



University of  
Southampton

# SHAPE OUR SUCCESS



JOIN OUR REMARKABLE COMMUNITY

# FOREWORD

## Thank you for your interest in the position of Executive Director of Estates and Facilities at the University of Southampton.

The need for internationally excellent, research-intensive universities like Southampton to help tackle some of the world's biggest challenges has never been more important and urgent. At the University of Southampton, our aim is to change the world for the better. Bringing together realms of research, creativity and knowledge, we are focused on having a truly collaborative, immersive and groundbreaking impact. We care about the challenges that humanity is facing, and work to support others on both a local and global scale. Join us in this work, and you will have the opportunity to bring your ideas to life and make a tangible difference to future generations.

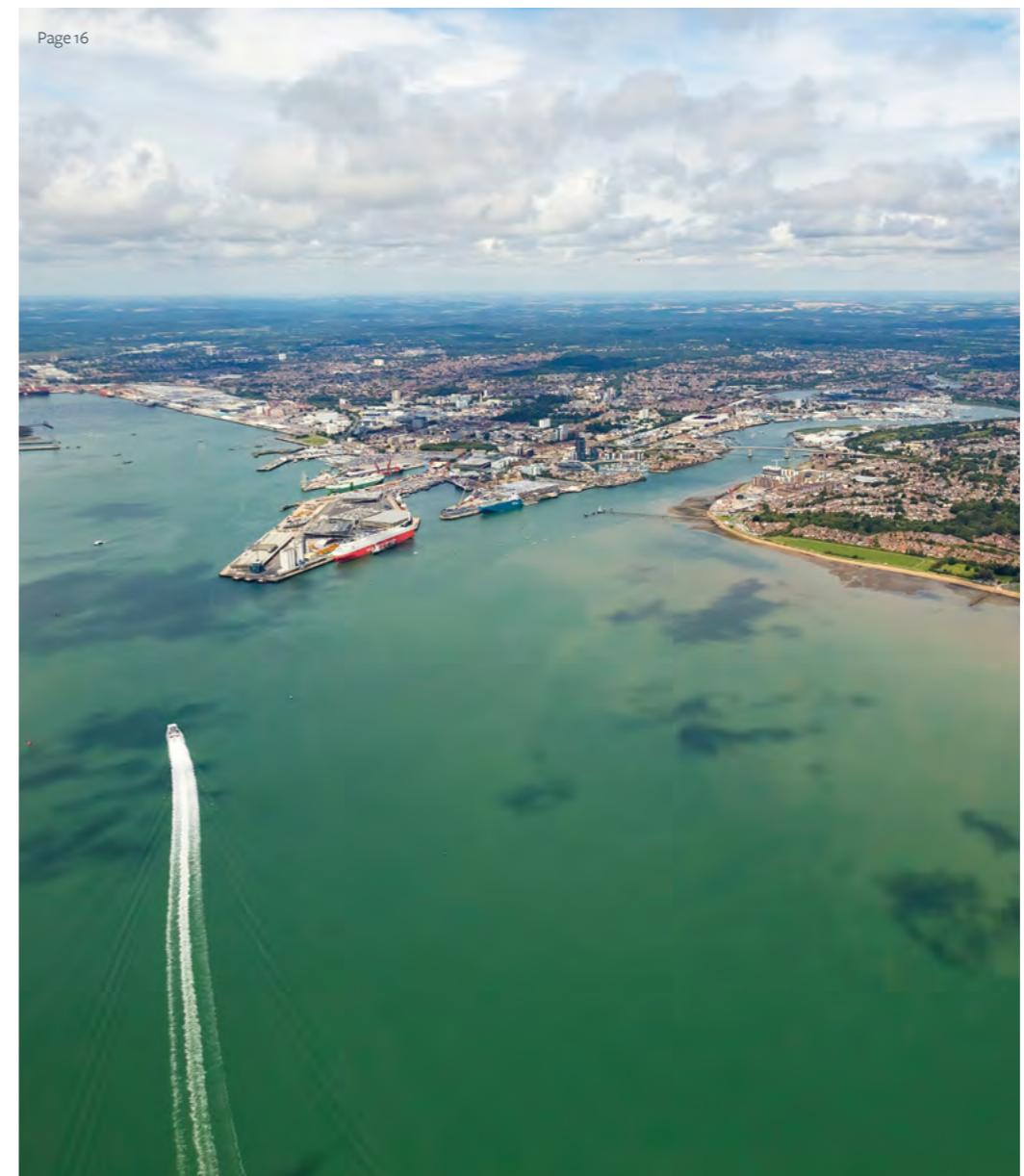
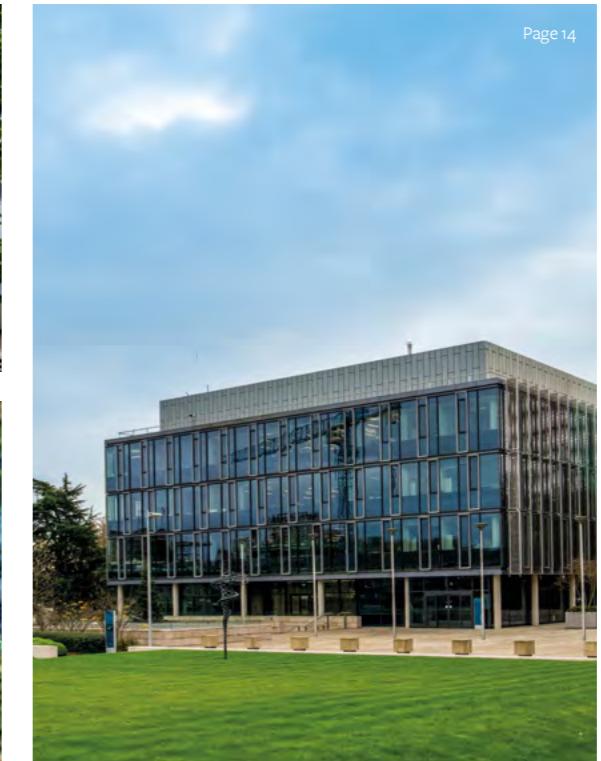
Our new Strategy, which was launched in January this year, encapsulates the Triple Helix of excellence that is research-education-enterprise, which aims to make the Southampton offer distinctive.

