



# RECRUITMENT PACK

**COMMERCIAL SERVICES  
AND DEVELOPMENT DIRECTOR**

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THE UNIVERSITY OF YORK STUDENTS' UNION

# An amazing time to grab an amazing opportunity.....

**Thank you for your interest in joining our team.**

Thank you for your interest in joining our team. The team at the University of York Students' Union. This pack contains an overview of the organisation, the role, what makes us special, and how to apply. If you would like any further information or an informal conversation about this opportunity please contact the Chief Executive Ben Vulliamy at [b.vulliamy@yusu.org](mailto:b.vulliamy@yusu.org) to arrange a time to discuss the opportunity further.

The University of York Students' Union (YUSU) is the representative body for the full diversity of 18,000+ students registered at the University of York. Just over 50 years old and growing rapidly, the students' union provides a wide range of charitable and trading services and activities designed to improve students' lives, create student employment opportunities, and support them to make the most of their time at York. As one of the largest registered charities in North Yorkshire, we aim to be amongst the best students' unions in the UK.

Rapid growth over the last five years has seen our turnover approach £5.5m p.a., our student participation increase and our estate grow. Our employee population approaches 200 staff, creating employment opportunities for around 150 part-time student staff across all areas of our operation. YUSU has been through a real period of change driven by our previous strategic plan, and this ability to adapt quickly is now bringing us through the current pandemic. We believe we were significantly ahead of the curve in responding creatively to the dramatic changes in the way we were able to run our venues and wider student services; we successfully adjusted a number of venues to ensure they could continue to operate, reduced our core overheads by closing some venues that were less agile and secured funding to open new venues, generate income and continue to provide great facilities for students. In the 2020/21 academic year, during the peak of the pandemic we retained just over 60% of sales and in 2021/22 so far we have retained over 90% of pre-pandemic sales, despite the devastating effects and disruption of the global crisis. Our members trust the safety and responsibility of our venues, the quality of our offer and the ethics of a trading operation that is proudly part of a student charitable community.

We are now developing our next strategic plan and thinking creatively with our students, funders, staff and wider stakeholders about what our future priorities should be and where our new opportunities lay, particularly in a 'post covid world'. We are very conscious of the need to ensure high-quality services that enhance student life, but also recognise that the need to diversify income opportunities is key to avoid excessive dependency on licensed activity. We think that strong organisational credibility, a creative and entrepreneurial spirit and students' expectations and hunger for great student life can drive further growth in existing

and new areas as we develop new partnerships and collaborations, secure institutional investment into student services and build relationships on and off campus. With plans for an emergent strategy that is focused on building our members' power and connection, we will need a strategy for our venues and trading that supports this. A strategy that engages students in its governance and decision making, that shows a deep sense of social responsibility in its business practices and that can generate surpluses that support a wide range of supporting students activities, student support and student representation.

Our organisation incorporates a charity and a subsidiary trading arm. The organisation as a whole runs the following services:

- In the region of 200 student societies with one of the widest range of student interest groups per capita of any students' union in the UK, incorporating award-winning student media.
- A growing volunteering programme, linking students to volunteering opportunities across the world, building their skills, networks and experiences while supporting wider society.
- Sixty eight British University and Colleges (BUCs) teams competing across the UK, with our league-placing improving for three successive years, we are now firmly in the top forty teams.
- An annual College Varsity with York colleges competing against Durham colleges.
- Europe's largest annual inter-University sport competition 'Roses' with York playing 140 sports against Lancaster each year in a high profile tournament attracting over 6,000 spectators and 2,000 participants in 2016/17.
- A personal development programme giving students skills and experiences that enhance their CV and prepare them for professional life during and after University.
- A student voice team developing a network of volunteer representatives championing student academic and liberation interests across the University, the City and wider afield. We recruit, elect and train in the region of 500 student representatives each year, and generate research and data to inform policy in the Union, the University and national politics associated with students.
- A specialist student advice and support centre providing one to one support for over 500 students in the last academic year relating to academic appeals, exceptional circumstances and other areas of advice.
- Work with the University to support its Access and Participation Plan, including the development of a 'student expert panel' to ensure students with lived experience are at the heart of access and participation work.
- Consistently high rates of turnout for Union elections; annually achieving turnouts of up to 30% of students voting in recent years.

