

Keble
College



Appointment of

General Manager/Domestic Bursar

April 2024 Ref Code FBOGA

Saxton Bampfylde



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College

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About Us

Keble is a diverse and dynamic academic community with education and the advancement of knowledge at the heart of its mission. It is one of the largest colleges in Oxford, with over 800 students, around 50 Fellows, another 50 lecturers, and over 100 support staff and with an active alumni community of around 9,000 former members. The College aims for an inclusive and welcoming environment in which ideas can be freely debated by individuals of any background with open minds who respect each other's points of view.

The College was founded by public subscription in 1870 in memory of John Keble, an inspirational force in the Oxford Movement of the Church of England. At the time, it was the first college to be founded in Oxford in 150 years, and it was intended to make an Oxford education available to those who could not otherwise afford it. Emphasizing and expanding access remains among the College's principle ambitions, and the

College constantly strives to improve on this measure.

The desire to be different is strikingly evident in its buildings. William Butterfield shocked contemporaries with his innovative use of patterned brick. His use of corridors (as opposed to the staircases common in older colleges) and his creation of a vast dining hall (now magnificently restored) encouraged community and commensality. The ensemble is dominated by the resplendent chapel, speaking to the spiritual purposes of the founders, honoured today by the style of worship in the chapel even though the College embraces those of any, or no, faith.

Despite a small endowment, the College has, in the last fifty years, significantly enhanced its estate with award-winning buildings by ABK in the 1970s and Rick Mather and MICA since: the ARCO Building (1995), the Sloane Robinson Building (2002), and the H B Allen Centre (2018).

These buildings have made it possible to accommodate a large proportion of the undergraduate and graduate student body. They also include spaces that enhance social, cultural, and academic life: theatre, music room, café, lecture and seminar rooms, and spaces in the H B Allen Centre used for engineering research (Oxford Robotics Institute) and scientific enterprise (Oxford Sciences Innovation).

Governance

The College is incorporated by Royal Charter and, as a registered charity, is regulated by the Charity Commission. It is governed by a Governing Body, whose 54 members are its trustees. These are mostly Tutorial Fellows and Professorial Fellows, but also include the Bursar, the Senior Tutor, the Chaplain, the Director of

Development, and the Warden, who chairs the three meetings each term.

Committees, some chaired by the Warden and composed mostly of Fellows, report to the Governing Body: academic, finance, domestic, research, development, IT, buildings and gardens, human resources, equality, investment, student support, remuneration, health and safety, and chapel and advowsons (the College's ecclesiastical patronage). Students are also represented on most committees and on the Governing Body.

Other areas of responsibility are overseen either by Fellows acting on a part-time basis or by specially appointed staff (notably the Domestic Bursar, the Librarian, the Archivist, the IT Manager, and the HR Manager).



Community

Keble is the second largest of the colleges that admit both graduates and undergraduates with approximately 840 students: 420 undergraduates, 180 research graduates, and 240 graduates on taught courses (100 of whom are on part-time courses). The 36 Tutorial Fellows hold joint appointments with the College and their department or Faculty. For the College, they are responsible for organising and delivering undergraduate teaching in their subject, with the help of part-time lecturers appointed by the College. For the University, they provide lectures, classes, and other teaching to undergraduates and graduates from all colleges.

The College is, physically, at the centre of the modern University, situated between the Science Area and the planned Stephen A. Schwarzman Centre for the Humanities, and wishes to capitalize on that centrality.

Finances

Although the College has significantly increased its endowment in recent years, at £60 million it is well below the median for Oxford colleges. In recent decades the College has sought to compensate by generating revenue through conference activity (£3.2 million in 2023). During the global pandemic, conference income was eliminated, and student rental income was also significantly reduced. Immediate objectives, therefore, are to continue to rebuild revenue streams and raise money to replenish the College's general funds

and to build up a sinking fund for the repayment of a 40-year loan (£40 million) on the strength of which, along with substantial philanthropic donations, the H B Allen Centre was built. Careful management of the College finances and the recovery of critical income streams are thus essential to the realisation of its academic objectives.

Alumni

The Keble alumni community of c9,000 people is increasingly engaged and supportive. 2020 marked the 150th anniversary of the foundation of the College and the 12-year Anniversary Campaign target of £65million was achieved despite the onset of the pandemic and the cancellation of many of the celebratory events.

Over half of the alumni have contributed to the Talbot Fund (the College's annual fund), and nearly a quarter currently make regular donations. The generosity of our alumni and friends makes the annual fund one of the most successful in Oxford and provides a dependable and significant income stream of over £1 million each year. The Alumni and Development Office runs a varied programme of events, often in conjunction with the University, in Oxford, London, other centres in the UK, Europe, the US, and Asia, to engage support for the College through contributions to the Talbot Fund, major gifts, and legacies. A donor stewardship programme for those contributing in excess of £10,000 now has over 260 members.





The Role

Job Title: General Manager/Domestic Bursar

Reports to: Bursar

Direct reports: Head of Rooms Division, Head of Catering Services, Head of Sales, Reservations & Accommodation Manager.

Background

The College first and foremost has a charitable educational mission and the General Manager must fully support prioritisation of this mission alongside pursuit of the operational opportunities and challenges of the role. The role presents a unique opportunity to make a critically important contribution to the success of one of the largest colleges in Oxford.

The General Manager is responsible for leading a large multi-disciplinary team of c.90 staff through four direct reports, delivering a variety of services to a wide range of customers including students,

staff, fellows and commercial guests.

The services delivered must be high quality and the role holder should be hands-on and a role model for excellent service delivery.

The team has been through a lengthy period of change, post pandemic, combined with relatively high staff turnover, in common with the wider hospitality sector. The General Manager will lead the response to operational opportunities and challenges faced by the College and will implement any relevant changes within the team.