We are already known as a founding member of both the UK's prestigious Russell Group of leading research-intensive universities and the Worldwide Universities Network (WUN). With campus operations in Malaysia and China, as well as major partnerships across the world, we have a global outlook that attracts the most talented staff and students from around the world.

If you want to take your career to new heights and believe you have the skills, experience and drive to help shape the future of the University of Southampton, then we look forward to receiving your application.

**It is important that we find the right person for this role, whatever their circumstances. We will endeavour to be as flexible as we can to make this possible.**

**Please see page 8 for more information on equality, diversity and inclusion.**



## Together we advance

Working collaboratively to make a real impact on society's biggest challenges.

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## Our values

Activities underpinned by the values determined by our University community.

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## Equality, diversity and inclusion

It matters to us in all that we do.

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## Overview of the role

Executive Director of Estates and Facilities.

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## The role

Job description and candidate profile.

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## Our campuses

We have five campuses in Southampton, one in Winchester and one in Malaysia.

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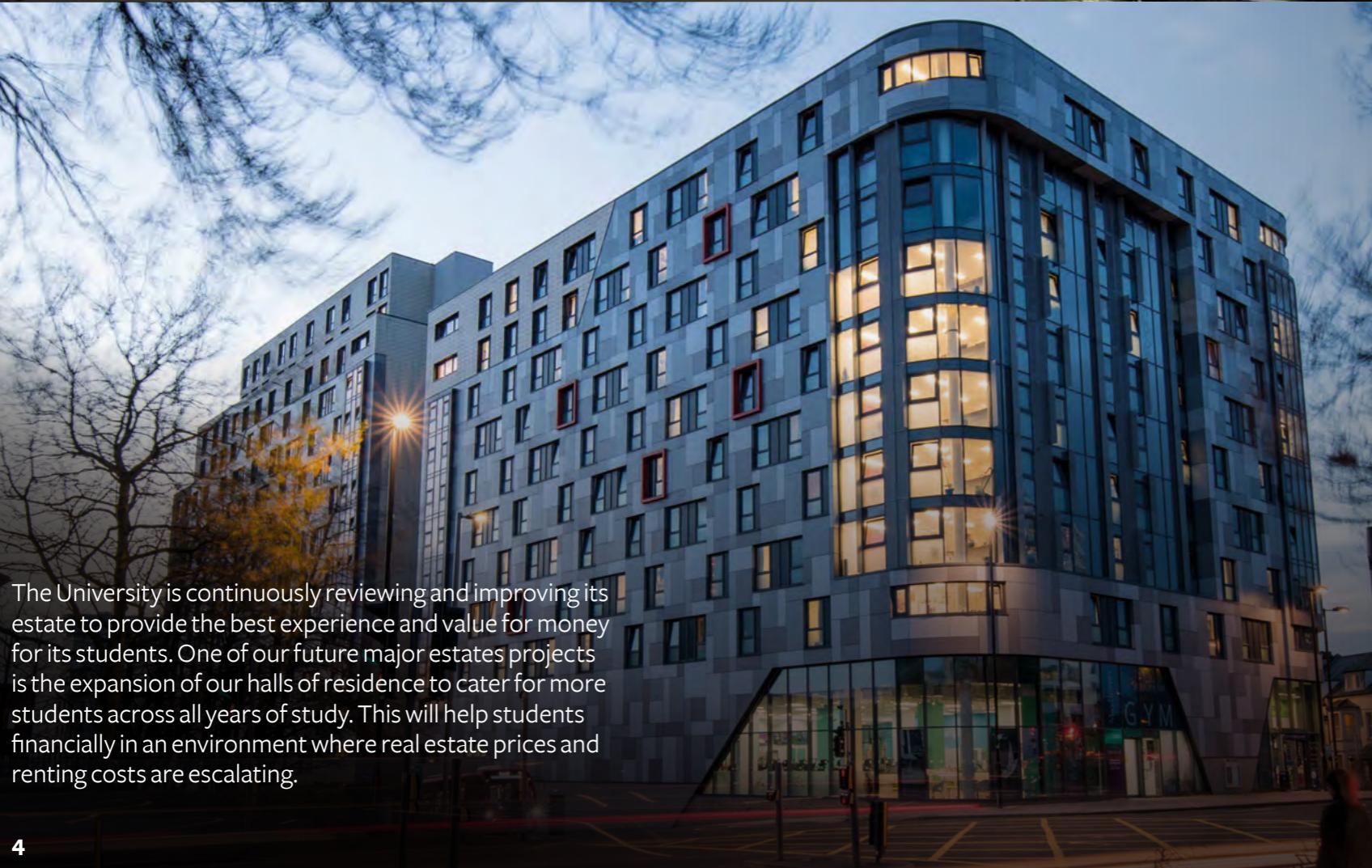
## Location

The University and region.

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The University is undertaking a major capital project to improve our estate in Winchester.



# TOGETHER WE ADVANCE

**Together we can make a real impact on the future.**

Our University community is committed to the highest quality in everything we do. We have a global reputation for our passion and ability to work collaboratively in delivering world-class education, research and innovation that makes a real impact on society's biggest challenges.

To meet those challenges head-on, we must have a team that is reflective of society and our students. We strive for greater inclusivity in our community. Diversity is a strength and makes us more creative, accelerating our impact on society. We celebrate an equal and respectful environment in which people from all walks of life and backgrounds are welcome to join us. Read more about diversity, equality and inclusion on page 8.

Our people inspire and empower one another to share and apply their knowledge to transform lives. They are key to what we do, and who we are. Working collaboratively and fostering a culture of transformational leadership are two of our five core values. These values form part of our new University Strategy and are there to help us achieve our overall purpose and vision: to inspire excellence to achieve the remarkable and build an inclusive world. Find out more about our values on page 6.

Our people are our University, which is why our Strategy and all of our activities focus on the communities that make up our institution. We are made up of brilliant minds, motivated leaders and passionate changemakers. By working collaboratively, we can achieve incredible things.