- Pioneering partnership work on mental health, working with Student Minds on a pilot programme looking at defining and developing the role that SUs can play in transforming the state of student mental health on campuses across the UK.
- A programme of large-scale events (up to 4,000 people) on and off campus for students, including live music, funfairs, cultural celebrations, comedy, formal dinners, awards ceremonies, an online events programme and much more.
- A series of licensed venues providing 150+ employment opportunities for student staff and a safe, engaging and fun environment for students to socialise in. In 2019 our venues hosted over 300 student-led events and became part of the NUS Best Bar None accreditation scheme's 100% club, promoting the responsible management of alcohol-licensed premises.
- A bustling coffee shop providing great food and one of the most unique and best value-for-money spaces for students on campus.
- All of this is supported by a brilliant central teams providing marketing, communications, health & safety, finance, HR, digital and facilities support across the whole organisation.
- Opportunities for 'pop up' and online merchandise, stationary and retailing.

# Our New Strategic Plan

Our new organisational strategy is currently being implemented and we hope to see our various directors and teams develop a sense about what this means for their work and how they contribute to the plan. Within our commercial team this will include looking at the commercial strategy and how it advances a socially responsible and ethical agenda as well as balancing student job creation with safe and vibrant venues and a commercial contribution to charitable activity.

## Our YUSU shared purpose

Working together to ensure every student at York can realise their true and full potential, create change and help make the world a better place.

## Our YUSU mission

Building power and creating connection that breaks down barriers and enables members to thrive as students and citizens.

## Our YUSU beliefs

We believe in the transformative power of education  
We believe in the capacity of people to build a better society  
We believe the role of a union is to empower, support and challenge.

## Our YUSU values

- **Ambition**  
We are unashamedly ambitious. Students and their success is the reason we exist, and we will do everything in our power to work to their unique needs, journeys, experiences and communities.
- **Innovation**  
We're not afraid of failure. We bring creativity, sensitivity and integrity to all our work meaning that when things don't pan out how we expected, we own it, learn from it and always try again.
- **Social Conscience**  
We are bigger than just ourselves. We care and are committed to our vibrant community, celebrating and encouraging difference and diversity.

- **Authenticity**

We are authentic and honest - building trust, rather than just focusing on our own power, privilege and legitimacy. We are always open about the needs, complexities, opportunities and challenges we all face now and in the future.

- **Partnership**

We recognise we can't work alone - we know and are open about our limitations and believe that collective action and solidarity is what makes our work special. We weave and connect what already exists, build on common ground and focus on what unites us rather than divides us

Our latest impact report detailing some of our proudest achievements from the last year report is [here](#).



## Our Finances

Despite the challenges of the last two years, YUSU operates from a sound financial base. We are navigating the pandemic well - reducing our core operating costs, maximising use of our insurance cover and available grant funds and thinking creatively about income generation, whilst continuing to invest in student-led activity and maintaining an unwavering focus on protecting student services and student and career staff jobs.

We have a strong relationship with our principal funder, the University, securing annual grant funding of over £1.4m with no reduction in grant allocation, despite the significant financial pressures created by the pandemic. The University has further demonstrated its support for the Union through the provision of specific grant funds to enable the Union to navigate the pandemic and invest creatively in supporting students.

The first year of the pandemic (2019-20) was challenging; our unrestricted income fell to £3,112,850 from £3,785,371 (2018-19), due largely to the impact of the Covid-19 pandemic on the income generated from trading activity. We successfully managed to mitigate against more significant financial losses through prudent budget management, careful cost control and maximising use of grant funding schemes. YUSU finished the year with a decreased balance sheet which necessitated a focussed effort to regenerate funds to protect the long-term health and investment capacity of the union.

