
Assignment Brief

Director of Estates

Blackpool and The Fylde College

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Private & Confidential
September 2021



About Blackpool and The Fylde College (B&FC)

One of the UK's leading Further Education colleges and an exempt charity, B&FC offers high quality technical and professional routes to skilled employment that are facilitated through strong relationships with employer partners.

Academic standards at B&FC are consistently rated as amongst the best in the sector. We are graded outstanding by Ofsted and the Skills Funding Agency's Education and Training National Success Rate Tables show us as one of the highest performing colleges for student success rates for six consecutive years.

Our Higher Education provision has earned commendations from the Quality Assurance Agency for Higher Education (QAA). B&FC was awarded the Queen's Anniversary Prize for Higher and Further Education in recognition of our bespoke professional degree provision, co-created with both regional and national employers. In September 2016, we were the sixth college in the country to be granted Foundation Degree Awarding Powers.

We are a customer centric organisation, working closely with industry partners to develop their workforce of the future, whilst ensuring our students have the opportunity to secure sustainable employment.

B&FC has invested circa £38 million in learning infrastructure in the last six years. We are a major local employer with around 1,000 staff and an annual turnover of circa £54 million. In a normal year, circa 14,000 students study with us and over 1,400 employers choose to work with us.

Mission & Values

Our Mission:

Inspirational learning creating outstanding futures.

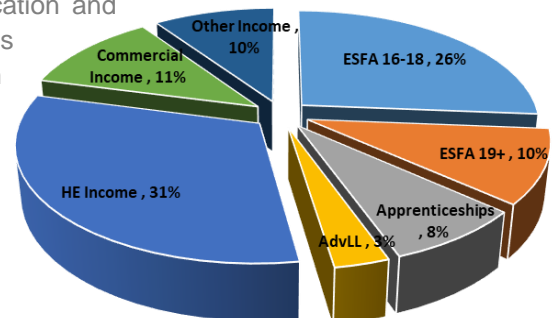
Our Values:

- Placing the student at the heart of all we do.
- Showing fairness, courtesy and mutual respect.
- Learning, teaching and assessment as the key to our success.
- Empowering everyone to achieve their full potential.
- Working collaboratively to achieve excellence and growth across all the communities we serve.

Financial Stability

B&FC is financially strong and judged outstanding by the Education and Skills Funding Agency (ESFA). We run the College as a business and our core offering is learning, teaching and assessment with students at its heart. We have diversified our income over several years which gives us additional financial resilience.

Budget income 2021/22



Key Facts

- Spearheading technical and professional education across the Fylde coast since 1892.
- The largest college provider of degree-level education in England.
- We focus on those aspects of education and training that are needed to drive the economy, deliver a skilled workforce for industry, secure employment for students and promote social mobility.
- More than 1,400 businesses locally, regionally and nationally chose B&FC to deliver education and training programmes for their employees.
- High levels of repeat business.
- We have a range of specialisms including: aerospace, automotive, digital, engineering, energy, health, hospitality, leadership and management, maritime and project management.
- We work collaboratively with industry to address skills shortages through employer-led groups such as the Fylde Coast Health and Social Care Career Academy.
- Annual planned investment in industry-standard equipment and facilities, dual professional staffing and industry placement for students ensure employer partners get the highly skilled workforce they need to drive their business forward.
- Renowned for quality; B&FC is in the top 3% of colleges nationally for student success and has been for six consecutive years.
- Pioneering the new university experience with degree and higher apprenticeships from aerospace engineering to project management in partnership with employers.
- We offer more than 60 degrees specialising in technical and professional vocational, accredited by our long-standing partner, Lancaster University, ranked in the top 10 of universities in the UK.
- B&FC graduates' starting salary is £25,500 circa 25% higher than the national average for graduates; average starting salary for engineering graduates is £29,000 (2016/17 DLHE data).
- 9 out of 10 graduates are in work or further study within six months.
- Consistently scores over 94% for customer satisfaction.