A leading University must offer leading spaces and environments in which our community can thrive, create and innovate. Alongside implementing our Strategy, we are also finalising our exciting long-term Estates Strategic Plan, which will ensure that all of our campuses meet the future needs of our students and staff. New and refurbished buildings

will have accessibility, inclusion and sustainability at their core, underpinning our plan to reach net-zero across our estate and operations by 2030.

The creation of a new Medical Health Research building, the evolution of our library offerings, and the growth of our spaces at Winchester School of Art are just a handful of examples of how we plan to transform our campuses.

The work we do, driven by our Strategy, will build on our successes to deliver internationally excellent research, high-quality education and student experience, and develop strong, sustainable relationships with key partners. These actions will help us to be a financially, socially and environmentally sustainable university.

Our exceptional students share in the journeys of discovery and become confident thinkers who can realise their full potential. We attract high-quality students from over 130 countries, and educate students through University of Southampton Malaysia and collaborations with prestigious partners globally.

As our students become graduates of the University, they join our wider global community of over 250,000 alumni, with access to a network that can provide further opportunities across the world.

As a forward-thinking institution, we will strengthen our reputation, increasing our national and international rankings to secure a position in the top 10 in the UK and strengthen our position in the top 100 internationally.

Our strong research partnerships, public engagement and achievements in entrepreneurial activities have been recognised in our very strong all-round performance in the first Knowledge Exchange Framework (KEF) exercise.

**Work with us: together we advance.**

 **Find out more**  
The University Strategy

# OUR VALUES

Our values provide the lens through which we make decisions, guiding our actions, collective behaviours and systems.

They are integral to our purpose of building an inclusive community that makes positive change.

We are ambitious: both personally and institutionally, which requires us to be collaborative and collegial.

As a community of talented individuals, our systems need to enable and empower us. Our community upholds academic freedom and develops through constructive, civil debate.

Ensuring different views are heard allows us to make the best decisions.



## People are at the core of our Triple Helix

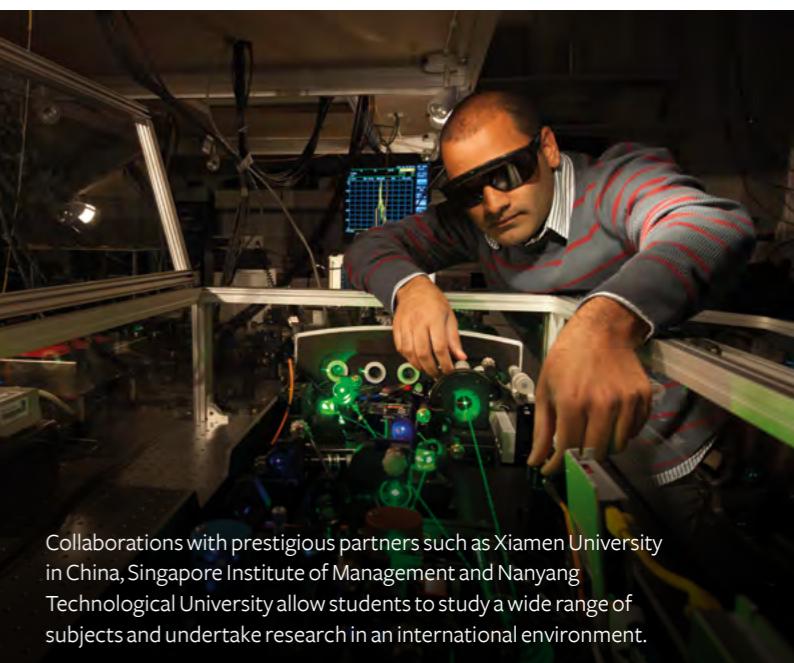


Our highly-ranked **education, research and knowledge exchange and enterprise (KEE)** are already distinctively intertwined.

By strengthening and increasing these links, our Triple Helix approach will achieve greater impact and accelerate new ways to tackle the world's most complex problems.

This scaling up is a challenging goal we commit to achieve; its reach and ambition sets us apart.

### Our values in action



# EQUALITY, DIVERSITY AND INCLUSION

## **It matters to us in all that we do.**

At the University of Southampton, we believe that we can only truly play our part in supporting society if we are reflective of society. We are therefore passionate about creating a working environment in which you are free to bring your whole self to work.

