Job Related Information

This document includes information about the role for which you are applying and the information you will need to provide with your application.

1. Role Details

<table>
<thead>
<tr>
<th>Vacancy reference</th>
<th>15348</th>
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</thead>
<tbody>
<tr>
<td>Job title:</td>
<td>Head of Commercial Operations</td>
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<tr>
<td>Reports to:</td>
<td>Director of Estates</td>
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<tr>
<td>Salary:</td>
<td>£66,534 - £79,808</td>
</tr>
<tr>
<td>Terms and conditions:</td>
<td>Academic-Related</td>
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<tr>
<td>Grade</td>
<td>SS1</td>
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<tr>
<td>Duration of post:</td>
<td>Permanent</td>
</tr>
<tr>
<td>Working hours:</td>
<td>37</td>
</tr>
<tr>
<td>Location:</td>
<td>Milton Keynes</td>
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<tr>
<td>Closing date:</td>
<td>Midday 6 December 2018</td>
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<tr>
<td>Type of application form accepted:</td>
<td>Short application with CV</td>
</tr>
<tr>
<td>Number of referees required:</td>
<td>3</td>
</tr>
<tr>
<td>Unit recruitment contact:</td>
<td>Gabrielle Price</td>
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</table>
2. Summary of duties

Purpose Statement

As part of the Senior Management Team of Estates, you will provide strategic leadership for the Operations function in fulfilling both University and Estates objectives, ensuring value for money and promoting excellent customer service. The promotion of cross functional and multi-disciplined working is particularly vital.

Specific accountabilities include leading the Commercial Operations Team to deliver a wide range of University and Unit wide specialist functions. The role is also accountable for developing and implementing strategic plans for university buildings, commercial schemes, and operations; leading change in the service provision in line with University goals and Estates strategy and goals; planning and leading projects to deliver commercial improvements and reporting on project initiatives, progress and implementation activities, to Estates and University senior management and ensuring that the team provide exceptional services for the University and all associated stakeholders and customers.

The role places particular emphasis on financial management and forecasting (accountability for circa £19m of expenditure), with responsibility for ensuring compliance with University financial regulations and audit processes.

Main responsibilities

- As part of the senior leadership team provide leadership and direction to the Estates team ensuring they operate within statutory financial controls and for ensuring that Estates plans and manages its resources effectively in the best interests of the University’s strategic objectives.

- Provide strategic direction and leadership to the broad based finance and commercial team ensuring University and legislative requirements are met. Ensure value for money, quality of work and excellent customer service at all times.

- Ensure outsourced services have adequate contract management controls in place and continually review the insourcing/outsourcing balance of the function ensuring value for money.

Business Development

- To propose, plan and implement new developments; allocating resources and establishing routine monitoring and reporting.

- Cultivate relationships with key existing clients / customers and partner organisations; analyse competitor businesses to identify opportunities and minimise threats

- Developing and implementing enhanced plans for the maintenance and utilisation of the Estate.

- Working with key stakeholders to maximise the use of buildings and conference occupancy at all Open University buildings/sites.

Strategic and Tactical Planning

- To overview and enable strategic development of the estates operations and commercial business, ensuring improvement in profitability.

- Develop strategic and tactical plans; conduct review of business; produce review documents and business plans.

- In conjunction with the Director of Estates, continuously develop and implement the long term maintenance and refurbishment plans, ensuring that the physical quality of the Estate portfolio is
improved and maintained

- Develop and maintain a master Outline Specification for new builds and refurbishments. Reviewing and refining plans for refurbishment of accommodation and facilities, contributing to the development of specification and schedule of requirements for new projects.

- Take responsibility for risk management including the planning, writing and implementation of Critical Incident Plans and the Business Continuity system. Managing operational risks, including major turnarounds of University spaces and commercial spaces.

**Financial and Administrative**

- Responsible for the management of the Estates’ Budget in line with Open University regulations to the value of £19.1 million

- To ensure proper allocation of financial resources. Optimise the allocation of financial resources maintaining efficiency and productivity.

- Prioritising the allocation of significant financial and other resources to develop and maintain the estate in line with staff, stakeholder and commercial expectations and overall objectives.

- Complete reporting responsibilities for the business; confer and liaise with other University departments; attend meetings with various University bodies; prepare periodic and special reports.

- To write comprehensive strategic reports for a variety of audiences including VCE.

**Communication**

- To work constructively with a wide range of staff across the organisation in pursuit of the University’s objectives and fulfilment of its plans.

- To contribute effectively to the University’s strategic and corporate planning processes, with special reference to commercial activity and financial management, in the context of supporting the University’s teaching, research, staff and other business activities.