Our Estate

The B&FC estate, in excess of 60,000m², is sited over a 12 mile stretch of The Fylde coast with five campuses and three centres. The estate has received heavy investment over the last five years and we will, through our Property Strategy, continue to focus on investing appropriately to ensure our students learning is enhanced by the environment within which programmes are delivered.

Our northern most campus is the internationally renowned Fleetwood Nautical Campus. Established in 1892, the campus has a proud tradition of supporting the learning and teaching of national and international students. Fleetwood offers a range of programmes across the Maritime and Offshore sectors. In addition to state-of-the-art learning and simulation facilities, Fleetwood also offers halls of residence and the site offers the possibility of further development of learning spaces, halls of residence and car parking to support programme delivery.

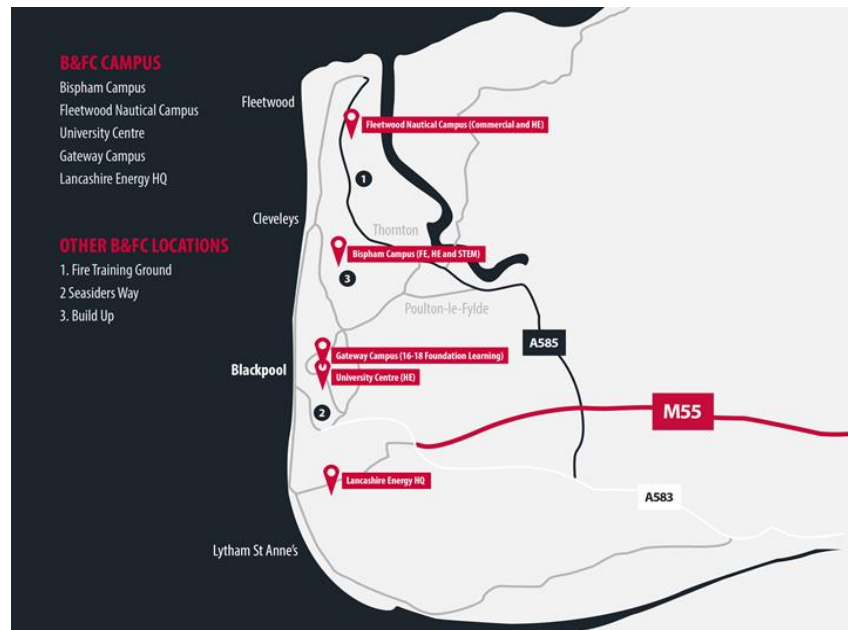
The Fire Ground provides specialist facilities to train, retrain and revalidate individuals in the skills and techniques required to manage fires in a range of environments. Given the nature of the programmes delivered from this centre, the health and safety and fire management arrangements are critical in ensuring the safety of all our colleagues and students supported within this unique facility.

The College's largest campus is Bispham Campus in north Blackpool which has been redeveloped over several years with significant and sustained improvements to create outstanding learning and teaching environments. All buildings have been maintained at least at "condition B". One example of a recent development is the Advanced Technology Centre (ATC) which houses practical learning spaces for automotive, aerospace and engineering disciplines. Further investment is planned in order to maintain the facilities and support the greatest student experience as they move through their learning journey and into sustainable employment with the support of B&FC.

The University Centre Campus (UC) and Gateway Campus are in central Blackpool.

Lancashire Energy HQ campus sits at the southernmost part of the B&FC sites and is a state-of-the-art, purpose-built facility, providing multi-disciplinary learning and teaching opportunities to the next generation of engineers and technicians in support of the energy industries.

The variety, specialist and diverse nature of our estate offers many opportunities to actively manage and influence our future provision in support of delivering an outstanding student experience.