We are focused on creating supportive workplaces for all where discrimination has no place. The way in which you choose to live your life has no bearing on your ability to do your job. Likewise, your age, gender, sexual orientation, religion, social background, ethnicity or any other identifying factor will never be a consideration here. Instead, we are determined to always treat our staff equally, fairly and with respect.

We welcome students from all walks of life, and as such, we champion a uniquely diverse working environment in which every colleague is able to excel, regardless of their background or their life choices. Quite simply, we want to attract likeminded people to our team – people who care about the world, and who share our passion for creating an innovative and forward-thinking learning and research environment.

We are proud to support many staff networks, and we encourage these groups to get involved in helping us create a forward-thinking and desirable workplace. We are a Stonewall Diversity Champion and we are immensely proud to have been awarded an institutional Athena SWAN silver award, which underpins our pledge to improve equality for women.

We also support flexible working and are proud of our open and supportive working environment; with options such as job shares available, we ensure opportunities are equal and focused on the needs of our colleagues. We know that change and improvement is a continual process, and our community is a big part of this, so we always want to hear from our staff about how we can create the best possible working experience.



# OVERVIEW OF THE ROLE



“

Sustainability and biodiversity are an important part of our work. To give just a few examples: in our Valley Gardens, we have introduced habitat piles to the woodland areas, which we hope will encourage stag beetles and small mammals such as hedgehogs. We have added bat boxes to the tree canopies and are experimenting with wildflower areas to encourage insects. We also collect all the spent coffee grounds from the University’s restaurants and mix these in with our compost. This adds nutrients to the soil as well as stopping weeds from germinating.”

**Malcolm Jenks**  
Landscape Services Supervisor

Malcolm Jenks and his landscaping team

**Southampton is aspiring to be a truly agile organisation.**

**We are now in the next exciting stage in the University’s strategic development. Implementing our new Strategy, which launched in January, will ensure that we continue to maintain our status as a remarkable global institution for education and research, and put students at the very heart of our vision. This post is key to advancing our position as one of the world’s top 100 universities.\***

## Executive Director of Estates and Facilities

This position will be vital to delivering an estate that not only provides a transformative experience throughout the University for our staff and students, but also for our wider key stakeholders as part of our commitment to our local communities.

New and refurbished buildings, with accessibility and sustainability at their core, underpin our plan to reach net zero across our Estate and operations by 2030.

The Executive Director of Estates and Facilities will play a key role in delivering the University’s new Strategy. They will instil a culture of high performance, ensuring that Southampton delivers on the Estates Strategic Plan and fulfilling the University’s commitment to providing a transformative student experience, whilst maintaining and driving sustainability through every project.

\*QS World University Rankings, 2023

This position will ensure effective partnership engagement with external stakeholders, and will identify and address key issues confronting the University concerning its physical infrastructure and key real estate projects.

## How to apply

For a conversation in confidence or details of how to apply, please contact

**Mark Holleran**  
[southampton@talentedu.co.uk](mailto:southampton@talentedu.co.uk)  
**020 3290 2907**

The closing date for receipt of applications is midnight (GMT) on **Sunday 10 July 2022**.

Successful candidates will be invited to attend an in-person Engagement Day on **Thursday 28 July 2022**.

Virtual interviews are scheduled to take place on **Tuesday 9 August 2022**.

# ROLE OF EXECUTIVE DIRECTOR OF ESTATES AND FACILITIES

## Job purpose

The Executive Director of Estates and Facilities will deliver the University's Estates Strategic Plan, which was agreed by the University Council in May 2022.

The University will be investing nearly £500m in its Estate over the coming years. The postholder will be responsible for ensuring that the planned investment is managed effectively and that the deliverables are achieved. The deliverables will be a combination of new buildings and existing building upgrades.

They will provide strategic leadership to the University's overall Estates and Facilities functions, leading a variety of multidisciplinary teams within the Estates and Facilities directorate to deliver high-quality and effective services within budgetary and resource allocations. They will also work closely with the Senior Vice-President (academic) to deliver the Estates Strategic Plan.