The last academic year continued to present Covid-related challenges, affecting our ability to trade from our indoor venues for large parts of the year. YUSU's agility and creativity came to the fore and saw the creation of a number of outdoor venues, most notably, The Forest - a unique covid-secure, outdoor venue providing an opportunity for students to socialise and allowing our student groups to host events and socials like no other space on campus. Almost 40% of all our sales across campus since Summer 2020 came through The Forest, which is a testament to the concept we developed. The success of this project would not have been possible without the funding provided by the University and support from colleagues in the Estates department. It is imperative that the institutional relationship is maintained and managed effectively to ensure future opportunities and the reputation of YUSU remains high.

Whilst the final audit of our 2020-21 accounts is awaited, early indications are that we have successfully rebuilt the losses we had suffered through the first year of the pandemic, and have replenished our reserves to an extent that provides a level

of organisational protection to carry us through the coming years. Our focus will remain on rebuilding our reserves and creating the stability and financial space we need to invest in new activity and commercial projects in the future.

The current financial year has started well; we have resumed trading from our commercial venues but we are not yet trading at the levels seen pre-pandemic. Student behaviours have changed during the pandemic, and we need to continue to flex our operating model to meet their evolving needs. Our focus, for now, is on re-stabilising our commercial trading, on building confidence in our venues, and on finding the USPs that can set our venues apart and create flexible, agile social spaces that better meet the needs of our student community.

We have not lost our ambition; when confidence returns to our hospitality venues we will be looking to further diversify our income generating potential. The role of the Commercial Development Director will be key in building strong value-driven business cases which broaden our commercial opportunities, diversify our income streams and provide an expanded range of services and employment opportunities to our student community.

Our latest consolidated and audited accounts are available [here](#).





## Our Commitment to Quality

We submitted to Best Companies Accreditation and for the last 3 years we have been ranked in the top 100 of the UK Sunday Times Best Not for Profit companies to work for. We rank in the top 10 of all companies in York. This accreditation reviews our staff feedback and engagement and audits this against our terms, conditions, gender pay balance and other data and is a mark of the value we put on our people and our people culture. As well as this, we have received a number of awards for our commitment to providing quality licensed spaces that have sustainability at the heart of our day-to-day operations. We have for the past 2 years received Gold status with Best Bar None (a nationally recognised licensed trade best practice scheme) and for the last several years achieved Excellent status with the NUS' Sustainability & Green Impact Program.

## About the University of York

The University of York is a Russell Group institution founded in 1963. It is one of just six post-war Universities to have appeared in the world top 100 institutions. With over 30 departments and research centres, the University has seen rapid growth accompanied by a multi-million-pound campus expansion and a new 20-year estate strategy to continue the development of world-class facilities for the beautiful campus setting on the outskirts of York. The University are currently working to try to design a new student centre building that would become one of the largest capital investment projects for the campus building a large, purpose built centre for student life at the heart of the campus. This building will become the new home for the students' union and present significant opportunity for our relationships with students and the wider community.

With new Vice Chancellor Charlie Jeffery, the University's seventh vice-chancellor, taking up post in 2019, the strategic ambitions of the University are being recast and there's growing ambition and confidence with great importance on students, student experience and the role of the University in wider society. This has led to increased partnership-working between YUSU and the University, as well as providing support to our own independent strategic ambitions.

For further details on the University see [here](#).