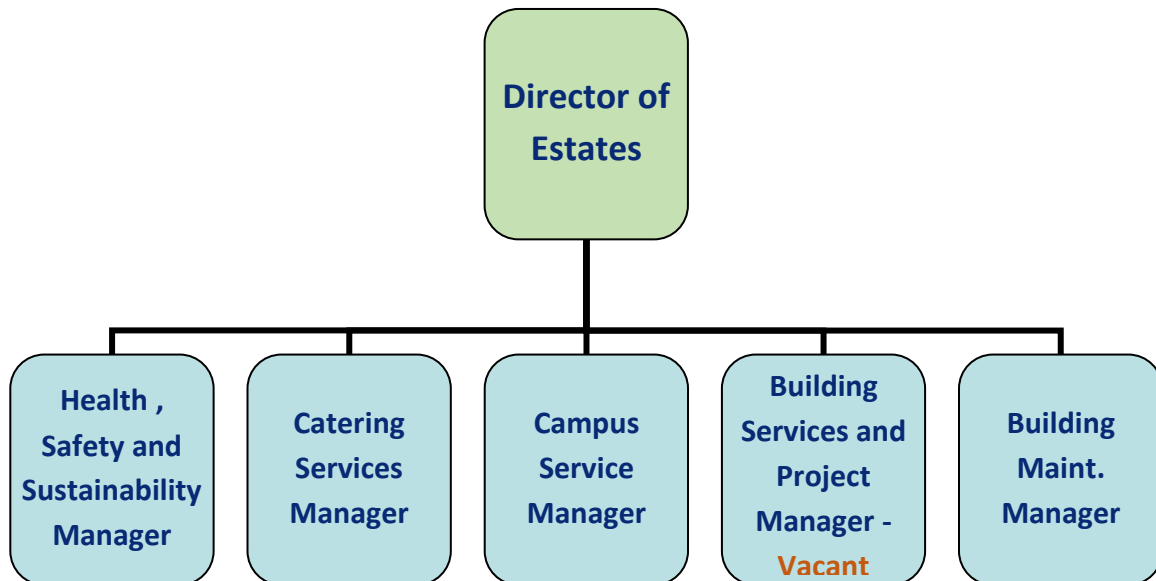


Our Estates and Facilities Team

The Estates and Facilities Team are a critical service provider across all aspects of the College to support the delivery of the best student experience to those who entrust us with their development. The team's leader needs to be technically strong, customer focused, dynamic and visible in progressing all functions of the Directorate.

The Estates expenditure budget for 2021/22, including catering, is £8.4m of which £2.1m relates to staffing costs and £6.3m relates to non-pay costs. The forecast income, largely through catering, is £1.25m for the current financial year. The team comprises of 78.2 FTE and is led, directed and managed through the below structure.

The team is well established and well regarded, with a focus on delivery as a service provider, meeting the College's estates demands. They have risen to the unprecedented challenges presented by Covid as the College responded through active management of a full range of health and safety measures. Whilst the intensity of change and the establishment of new systems and processes over the past year is likely to diminish, the challenges of maintaining a new normal will undoubtedly persist and the Director of Estates will take a leading role in continuing to keep B&FC a safe environment for all.



Through the team, a comprehensive estates provision is delivered across all campuses and centres as follows:

- **Health and Safety** – ensuring that the College is, uncompromisingly, fully compliant with H&S legislation, undertaking risk assessments across the College and providing expert advice to ensure we operate and deliver in the safest environment. H&S leads the College's response to Covid including management of the testing regime and liaison with locality Public Health leads.
- **Catering Service** – supporting and delivering the latest range of healthy and nutritious hot and cold food and drinks across nine campus facilities ensuring that students, colleagues and visitors needs are met throughout the day.

- **Campus Services** – providing all of the soft facilities management support across all campuses and centres including grounds and garden maintenance management, specifically ensuring that cleaning regimes have met the Covid challenges.
- **Building Services and Projects** (vacancy) – leading the delivery of a series of small to medium improvement projects across B&FC to ensure that activities are delivered on time and within budget, liaising closely with curriculum colleagues to ensure teaching and learning needs are met through on-going redesign and development.
- **Building Maintenance** – leading the delivery of hard FM services across the College and ensuring that the engineering fabric of the facilities is maintained to the highest standards and supporting the most efficient and effective delivery of teaching and learning.