They will have responsibility for budgetary and financial performance for circa £41m revenue and capital expenditure to deliver the University's Estates Strategic Plan. They will ensure that the Estate is a safe environment to work in and meets regulatory compliance standards. Furthermore, the holder of this position will ensure effective partnership engagement with external stakeholders, and will identify and address key issues confronting the University concerning its physical infrastructure and key real estate projects.

## Key accountabilities/primary responsibilities

### Strategic leadership

- Provide visible and inspirational leadership for Estates and Facilities at all levels within the University, ensuring the effective and efficient delivery of the physical infrastructure including maintenance, development and operational services on all campuses.
- Engage regularly with the University Executive Board and the Estates and Facilities senior team, building relationships and trust to develop and support the Estates Strategic Plan.
- Lead, manage and motivate the Estates and Facilities directorate, including setting clear performance targets and establishing a culture that is both focused on providing a high level of customer service and accountability for delivery.

- Provide effective and accountable leadership for major projects, programmes and other building initiatives that will have a significant impact across the University and play a pivotal role in development and prioritising the University's long-term Estates Strategic Plan.

### Governance and compliance

- Formulate clear proposals that facilitate effective decision-making for consideration by the University Executive Board, Council and its committees, providing regular progress reports as needed.
- Ensure effective structures and a coherent approach to governance, management and exploitation, ensuring compliance with all appropriate regulatory and legislative requirements, as well as the University's internal financial and governance regulations.

### Stakeholder engagement

- Represent the University's interests with relevant bodies including the commercial suppliers and delivery partners.
- Maintain market awareness of design, construction and Facilities Management providers such that risk is minimised and value optimised.
- To be the University's representative on Estates and Facilities issues within the sector, and the named contact for the Association of University Directors of Estate (AUDE).
- Act as expert adviser and champion to the University on the development and implementation of the University's Estates Strategic Plan.

### Strategic development

- To develop plans for the delivery of the University Estates Strategy, including ensuring appropriate structures within the Directorate to support the programme of change.
- To work closely with the University's Executive Board and governing body to progress the capital programme.
- To ensure that the University's environmental performance is optimised.
- Maximise visual and functional coherence across all campuses and infrastructure and ensure that the masterplan objectives are adhered to and reviewed over time to reflect growth and other changes.
- Oversee the development and delivery of a significant programme of minor works and maintenance designed to improve the fabric of the estate and address compliance issues.

### Performance management

- Support the delivery of excellent services across the Directorate through the development and implementation of service level agreements and key performance indicators.
- Build strong relationships with external partners, notably the NHS, and local city Councils' planning departments.

- Maximise external earnings from estates and development, improving asset value and supporting commercial operations, optimising expenditure and minimising waste.
- Improve the quality of services provided to reduce costs and drive operational efficiency, utilising technology where appropriate.

### Internal and external relationships

#### Internal

- University Executive Board, in particular the Senior Vice-President (Academic).
- All members of Estates and Facilities.
- All University departments, both academic and professional services.
- SUSU.
- The University Council (governing body), members of Council, particularly lay members, and the relevant committees of Council, notably the Estates and Infrastructure Committee.

#### External

- NHS; Southampton City Council; Winchester City Council; Hampshire County Council; BIS; SUHT; NOCS; other external stakeholders including Councillors, Corporate Executives and MPs; third-party commercial and non-commercial relationships at all levels; members of the public; the press; statutory undertakers; and all security and rescue organisations.

# CANDIDATE PROFILE

## Qualifications, knowledge and experience

### Essential

- Professionally qualified with substantial experience and proven success in a strategically important, broad function/specialist area.
- Substantial professional business and management experience operating at a senior level within estates management.

- Extensive experience in providing estates services to demanding users requiring high standards of service.
- Proven experience of managing major estates programmes and/or operations.
- Proven experience of managing substantial operational and project budgets.
- Demonstrable success in leading large strategic projects and teams, and responding proactively to user needs.
- In-depth knowledge of relevant statutory requirements, regulations and legislation and the implications of non-compliance.

### Desirable

- HE Estates experience across multiple sites.
- Understanding or an appreciation of the dynamics of the Higher Education sector.
- Project management PRINCE 2 or similar qualification.