## Our Venues

Over our ten years operating as YUSU Commercial Services, we have seen a rapid expansion across Campus. Everything from opening brand new venues, taking over existing University operations and becoming the sole licensed trade operator across the University of York Campus. Unlike many other successful Students' Unions across the country, our venues are geographically spread out across both York campuses. Though this presents an operational challenge, it allows us to have a presence across all of campus and instil the values that YUSU represents to students right on their doorsteps. The trope of the 'cheap & cheerful' SU bar, where students are just after the cheapest pint is an antiquated mindset and we have worked hard to ensure our venues are current, competitive with the high street, offer a variety of products from value to premium and provide amazing spaces to host student-led activities and a wide range of events.



## BRIEF TIMELINE

- **2009** - The Courtyard opens
- **2011** - The Lounge opens
- **2012** - The Glasshouse opens
- **2014** - The Kitchen@Alcuin opens
- **2019** - YUSU becomes sole licensed trader on campus with the acquisition of the formally University operated Vanbrugh Arms & D Bar
- **2020** - As we go into the first Lockdown we critically review licensed space for the 2020/21 academic year, identifying ways to adjust and keep open The Kitchen, The Courtyard, The Glasshouse but also to build and implement a new purpose-built outdoor temporary venue and event space The Forest and later The Lakeside Tap.
- **2021** - We successfully and safely reopen venues for the new academic year investing in outdoor space at Courtyard and Glasshouse in particular as we close The Forest. The Lakeside Tap is closed but remains a 'fall back' position in the event of outdoor only licensing that we can reinstate at low cost and short notice.

# the **COURTYARD**

Our first licensed venue, which opened its doors on January 14th 2009, The Courtyard has become our flagship venue and is one of the highest footfall venues on campus. Operating an extensive day and evening cook-to-order menu, table service and an array of drinks options. The Courtyard averages a daily turnover of around £3500 (before Covid). With 48 student staff & 4 full-time career staff, the Courtyard supports our largest number of employees. During the summer term, Courtyard comes alive as a space for students to refresh during their busy exam season and celebrate their achievements on our popular outdoor terrace which is currently being upgraded to become better weather resistant. The 2021/22 year has seen alcohol sales return to similar levels to pre-pandemic, but food trade is not strong when compared to pre-pandemic levels.





# the GLASSHOUSE

Est 2012

The Glasshouse is the sole licensed venue on Campus East (the newest Campus development). Similar to The Courtyard, the venue operates a cook-to-order day & evening menu, a popular cocktail offering and hosts a successful array of student-led events.

As YUSU's sole presence on Campus East, The Glasshouse strives to embody all of YUSU's values. Over the last two years, we have seen increased competition on Campus East and The Glasshouse is constantly attempting to keep itself up-to-date with current student and consumer trends in order to remain a point of destination for the students who live and study in its vicinity. With an average daily turnover of £1500, around 25 student staff & 3 full-time career staff, the Glasshouse is our second largest venue.

We recently purchased and added a marquee to the Glasshouse ensuring we could best utilise outdoor space as we navigated the pandemic. Licensed sales are strong, but the catering take-up is declining as we experience increased market competition from a mini super market and small food traders opening across the Campus East campus. A need to monitor competition activity in this area will be important.





# — The — KITCHEN ☕ at alcuin ☕ — 2020 —

This former University-operated cafe was acquired by YUSU in 2015 when the University struggled to turn a profit in the space. We quickly transformed the venue into a quirky and shabby-chic coffee shop which has become a staple for both students and staff. The venue is situated but a stone's throw away from the University Library and currently employs 15 student staff and one full time career staff. The venue opens Monday through Friday and averages a daily take of roughly £1300. We have recently opened the venue on an evening as Campus' sole unlicensed social space, it offers an exciting and modern cook-to-order menu and provides a space for students to meet in an environment free from the usual boisterousness of licensed bars.