College conference business revenue has recovered well post-pandemic and the General Manager will be responsible for delivering increased profitability from commercial operations. More generally, the General Manager must work with other senior colleagues, particularly in the finance team, to deliver cost-effective service provision.

Responsibilities

Team leadership

- Be an excellent and consistent role model in the basics of good management.
- Work closely and seamlessly with the Bursar to lead the wider management non-academic team.
- Provide specific support to the new Head of Rooms division and recently promoted Head of Catering Services.
- Build a strong team ethic across all domestic departments and motivate colleagues to work together to provide excellent customer service.
- Lead outstanding communication across the team. Listen to the challenges, concerns and ideas from across the team and provide a comprehensive range of oral and written communications for both individuals and groups.
- Engage with the College Students and Fellows to understand requirements and concerns. Manage expectations appropriately.
- Ensure that departments work together effectively and encourage generation of ideas and improvements in the way the College operates.
- Manage performance across the team. Set objectives and hold regular performance evaluation meetings.
- Oversee staff recruitment, management and development across the team, working with the HR Manager to ensure best practice in HR matters at all levels.
- Encourage ideas and innovation from the team in how services are delivered.
- Lead consultation with key stakeholders.
- Proactively seek opportunities to maximise revenue and improve service delivery across the domestic service team.
- Implement standard operating procedures within teams and between teams.
- Ensure full compliance to College SOP's, policies, procedures and service standards.

Effective management of resources

- Responsible for managing a number of major cost centres across the College including salary costs for c90 permanent colleagues, temporary staff costs, food and beverage, energy and utilities, certain contractors and all necessary equipment and materials for the teams to operate effectively.
- Plan levels of staff and non-staff resources to meet anticipated needs.
- Manage the Domestic Account, working with the Bursar and Financial Controller to deliver against annual budget and monitor financial performance across all cost centres and teams.
- Lead planning for delivery of long-term strategic goals for College domestic services.
- Working with the Financial Controller, manage procurement of operating supplies and equipment through relevant third-party vendors.
- Work with the Head of Estates and Financial Controller on developing a Sustainability Strategy for domestic services that will deliver a significant reduction in the College's carbon footprint.

Deliver high quality domestic services to College members and guests

- Lead delivery of high quality, value for money services to a wide range of customers.
- Develop a culture of continuous improvement and commitment to high service levels.

Further detail on responsibilities

Catering services

- Ensure that food and service are provided to a high standard and delivers value for money.
- Organise and personally oversee the provision of certain special events as required.
- Serve as Keble's Designated Premises Supervisor, ensuring the College complies with the terms of its license.

Accommodation

- Work with the relevant managers at both College sites to analyse and project accommodation requirements and develop appropriate plans for meeting demand.
- Work with the Head of Estates and Accommodation Manager to maintain a rolling plan for accommodation repairs, renovations and refurbishments.
- Keep abreast of legislation and regulatory developments to ensure that the College remains compliant.

Conference and commercial vacation business

- Oversee delivery of excellent client relationship management for repeat clients, new clients and all prospective clients.
- Ensure the clients receive a high-quality, seamless Keble experience from the conference team client management through to all aspects of service delivery delivered by the various domestic teams.
- Develop and implement a marketing and sales strategy for the conference business to continue its recovery post pandemic and to grow profitability.
- Set targets and monitor financial performance against targets in order to maximise profit.

Security

- Ensure that the College provides a welcoming and efficient 'front of house' service to members and guests.
- Ensure that site management and security policies are effectively implemented.

Health and Safety

- Ensure risk assessments are prepared for all domestic departments and reviewed at least annually.
- Ensure that actions identified by such assessments are carried out in a timely manner.
- Ensure compliance with all fire regulations.

External

- Represent the College on the Conference of Colleges Domestic Bursars' Committee.
- Serve as the contact point for the police, the University security service and local authorities.

Person Specification

Essential

- Proven ability to lead, manage and motivate a large multi-disciplinary team in the service sector.
- Proven experience of delivering management turnaround as a COO / general manager.
- Track record of delivering excellent customer service for clients.
- Excellent communication skills, both oral and written. A very good listener with a consultative style.
- Experience of writing a wide range of reports required by the College's committee-based governance structure. Including performance reporting and business case proposals for operational changes and investment decisions.
- A seasoned and highly intelligent service industry professional with outstanding interpersonal skills and a strong record as a people manager including
 - Coaching and support
 - Performance management
- Strong empathy with the core academic mission, customs and aspirations of the College.
- A 'can do' attitude and flexible approach to work, in terms both of responding to changing or unforeseen circumstances and being willing to work outside regular hours as the need arises.
- A professional role model as a mature general manager.
- Hold/willing to become a Personal Licence holder in order to be Premises Supervisor.

Desirable

- Experience of running and developing a commercial business in challenging markets.
- Strong marketing skills and evidence of delivering successful client retention and new customer acquisition strategies.
- Higher level financial and commercial skills.
- Demonstrable senior management experience in the hospitality industry / other service industry.
- Hospitality related degree or qualification in hotel management/related field.



Terms of Appointment

The salary for this appointment will be competitive and reflect the skills and experience of the preferred candidate.

The package will include membership of the USS pension, College paid healthcare and 38 days leave (including bank holidays).



How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Keble College on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **FBOGA**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on **Friday 17th May 2024**.

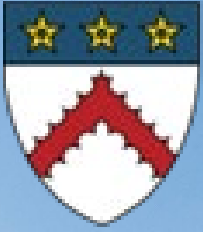
* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

Due diligence

Due diligence will be carried out as part of the application process, which may include searches carried out via internet search engines and any public social media accounts.



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