## Planning and organising

### Essential

- Translates strategic vision into reality; able to develop frameworks to turn plans into actions.
- Proven and excellent organisational skills and well-tested project management skills.
- Defines goals and priorities, delegating appropriately and holding people to account.
- Thinks and operates at a strategic level to maximise opportunities, articulating and pursuing a long-term vision while meeting daily demands.
- Record of achieving performance targets and leading others to meet their performance targets.
- Demonstrable experience of managing a complex workload and meeting conflicting deadlines.

## Problem solving and initiative

### Essential

- Demonstrable experience of resolving complex projects which may involve influencing representatives of external organisations.
- Able to identify risks and options, developing strategies to manage and mitigate them.

- Analyses complex data/information easily to inform decisions and make judgements.
- Responds to change positively, demonstrating agility and flexibility, particularly when problem-solving.

## Management and teamwork

### Essential

- Strong strategic leader with extensive experience of managing teams and large groups, including motivating, encouraging and performance managing; able to create a culture of high-performance.
- Experience of business planning and managing large budgets.
- Able to interact and effectively communicate with staff and customers across a wide range of areas.
- Evidence of high-level negotiating and influencing skills.
- Able to motivate staff and build a strong leadership team for Estates.

## Communicating and influencing

### Essential

- Excellent communication skills, including the ability to present proposals for the delivery of the Strategy at Board level and play an active role as a senior member of an executive management team.
- Builds strong relationships and support for initiatives, working collaboratively to align activity and resources to deliver strategic objectives.
- Cultivates strong networks and builds links with the wider community, business, industry and other stakeholders.
- Experience of managing, with tact and diplomacy, complex relationships which determine the outcome of a project, including external contractors, consultants, users and occupiers, as well as those responsible for legislative and financial compliance.

## Other skills and behaviours

- Able to act autonomously in the best interests of the University.
- Self-starter with an aptitude to drive the agenda forward.
- Instinctive understanding of what constitutes excellence, and what it takes to achieve and sustain it with a determination constantly to seek improvement.
- Alignment with the University's values of excellence, creativity, integrity and community.

# OUR CAMPUSES

We have five campuses in Southampton, one in Winchester and one in Malaysia. Each has its own personality, world-leading facilities and specialisms.

## Highfield Campus

Our main campus, Highfield, is the largest of our campuses, and the heart of the University. It is home to many of our state-of-the-art research and teaching facilities, and combines a lively and exciting atmosphere with calm, green surroundings.

With cafes, shops, concert halls, gyms and even a student cinema alongside academic facilities, Highfield is a hub of activity.

This is also where we are planning significant improvements to our student sports facilities, including a major expansion of the popular Jubilee Sports Centre.

## University Hospital Southampton NHS Foundation Trust (UHS)

UHS is the main site for the study of medicine and healthcare. It hosts a purpose-built research hub, and is also home to the University's dedicated Centre for Cancer Immunology – the first of its kind in the UK. This site will soon see the development of a new medical health research building.

## Boldrewood Innovation Campus

Boldrewood is the base for engineering studies and research. Facilities include laboratories for studying unmanned aerial vehicles (UAVs), fluid dynamics and high-performance sports, a driving simulator, flight simulators, design studios, a 138m towing tank and our £48m National Infrastructure Laboratory (NIL). The NIL houses five new engineering laboratories, including a 30m x 15m large structures testing laboratory and a cutting-edge geotechnical centrifuge.

## National Oceanography Centre Southampton (NOCS)

Our unique waterfront campus, based at NOCS, is one of the world's leading research centres for the study of ocean and Earth science, with facilities including the Coral Reef Laboratory, a multi-use research aquarium, our 19.75m purpose-built catamaran and the National Oceanographic Library.

With zoom of access to the waterfront, the campus is also the operational base for the Natural Environment Research Council's (NERC) UK fleet of deep-sea research vessels, giving us unique access to research cruises all over the world.

## Avenue Campus

Just a few minutes' walk from Highfield, and on the edge of Southampton Common, Avenue Campus is the base for our humanities subjects. Avenue has its own lecture theatres and catering facilities, plus a purpose-built £3m archaeology building and a new interactive digital humanities hub.