# The Vanbrugh Arms

Vanbrugh Arms is one of the two venues YUSU acquired when the University asked us to operate licensed trade across campus. This cosy venue has seen a surge in popularity amongst students in our brief period of running the venue. Specialising in real ale, premium gin & cider, the venue has capitalised on the 'premiumisation' that the student of today wants. Situated near the performance spaces on campus, Vanbrugh Arms is popular with music students and hosts an incredibly popular jazz night on a Monday. The venue turns over an average of £1200 a night and employs 9 student staff and one full-time career staff member. Its viability post covid has been patchy as the venue doesn't have outdoor space immediately attached to it, is a fairly rectangular narrow layout with fixed pillars and seating that are challenging to socially distance. It has also traditionally benefited from good late-night clientele and events which don't work in the current context. This venue trades very well in 2021/22 when compared to pre-pandemic levels and has a popular student events program (jazz night, quizzes, society socials etc).





# D | BAR

D Bar is one of the two venues YUSU acquired when the University asked us to operate licensed trade across campus. This venue was incredibly popular with Derwent College students and has become known for its commitment to supporting sports clubs & societies, televised live sports and pub sports. Situated within a University-operated refectory & Costa Coffee, we operate the space during the evening whilst the University operates the venue during the day. D Bar turns over an average of £700 an evening and employs 12 student staff & one full time career staff employee. Due to the large number of access points to the venue, and it being shared with a refectory facility, it was deemed unsuitable to re-open this year and so is not currently in use as a venue.



# The Lounge

Situated in James College and sharing a space with a University-operated canteen, The Lounge has recently become our dedicated events space. Hosting anything from quizzes and open mic nights to large scale club nights. Recently kitted out with the best lighting & sound system on campus, The Lounge has become popular with student societies as a space for them to take ownership of, and provide activities for their members. With our partition walls, the space can be utilised as both an intimate setting for around 50 attendees to large scale club nights in excess of 1250 attendees. As the space is shared with a refectory whose operating window has needed to extend to allow socially distanced dining since covid we have not operated this as a core venue in the 2020/21 year. Instead we have temporarily converted it into a pool hall which has freed up space where pool tables had sat in other venues, and have provided a safe, dry space for our large contingent of pool enthusiasts. We will consider reopening the venue once we can make best use of the refectory space adjoining it. We will consider reopening the venue once we can make best use of the refectory space adjoining it. 2021/22 sees a good trading pattern exclusively based around student led activities and events (pool night, College quizzes, karaoke etc).



## Our Estate

With an important need to manage our various buildings and leases in a way that ensures quality, safety and efficiency you will manage our facilities in conjunction with the Universities wider estates team. We hold strong aspirations to develop our estates further over the coming years and your ability and experience in capital planning and project management will be essential in developing that vision. The way you manage existing facilities will showcase the Unions' ability to provide buildings and services that generate foot fall and become the heart of student life on campus. That will inspire further investment and confidence from the institution.

## About our Governance

As well as our employed staff, made up of both specialist full time 'career' staff and student part-time staff, we have five full-time student officers elected each year by cross-campus ballot. The five full-time officers cover the portfolios of President, Academic Officer, Sport President, Activities Officer and Wellbeing and Community Officer. As well as their representative roles, these five sabbatical student officers hold positions as trustees for their duration of office. Our staff, and in particular our senior managers, are expected to engage with and support the five elected officers, helping them with their political and campaign priorities but also helping them to engage with and support the work of our directorates and operations. Information on our current sabbatical officers (until the end of June 2021) is available [here](#).

The five sabbatical officer trustees are accompanied on our Trustee Board by three 'ordinary student' trustees (current students, elected by cross-campus ballot), and three external lay trustees recruited for their experience and expertise. The Trustee Board is supported by the organisation's full-time Chief Executive and the Union's four senior managers. The Board is chaired by the President with an external trustee as Deputy Chair. Under our structure, the Board is the highest decision-making body in the organisation, ultimately responsible for the work of the Students' Union with particular responsibility for its financial sustainability and practice, charity and legal compliance and strategic direction.

