:

- A CV, including a full employment history showing the more significant positions, responsibilities held, relevant achievements and budgets, and staff managed, and latest remuneration including any benefits.
- A cover letter of no more than two A4 pages explaining why this appointment interests you, your relevant skills and attributes, and how you are suited to the responsibilities and expectations of the role.

Online applications should be received by **Wednesday 25 September 2024.**

The process

The university will consider applications and shortlist on **Tuesday 1 October 2024.**

First stage online interviews will take place on **Tuesday 8 October 2024.**

The final shortlist of candidates will be invited to participate in a formal selection process including interview on **Thursday 24 October 2024.**