## Winchester School of Art (WSA)

Based in the historic city of Winchester, our specialist arts campus is home to a vibrant community of over 1,300 art and design students. With creative ambition at its core, WSA offers cutting-edge resources and facilities including specialist computer suites, photography studios, laser cutting, 3D printing and more.

The University is planning to expand its presence in Winchester, with an exciting opportunity from Winchester City Council.

## University of Southampton Malaysia

In 2021, we relocated our campus in Malaysia to a brand new estate with state-of-the-art laboratories, upgraded facilities, and improved learning and recreational spaces.



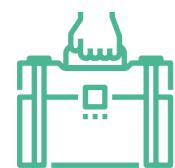
Highfield Campus



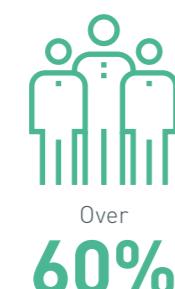
National Oceanography Centre Southampton (NOCS)

University of Southampton Malaysia

Southampton  
is ranked  
**78th**  
in the world<sup>1</sup>



Received  
**£120m**  
in research grant and  
contracts income  
in 2019/20<sup>2</sup>



of our publications are  
internationally co-authored



We attract high-  
quality students  
from over 130  
countries



Overall student satisfaction at  
Southampton is **significantly ahead of the sector** and is a  
strong performance against  
our competitor set, the Russell  
Group, and the sector<sup>4</sup>



A founding member of  
the Russell Group of 24  
major research-intensive  
universities in the UK



Founding member  
of the Worldwide  
Universities Network

We have around  
**25,000**  
students enrolled  
at our campuses in  
the UK and Malaysia



Our contracts  
with industry  
are worth about  
**£50m**  
annually



**Top 15**  
in the UK<sup>5</sup>

Our 250,000 alumni  
community spans  
over  
**190**  
countries



We employ over 6,500 staff



**Very strong**  
performance in the first  
KEF exercise<sup>3</sup>

We have started a  
**£300m+**  
investment in our student  
experience, teaching and  
learning, and research  
infrastructure



Our income  
exceeded  
£583m in  
the 2019/20  
financial year<sup>2</sup>



Our partnership with  
Lloyd's Register represents  
the largest university-  
business collaboration of  
its kind in the UK



At any one time we are  
working with over  
**1,000**  
external organisations  
around the globe

# THE UNIVERSITY AND ITS REGIONS

Find a better quality of life.



## Southampton

Southampton is a fantastic place in which to live, work and socialise. Regardless of what life stage you are at, you will find a dynamic and vibrant city that caters for all. With an enviable location on the coast, yet just an hour from London, the region combines incredible natural beauty with a thriving social scene – making it a desirable place to live!

An ethnically rich city that is growing rapidly, Southampton is benefitting from considerable investments in the region. The city centre is currently benefiting from over £600m of regeneration plans and projects, including the historic Bargate Quarter, with new hotels,

homes and transport links. This is a city of growth and transformation, and it is an exciting time to be here.

There is something for everyone in Southampton and the surrounding areas. For outdoor enthusiasts, water sports, sailing and ocean racing are easily available, while the beautiful New Forest National Park is just 30 minutes away. With many excellent local schools and nurseries, families will find a fantastic quality of life, while there's a thriving LGBTQ+ social scene. Multiple faiths are celebrated in the city, and the rich cultural heritage of Winchester is just on our doorstep.



**3rd**  
best place  
to live and work  
in the UK\*

## Winchester

On the edge of the South Downs National Park, England's ancient capital, Winchester, is steeped in history and is complemented by a lively atmosphere and a wide variety of pubs and restaurants, museums, theatres and galleries. With direct rail links to London, our Winchester School of Art campus is one of the UK's leading art and design institutions.

**View our virtual tours**

**Watch our video**

<sup>1</sup> QS World University Rankings, 2023

<sup>2</sup> University of Southampton Financial Report, 2019/20

<sup>3</sup> Performing at or above the cluster average across every perspective

<sup>4</sup> National Student Survey (NSS), 2021

<sup>5</sup> The Complete University Guide, 2022



## Find out more

Contact Mark Holleran  
southampton@talentededu.co.uk  
020 3290 2907