Job Specification

Post: Director of Estates
Responsible to: Vice Principal Finance & Planning

Role Overview

B&FC is at the forefront of the response to the changing educational environment as reflected within the Skills and Post 16 Education Bill. The Director of Estates will take an active role in identifying, preparing, delivering, monitoring and reporting potential capital bids and opportunities for investment which will enhance the College's delivery.

The Director of Estates will need to be an adept communicator engaging at all levels of the College and across service and curriculum areas ensuring that all colleagues are informed of developments, changes, issues and requirements on which the estates function leads. B&FC also rightly invests heavily in the development of its own colleagues and it is critical that the Director of Estates leads the development of the teams across all functional areas, supporting them to achieve the outstanding performance outcomes expected.

As a leading college, B&FC is uncompromising in demanding excellence across all areas. It is robust culturally in seeking to challenge and improve, providing an environment where those committed to contributing to delivering the most outstanding student experience will prosper.

Key Responsibility:

To deliver an exemplary, end to end Estates Directorate function, which enables the strategic goals and operational objectives of B&FC to be achieved through the sustainable and strategic development of the estate functions aligned to the provision of outstanding student experience.

Principal Duties:

- To have strategic and operational responsibility for the development, effective and efficient running of the B&FC estate and associated services including Health and Safety, cleaning, estate management, sustainability, security and catering
- To lead and line manage direct reports, maintaining high performing teams
- To be accountable for and effectively manage the Estates budget, assuring best value for money and strong performance against sector/industry benchmarks, initiating change as required
- To have strategic and operational responsibility and accountability for the development and implementation of B&FC's accommodation requirements, through writing property strategies and accommodation development plans.
- To liaise with funding bodies, Regional Property Advisers and statutory/regulatory agencies to progress capital building project initiatives. To include co-ordination, preparation and submission of capital bids and the preparation of returns to funding bodies reporting capital expenditure in line with funding bodies requirements.
- To manage B&FC's strategic accommodation aims through robust project management and health and safety procedures.
- To have overall responsibility and accountability for all site works, both major and minor, including appointing consultants and contractors and ensuring appropriate processes are in place to ensure their compliance with contract standards and health and safety requirements.
- To ensure mechanisms are in place to ensure B&FC complies with legislation related to Health, Safety and Environmental issues relevant to B&FC and support best practice in risk assessments providing a

safe, secure environment for all.

- To ensure that B&FC maintains systems and processes which appropriately respond to guidance, direction and legislation with regards to best practice Covid management issues.
- To measure and ensure optimum utilisation, relative to upper decile sector performance, of B&FC's accommodation and to manage rationalisation of the estate.
- To ensure building contracts and works are delivered on time and to cost/budget.
- To represent B&FC on relevant local, regional and national partnership bodies and organisations and also lead/attend meetings with funding bodies, consultants and building contractors during the course of construction works.
- To lead B&FC on Emergency Management Planning and Business Continuity.
- To ensure the security and safety of B&FC premises for all users, ensuring they are welcoming, safe, clean and enjoyable places to learn, work and visit.
- To develop, deliver and be accountable for a college-wide environmental and sustainability policy and strategy, including energy and water conservation policies. Determine an annual energy conservation programme.
- To lead, manage and be accountable for the development and delivery of the Decarbonisation and Sustainability Strategy as it relates to the B&FC estate and to monitor and report achievement of these plans.
- To translate the Decarbonisation and Sustainability Strategy into challenging annual plans for delivery and to monitor and report on the achievement of annual plans and implement remedial actions where appropriate.
- To lead the production of B&FC policy and procedures within the remit of the role.
- To plan, manage and account for the Estates team's financial, physical and human resources within the framework of the strategic plan and B&FC's financial requirements, ensuring value for money is obtained.
- To identify and maintain effective quality standards and procedures in relation to all areas of responsibility.
- As a member of B&FC's strategic management team, contribute to the overall direction of the College.