- To liaise closely with senior staff in the planning and consultation processes relating to strategic and major operational developments within Estates and Facilities and to communicate such plans and activities in a range of University forums.

- To keep under review developments at national and international levels relating to commercial activity and financial management, to assess their implication for the University and disseminate information and ideas within the University as appropriate.

- To communicate with a wide range of individuals and organisations out with the University including senior management of outsourced services and the local authority.

**Teamwork and Motivation**

- To ensure the provision of strategic leadership for, and the effective management of commercial activity and financial management through ensuring effective interaction and collaborative working with all departments within Estates, ensuring common goals are achieved.

- To provide strategic leadership and direct management control of large teams of staff involved in a broad range of key functions, including:

  - Finance and Contracts
  - Energy
  - Travel and Administration
  - Business Services
- Estates Systems
- Procurement
- OU Club operations

Direct line management for areas of:
- Finance and Contracts
- Energy
- Business Services
- Estates Systems
- Procurement

- To undertake line management of the Core Management Team of senior staff within the Commercial Operations who are responsible for the division of duties within the Core team, allocating tasks and projects.

**Procurement**

- To ensure all procurement activities adhere to the University’s policies and procedures as well as ensuring procurement activities happen in a judicious timeframe.
- Prioritising the allocation of significant financial and other resources to develop and maintain the estate in line with staff, stakeholder and commercial expectations and overall objectives.

**Liaison and Networking**

- A significant degree of autonomy in order to maintain links with faculties and departments as required across the University.
- Maintain close links with other institutions, sectors and relevant professional bodies and represent the University with confidence and assurance in a range of professional contexts.
- Report to the University’s Senior Management and Leadership teams on commercial developments and priorities.
- Engage with external professional consultancy and professional practices in the delivery of effective and cost-efficient services to the University.

**Service Delivery**

- To provide a range of high quality services for University staff, students and other clients across the various University sites.
- To provide, procure and develop effective and efficient facilities management services, based upon the highest professional and business standards.
- Ensure legislative compliance with all health and safety requirements.
- To be aware of and take into account in managing the work of the department the requirements of diversity and equality in a large public organisation.

**Decision Making**

- To be directly responsible for providing informed, timely and accurate advice to the Director of Estates on all major aspects of commercial and financial Management, e.g. providing advice on commercial and financial options and the determination of procurement methods and associated costs in accordance with the University’s financial regulations.
- To work on own initiative, reporting formally to the Director of Estates on strategic issues, on the
progress of individual projects and on the management and operational effectiveness of the department.

- To inform strategic decisions by producing the briefs and strategic plans for development of the University’s facility services.
- To be responsible for the formulation and monitoring of the financial sensitivity and commercial element of the Estates annual budget, to ensure that all estates activities are provided and delivered at optimum cost.
- To have the information and ability to challenge the cost element of projects and services provided by Estates to the University.

Planning and Organising Resources

- To be responsible for the strategic planning and organisation of resources for all aspects of finance and commercial operations, allocation and management of resources, both physical and financial, to ensure that all essential functions and services within the University and under the management of Estates, operate effectively and efficiently. These responsibilities link directly to the implementation of the University’s Estates Strategy requiring long term planning and deployment of substantial resources to ensure that the strategic objectives are met.
- To prepare, balance and manage the budgets within the commercial and financial department and properly administer the funds allocated in accordance with the University Financial Regulations.
- To prepare an integrated Estates Management Strategy document, in conjunction with other Estates Senior Leadership Team, with reference to the University’s Corporate Plan.
- As part of the Estates Senior Team prepare, produce and present an annual Business Plan for Estates.
- To be responsible for, and contribute positively to the University’s implementation of diversity and equality legislation, regulations, equality schemes and best practice as they apply to all work undertaken by staff within the Department or, under its auspices, by external contractors and in liaison with the University’s Diversity’s officers.

Analysis and Research

- To be involved in the analysis, research, review and interpretation of relevant commercial and financial management work across the sector in areas which impact directly on Estates activities. These will vary over time according to institutional priorities but could include research into opportunities such as developing commercial business plans, or to generate third party income.

