# University of Edinburgh

## 1. Job Details

**Job Title:** Estate Development Manager **C/E&B/046**

**School/Support Department:** Department of Estates and Buildings/Corporate Services Group

**Unit (if applicable):** Development and Factoring Division

**Line Manager:** Depute Director, Estates & Buildings – Development & Factoring

## 2. Job Purpose

Establishing and ensuring that estate strategy and estate development plans are developed in line with University, College and Support Group business plans and that proposals within each estate zone are appraised, aligned and prioritised appropriately. Leading the medium term planning activities with Colleges and Support Groups preparing, monitoring and updating zonal capital projection plans and managing the delivery of capital development projects.

## 3. Main Responsibilities

* (normally between 4 and 10. Percentages should total at least 95% and no more than 100%)

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<th>Approx. % of time</th>
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<tr>
<td><strong>1.</strong> Contribute to the preparation of the University Estate Strategy by providing the estate input on prioritisation, value and timescales in response to University, College and Support Group business plans in estate zones required to deliver the built environment which matches the long term corporate goals</td>
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<td><strong>2.</strong> Oversee the strategic estate management, capital projections plan and major capital development project input to Zonal estate teams ensuring that strategic, tactical and operational estate activity is properly integrated, communicated and co-ordinated</td>
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<td><strong>3.</strong> Proactively participate with relevant College, Support Group and School senior management teams and the Depute Director to ensure coherence between business strategy and estate development across the whole University estate so that long, medium and short term aspirations and opportunities are secured</td>
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<td><strong>4.</strong> Advise the requirement for and lead the estates input to the preparation of option appraisals and feasibility studies required to inform corporate business and estate planning decision making. Ensuring that this work is carried out in line with SFC, financial and estate management regulations, requirements of other funding bodies and relevant guidance</td>
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<td><strong>5.</strong> Manage the implementation of construction projects from inception to completion, and occupation. Procuring, appointing and leading the project team of external consultants, contractors, client department representatives and E &amp; B colleagues ensuring that aims and objectives are delivered within agreed parameters, legislation and procedures. Setting up and lead planning and implementation groups as appropriate, providing professional project monitoring and interface between the construction industry and the University</td>
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6. Represent the University in direct discussions and negotiations at senior level with external organisations such as SFC, City and Midlothian Councils, Statutory Authorities, Scottish Enterprise, Research Councils and other partners to ensure delivery of University and estate objectives

7. With the Depute Director and other senior E & B Managers ensure that all policies, systems, procedures and guidelines are in place to comply with all legislative, regulatory and best practice requirements related to estate development work

8. With academic and finance colleagues contribute to the preparation and delivery of funding strategies and assist with preparation of funding bids and fundraising campaigns to underpin the University Capital Projections Plan and individual projects, dealing directly with funding bodies, often at Directorate level

4. Planning and Organising

Organise and ensure appropriate co-operation and co-ordination for estate developments with cross College/Support Group objectives and collaboration and/or cross estate zone implications. Monitoring and revising estate strategic plans, Capital Projections Plan and financial forecasts as required on a regular basis.

Planning expenditure of University capital and external sourced funds for individual projects and relevant zonal components of the Capital Projections Plan over 4 and 10 year cycles with College, Finance, external partners and E & B colleagues. Actively managing and responsible for individual project cost control and overall capital programme and ensuring cash flow control. Continuously monitor and if necessary adjust plans to take advantage of additional research/academic projects and funding sources which may arise. Organising and overseeing resultant estate implications and projects of varying sizes, often including small works.

Continuously plan, forecast and oversee each construction project’s financial and work activities, prioritising workload and time management to achieve objectives.

Manage and personally co-ordinate up to 50 external ‘technical’ consultants and 30 internal support staff at any given period including co-ordinating with numerous University contacts at any one time.

5. Problem Solving

The scope of the post demands an ability to provide practical effective solutions to a variety of problems, often within tight timescales some problems are complex and require a degree of in depth analysis to resolve issues.

Continual monitoring of the corporate business environment, planning and implementing solutions to resolve immediate research/academic/student needs and aspirations using professional experience and initiative to resolve problems and deciding what senior staff and external contacts and consultants need to be included in the decision process either via direct communications or committee structure and implementing the agreed solution.

Investigate user/client requirements at the outset of each project and procure appropriate estate solutions within acceptable and agreed parameters of design quality, cost and programme. Negotiating and facilitating between user client, external consultants, contractors and other University staff likely to be affected directly or indirectly by the proposed developments.
Analyse and identify potential risks that will face each project and mitigate to limit impact on the University through good communications and application of sound project management techniques, resolving conflict between constrained budgets and business expectation and aspirations.

6. Decision Making

The post requires a high level of decision making to comply with legislation and University protocols.

Actively interpreting advice from external consultants in relation to estate user aspirations, making recommendations to University Committees on estate development and project issues to achieve maximum benefit for the University.

For delegated capital development projects making professional judgements and decisions, providing advice and guidance on all aspects of projects. Assessing and managing the procurement of external design teams and contractors, selecting appropriate procurement options and forms of contract and implementing to progress the project with agreed parameters.

Make decisions to resolve conflicts during the design/construction phases to best reflect the needs of the University and user clients with regards to cost, time and quality, ensuring legislative compliance and best value.

7. Key Contacts/Relationships

External – with professional representatives of Contractors, Architects, Surveyors, Engineers, Lawyers and Local Authority Technical Services Staff, NHS Staff, the MRC, Wellcome, Wolfson, etc.

Internal – all levels of staff throughout the University including Vice Principals, Heads of College/Schools, Court Members, Professors, Director of Studies, and Senior Administrative Staff, Estates and Buildings, Director and Depute Director, Building and Engineering Operations Managers, College and Support Group Members of relevant Estate Zonal Teams and Premises Team members.

8. Knowledge, Skills and Experience Needed for the Job

Educated to degree level with chartered professional status in a building related discipline with high level interpersonal, numeracy, written and computer literacy skills.

A minimum of 5 years professional experience operating at a senior level in the private/public sector with a demonstrable track record in strategic estate management and delivery of large complex capital development programmes and projects.

Experience of managing and controlling substantial budgets together with an understanding of financial management and systems.

Demonstrable track record of application of high level leadership, management, motivational and negotiating skills to deliver complex estate development challenges and projects and an ability to use initiative to enable progress to be made in complex circumstances.
9. Dimensions

The post holder’s direct activities embrace a significant part of the whole of the University’s estate comprising in excess of 200 academic and related buildings, approximately 550,000m² and 6000 student residential bed spaces and private flats. The estate is split into three Academic Zones, each led by an EDM.

Autonomously plan and organise workload in a Department that has approximately 50 projects at various stages at any one time having a total value of £400m and an annual spend in the order of £30 - £60m. These projects are divided between the six Project Managers/Estate Development Managers.

10. Job Context and any other relevant information

A good awareness of the local and regional planning environment within which the University estate is located and the policies of various conservation agencies and pressure groups such as Historic Scotland are important to inform estate development recommendations. The post holder has to identify opportunities to provide added value for the University in terms of estate development and rationalisation.

The job holder will be operating within commercial property and construction industries which are technically and financially complex and will be expected to make decisions to safeguard strategic and project objectives and optimise benefit for the University. He/she will have to operate within a wide range of legislation and guidelines including Health and Safety, Building Control and Planning legislation, industry and sector guidance and University financial regulations and policies.