Senior Managers are expected to report to the Board and engage them in understanding and navigating risk, thinking strategically and understanding our financial health. An ability to engage trustees in strategic change and risk review in order to plan and prioritise capital investment, organisational change and compliance monitoring are important elements of senior manager roles. The nature of charity governance, membership-led activities (and campaigning or decision-making) offer a very unique opportunity for a senior director responsible for our commercial portfolio. They offer you the chance to work with a very engaged customer base who want to be part of your success, be that helping you to run the operation as staff, wanting to use the venues as a thriving diverse student body or in terms of feeding into business plans and development priorities.



## And Finally....

We think we are offering a great opportunity for an exceptional and proven Commercial Director. This critical role will work with our existing and well established senior management team and our wider workforce that has significant experience and expertise but require ongoing management and leadership to oversee the consistent quality of provision and the leadership to develop our longer term strategy. The new post holder will bring stability and consistently high quality to our venue operations before starting to look at new income and commercial opportunities. We want people that are deeply collaborative, who will work with our students, elected officers and senior management team to diversify our income, enhance our services and activities and make sure that students come to York because YUSU is offering great value-for-money services and spaces that enhance student life

We are not like the high street. The services you run will have values and ethics at their core and carefully balance income generation and financial sustainability against student impact. We invest into good people, great services, high standards and a big student impact. It is this carefully considered and strategic approach with strong business acumen that will secure new investment potential, develop new partnerships and take us on our next stage of growth and change.

## Application Process and Next Steps

Please complete an online application and submit by **9am on January 10th**.

If there are any reasonable adjustments you would want us to consider as part of the recruitment process, please let us know by contacting [hr@yusu.org](mailto:hr@yusu.org) and we can chat through how best to support you. We are working hard to maximise access to work with YUSU and are keen to accommodate specific needs.

Feedback will be provided to candidates invited for an interview, but we will not be able to provide feedback to applicants who don't make it to the interview stage.

Interviews for this post will take place in person\* on **January 18th and 19th**. There will be opportunities for facilitated onsite visits before the interview.

# JOB DESCRIPTION

<b>Job Title:</b>	Commercial Development Director
<b>Reporting to:</b>	Chief Executive Officer
<b>Place of Work:</b>	Various locations across the University of York campus
<b>Hours of Work:</b>	Full time and permanent.
<b>Salary:</b>	Up to £50,000

## Purpose of Role

- Working with the Chief Executive to take a lead on strategic planning and liaison with the board and other stakeholders in matters relating to YUSU Commercial Services, Student Union facilities and our security provision (Door Safe).
- To oversee a staff team delivering the day to day management of all commercial activities for YUSU under the subsidiary company of YUSU Commercial Services Limited. This incorporates the licensed venues operated by YUSU CS, the retail function, the coffee shop and the catering across multiple venues.
- As a member of the YUSU Senior Leadership Team to contribute to and support the leadership of YUSU ensuring that your work furthers the union's mission, vision and values. Developing the strategic purpose and success of the commercial operations, balancing income generation with services that add value to student life.
- To work with the CEO and Senior Leadership Team to build effective partnerships locally, regionally and nationally.

## Operational Management

- To lead and manage the staff within YUSU CS to ensure our trading facilities, people, finances and operations provide excellent services for students and generate a balanced surplus for investing into YUSU charity.
- Working with the CEO to develop, implement and monitor strategic initiatives for YUSU in accordance with its mission, vision, values and objectives.
- Explore and develop opportunities for partnership working with key stakeholders in the delivery of trading services.
- Lead on and manage annual planning and review for trading activity ensuring implementation through business and budget planning processes. Monitor and evaluate performance against financial and quality targets and key performance indicators.
- Explore opportunities for income diversification and prepare and present business cases to support investment in new business opportunities.
- Coordinate trading activity related to YUSU charity activities (freshers week, events, colleges etc.) to ensure strategic fit and value for money.