General

- To undertake any other duties commensurate with your grade, and/or hours of work, as may reasonably be required.
- To take responsibility for upholding and complying with the University’s Equality and Diversity policies and for behaving in ways that are consistent with fair and equal treatment for all.
- To comply with all University Health and Safety policies.
- To manage any pastoral care matters which arise within the Commercial Operations Team, undertaking sickness absence reviews etc.
3. Person specification

**Requirements (E = Essential/ D = Desirable)**

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<th><strong>Education, qualifications and training</strong></th>
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<tbody>
<tr>
<td><strong>Essential:</strong></td>
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<tr>
<td>▪ Educated to degree standard or equivalent professional experience of Chartered accountancy</td>
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<tr>
<td>▪ Chartered accountant qualification</td>
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<tr>
<td><strong>Desirable:</strong></td>
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<tr>
<td>▪ Membership of any relevant professional bodies</td>
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<tr>
<th><strong>Knowledge, work and other relevant experience</strong></th>
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<td><strong>Essential:</strong></td>
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<tr>
<td>▪ Experience of working in a higher education institution</td>
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<td>▪ Experience of devising and operating commercial businesses in a higher education environment</td>
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<td>▪ Previous experience of a Senior Management role within a large scale service related industry</td>
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<td>▪ Ability to develop and implement a strategic plan and possession of vision and strategic awareness</td>
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<td>▪ Knowledge and compliance with all government legislation and apply to the business</td>
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<tr>
<th><strong>Personal abilities and qualities</strong></th>
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<td><strong>Essential:</strong></td>
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<tr>
<td>▪ Expert level ability to work in Excel in the preparation of spreadsheets, business plans, financial reporting, data analysis.</td>
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<td>▪ Excellent oral and written communication skills</td>
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<td>▪ Able to manage budgets and overheads to improve cost base</td>
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<td>▪ Able to manage time effectively, prioritise and juggle tasks and take decisions</td>
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<td>▪ Excellent analytical and verbal reasoning skills with the ability to plan for the future</td>
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<tr>
<td>▪ Passion for customer service / quality</td>
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<td>▪ Flexible and adaptable and ability to work as part of a team</td>
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<td>▪ Ability to lead a team through a change management process, where dictated by the Estates Department Policy, or operational procedures, or changes in University core systems.</td>
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Desirable:

- Excellent IT skills

4. Role specific requirements e.g. Shift working

N/A

5. About the unit/department

Estates is responsible for the overall management and development of the University’s premises, including the planning and growth of the University buildings and grounds, property maintenance, minor works and house services. Estates comprises of approximately 120 staff organised into five major operational sections:

- Leadership
- Commercial Operations
- Facilities
- Health and Safety
- Property Services

THE LEADERSHIP TEAM

The Leadership Team comprises the Director of Estates and four Heads of Function, and is responsible for providing strategic direction and delivery.

COMMERCIAL OPERATIONS

The Commercial Operations Team is responsible for financial and commercial work within the Unit and has an impact on the wider University. It encompasses Finance and Contracts, Procurement, Energy, Travel and Estates Systems. Under the Business Services function it also has responsibility for the University’s Travel Plan, the Unit’s general administration, training and The OU Club.

FACILITIES

The Facilities Team is responsible for the front line customer service activities of Estates. It encompasses Events, Catering and Cleaning, Security, Transport and Portering, Postal Services, Goods Receiving, Switchboard/Reception and the Estates Liaison Line (a call centre facility for estates-related queries).

HEALTH AND SAFETY

The Health and Safety Team are responsible for the management of Health and Safety for the whole University including areas such as DSE, Fire, First Aid and Asbestos and other hazards.

PROPERTY SERVICES

Property Services are responsible for the upkeep of the entire University estate, comprising 154,000m² of office and laboratory space in 87 buildings at Walton Hall and throughout the UK. It undertakes electrical, mechanical, grounds and fabric maintenance. The team are also responsible for the development, planning, control and management of capital and major building projects and refurbishments, minor works projects and space allocation. Activities also include: property acquisition and disposal, rent reviews, lease renewals, town and country planning, rating and asset valuation.
6. How to obtain more information about the role or application process

If you would like to discuss the particulars of this role before making an application please contact Gabrielle Price on 01908 655511 or email: Estates-Recruitment@open.ac.uk

If you have any questions regarding the application process please contact Estates Recruitment on 01908 655511 (24 hour answering service) or email: Estates-Recruitment@open.ac.uk

7. The application process and where to send completed applications

| Please ensure that your application reaches the University by: | Midday 6 December 2018 |
| Or post it to: | Gabrielle Price |
| Department/Unit: | Estates |
| Address: | Geoffrey Crowther Building, First Floor, Walton Hall, Milton Keynes |
| Post Code: | MK7 6AA |
| Or e-mail your application to: | Estates-Recruitment@open.ac.uk |

8. Selection process and date of interview

| The interview panel will be chaired by: | Gavin Cumberland, Director of Estates |
| The other members of the interview panel will be: | Panel members to be confirmed |
| The interviews will take place on: | 18 - 19 December 2018 |
| The selection process for this post will include | Interview and presentation |

We will let you know as soon as possible after the closing date whether you have been shortlisted for interview. Further details on the selection process will also be sent to shortlisted candidates.

Applications received after the closing date will not be accepted.

If you have not heard from us by 11 December 2018 then you have not been shortlisted.