Duties of all Managers Across the College

- To positively contribute to the achievement of the mission, values, strategic plan and annual operational plan at B&FC.
- To clearly communicate the overall direction to employees and to agree key performance measures which align to the agreed plans.
- To be fully accountable for the performance management and development of employees, enabling them to achieve their agreed performance measures and full potential.
- To plan, manage and allocate resources to enable delivery of agreed quality levels and customer expectations within the defined budget parameters.
- To create an environment in which clear communication and collaboration with internal and external customers enables the successful delivery of agreed plans and performance measures.
- To lead compliance for all mandatory requirements, such as Health & Safety standards, and to actively engage with the continuous improvement of these requirements at B&FC.
- To establish and drive a culture of continuous quality improvement, optimising the use of digital solutions, as appropriate.

Standard Responsibilities for all positions in B&FC

- To fully adhere to B&FC policies and procedures at all times.
- To display the B&FC values at all times and positively promote them.

- To take responsibility for the promotion of the health, safety, wellbeing and mental wealth of self and others.
- To actively support B&FC commitments on safeguarding and promoting the welfare of children, young people and vulnerable adults.
- To pursue the achievement and integration of equality, diversity and inclusion, through widening participation in all B&FC activities.
- To actively support and appropriately engage with the 'One College' ethos to promote positive student behaviour across B&FC.
- To be proactive in identifying and pursuing opportunities that are appropriate to maintaining your own professional development and to positively engage in the B&FC performance review scheme and all relevant training.
- To maintain the confidentiality and security of information and data at all times.
- Undertake any other tasks and responsibilities appropriate to the level of this post.

Person Specification

Qualifications

Educated to at least degree level or hold a professional building service related qualification.

Essential Experience

- Significant recent experience of strategic and operational management of estates.
- Experience of strategic and operational management of estates management.
- An experienced people manager with the capacity to innovate and drive organisational change across a diverse and complex organisation.
- Experience of effective leadership and motivation of people to meet or exceed quality and financial targets.
- An in depth understanding of the Health & Safety at Work Act and its implications for estates/ accommodation management and planning.

Skills

- Extensive knowledge of strategic accommodation planning processes.
- A working knowledge of accommodation management protocols and procedures.
- Ability to think and operate at Executive level; ability to think strategically.
- Excellent organisational skills, able to prioritise workloads and meet deadlines.
- Experience of efficient financial management, including project costing and the management of budgets.
- Ability to be an innovative problem solver with a challenging, business approach.
- Ability to interpret data to inform and direct the clarity of decision making.
- Ability to forge and sustain good working relationships with colleagues and external agencies.
- Ability to interpret national policy and regulatory guidance across all estates activities and translate this into deliverables within B&FC.
- Experience in the development of strategic and operationally deliverable sustainability and decarbonisation plans.

General

- A full UK driving license and access to a vehicle for business purposes or equivalent mobility.
- Ability to undertake some travelling and spend occasional nights away from home.
- Ability to work flexibly in line with the needs of the business.
- Willingness to relocate to within 40 minutes' drive time of one of B&FC's sites on the Fylde.

Terms

Remuneration

The remuneration for this role will be circa £70,000 per annum plus performance related pay and private health care.

Annual Holidays

The holiday entitlement is 35 days per annum, plus recognised public holidays.

Pension Scheme

The holder of this post will have access to the Teachers' or Local Government pension scheme.

Checks

All appointments are subject to satisfactory pre-employment references and DBS clearance.

Timeline

The following timeline is indicative and should only be used as a guide. It may be subject to change.

Process	Date
Interviews with Dodd Partners	October 2021
Interviews with Blackpool and The Fylde College	October 2021

How to Apply

The recruitment process is being undertaken by Dodd Partners on behalf of Blackpool and The Fylde College. If you wish to apply for this position, please supply the following:

- A covering letter highlighting your suitability and how you meet the essential experience within the Person Specification, along with your current remuneration details.
- A comprehensive CV setting out your career history, with responsibilities and achievements.
- All applications should be emailed to Dodd Partners at your earliest convenience to contactus@doddpartners.com, clearly marked with reference number DP3057.

Should you wish to have an informal discussion about the role, please contact John Dodd on **07545 431 848** or **01244 738 450**. Alternatively, email: johndodd@doddpartners.com.