- Manage and coordinate YUSU Commercial Services to deliver efficiencies, a strong customer focus and impact and a reliable surplus contribution. Assess, review and ensure the quality of service delivery within YUSU CS.
- Work with and provide support, information and advice to YUSU CS directors and YUSU trustee board and management, attending meetings and preparing reports as appropriate.
- Support and coach elected officers and representatives in any relevant areas of their work.
- Monitor facilities, systems, resources and processes and report to the senior leadership team and the YUSU board providing advice as appropriate. Lead responsibility for the students' union on issues of maintainence, security, health and safety which will operate in conjunction with University services.
- Lead, in liaison with the University, on the provision and maintenance of an effective and SCC-compliant CCTV monitoring system for licensed venues.
- Responsible for all statutory matters and for maintaining records relating to YUSU CS in an efficient and effective manner. This includes review and update of YUSU CS Financial, HR and H&S procedures and regulations in conjunction with the YUSU Central Resources Director.
- Responsible for the coordination and management of YUSU CS facilities, ensuring the safety and security of YUSU CS premises and licenses. Liaise with key YUSU and University personnel with regard to all matters relating to YUSU CS premises.
- Lead and manage the YUSU CS team to understand the nature of a students' union commercial operation and to work with the elected officers in a way which recognises the democratic nature of the organisation.
- To participate in and contribute to cross-departmental YUSU and YUSU CS working.
- Develop and run the YUSU CS Board of Directors to provide suitable oversight and leadership of the Commercial Arm and report on this to the YUSU Charity Trustee Board.

## General Notes

- The principal roles and responsibilities will change from time to time and the post holder is required to undertake any additional duties as deemed appropriate.
- Staff are encouraged to have a Personal Development Plan and to participate in training, meetings or conferences considered relevant to their job. Staff must carry out their duties with full regard to the rules, policies and procedures and conditions of service contained in the Staff Handbook.
- To uphold YUSU's environmental and sustainability practices, ensuring good practice is met.



- A condition of employment is that all staff are expected to assist in key events throughout the year e.g. Freshers' Fair, Student Balls and any other key events, including elections if necessary.
- Staff are expected to portray a positive image both internally and externally of the Students' Union by displaying standards of service integrity, punctuality, politeness, and professionalism.
- To abide by YUSU's constitutions and policies.
- To work within, promote and uphold the student-led and democratic ethos of the Students' Union.
- **YUSU envisages that this post will develop through time and that the post-holder is expected to be proactive in pursuing these changes.**

## Commercial Development Director Person Specification

# JOB DESCRIPTION

ESSENTIAL	DESIRABLE
Proven track record operating a successful multi-site commercial operation.	Experience of developing strategy and evaluating performance.
At least 3 years professional experience in a leadership role.	Experience of the charitable sector.
Experience of producing and implementing customer focused strategic business plans.	Experience of the Further or Higher Education sectors.
Experience of monitoring performance against agreed objectives and KPIs.	Experience of project management and implementation of new initiatives.
Experience of producing budgets and managing the financial performance of commercial operations.	NEBOSH or similar health and safety / facilities qualification or training.
Record of leading, motivating and supporting people. Track record of team development both as a group and individually.	
A commitment to the values and principles of student representation and democracy.	

## Commercial Development Director Person Specification

# SKILLS & ABILITIES

ESSENTIAL	DESIRABLE
Ability to motivate and inspire others.	Strategic thinking.
Excellent communication and interpersonal skills.	Ability to communicate a vision to others.
A willingness to think independently and contribute in an open and clear way.	
Flexible and adaptable with an ability to manage themselves in a way which meets business and personal needs.	
Commercial acumen combined with customer focus.	
Excellent analytical thinking skills.	
Team player and astute relationship and partnerships manager.	
An open-minded approach, able to explore and consider different or competing points of view.	
A strong commitment to inclusivity, equality and diversity.	
Ability to represent YUSU professionally, communicate effectively and confidently to stakeholders, groups and individuals.	