

# UNIVERSITY OF YORK STUDENTS' UNION

## YUSU CENTRAL RESOURCES DIRECTOR RECRUITMENT PACK



**YUSU.ORG**

If you require this pack in any other format, please let us know and we will try and accommodate your request.

**Thanks for showing an interest in the opportunity to become the new Central Resources Director at the University of York Students' Union (YUSU). This pack contains an overview of the role, the organisation and how to apply which should give you a flavour of who we are, what we do and why York is a wonderful place to live and work.**

As Chief Executive and President, we think this role is particularly important and exciting. It is a key role at a key time for YUSU.

The Union has grown rapidly over the last 5 years with huge growth in turnover, staff, estate, engagement, activity and impact. We have been one of the fastest growing student union's in the country and we are becoming one of the largest charities in York. Ambitious student members have driven our growth with diverse interests and needs along with an entrepreneurial and high performing staff team and tenacious, dynamic elected officers.

The new Central Resources Director will be a critical member of a high performing senior management team responsible for aligning that energy and ambition. You will help put the right resources, in the right place to drive our next 5 years growth and change through our next strategic plan. You will be key in defining what our next strategic plan looks like and how the Union will, support young people to choose York and benefit from York student life in years to come.

YUSU is a values driven organisation with a commitment to be inclusive, to be brave and to be for, with and by students in everything we do. Your way of working will compliment these organisational values and help embed them in the way we work.

If you are excited by this, you can drive quality of delivery in our people, our finances, our digital strategy, and our estate then we really want to hear from you and make you part of the organisation, student community and city that we love.

Regards,



Ben Vulliamy  
**YUSU CEO**



James Durcan  
**YUSU President 2018/19**



# ABOUT US

The University of York Students' Union (YUSU) is the representative body for the 18,000 students at the University of York. Just 50 years old and growing rapidly, YUSU provide a wide range of charitable and trading services and activities designed to improve students' lives. We have achieved rapid growth over the last 5 years across a range of metrics. Our turnover (now in excess of £5m per year), our employee population (over 190 employees), our student participation, our student satisfaction ratings and our estate are all growing rapidly. We believe we are an organisation who embrace change, is ambitious and is aiming to be amongst the best students' unions in the country and the biggest charities in Yorkshire.

Our organisation incorporates a charity and a subsidiary trading arm.

The organisation as whole runs the following services;

- Over 200 student societies, one of the widest range of student interest groups per capita of any students union in the UK.
- Some of the most active and most award-winning student media in the UK including print media, television and magazines.
- A growing volunteering program linking students to volunteering opportunities across the world, building their skills, networks and experiences while supporting wider society.
- A fundraising program helping students to raise and give (RAG) providing important donations to local and national charities of around £120,000 each year
- 69 British University and Colleges (BUCS) teams competing across the UK
- A wider program of intra mural College sport including annual College varsity with York colleges competing against Durham colleges
- Europe's largest annual inter University sport competition 'Roses' with York playing 139 sports fixtures against Lancaster each year in a high profile sports tournament attracting circa 5,000 spectators and participants in 2016/17 and winning BUC's and Third Sector Charity Awards.
- A student advocacy and well-being service providing 1 to 1 advocacy for approximately 530 students each year to resolve academic disputes, appeals and regulatory issues as well as proactive well-being workshops across the University.
- A student voice service recruiting, training and developing a network of volunteer representatives representing student academic interests and liberation interests across the University, the City and wider afield. We recruit/ elect and train over 500 student representatives each year.
- One of the UK's highest turn out for a University students Union election. We consistently achieve in excess of 25% turn out in our elections.
- Pioneering campaigning work on mental health (securing £500k additional funding from the University for mental health support to students) and on refugee support (securing bursaries for refugees to come to York to study)
- An events program running large scale events (up to 3,500 people) on and off campus for students including live music, funfairs, cultural celebrations, comedy, formal dinners, awards ceremonies and much more.
- 6 licensed venues providing food, drink and safe fun environment for students to socialise, one of these in collaboration with the University. Our venues achieved Best Bar None accreditation in 2016/17 and Green Impact Awards.
- A coffee shop and delicatessen providing one of the most unique and best value for money spaces for students on campus designed specifically in response to the needs of nursing, midwifery and health care students needs.
- A suite of personal development opportunities for our students including paid employment, accredited training courses (such as first aid or British Sign Language) and a range of wider skills development such as presentation skills
- A range of support functions including a professional finance team, a health and safety specialist and a HR manager.

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

Our latest Impact Report is available [here](#)



## ABOUT THE UNIVERSITY

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 £750m campus expansion on Heslington East and a new 20 year estate development strategy currently being finalised to continue the development of a world facilities for the beautiful campus setting on the outskirts of York. This will include a new home for YUSU in the 'Heart of Campus' which is due to be developed as part of the early phases of the wider strategy.

Our sixth vice-chancellor, Koen Lamberts, took up post in 2014 and the strategic ambitions of the University have secured new emphasis and investment into key aspects of student experience to accompany world class learning and teaching. This has led to increased partnership working between YUSU and the University as well as providing support to our own independent strategic ambitions. Koen left to take up the vice chancellor role at Sheffield University last summer and the acting vice-chancellor Saul Tendler has been in place since the start of this academic year. The recruitment process for a new vice-chancellor is underway, The YUSU President has a seat on the appointment panel.

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



# STRATEGIC PLAN

## ABOUT OUR STRATEGY

YUSU launched its first ever 5 year strategic plan at the start of the 2015/16 academic year following a year of intensive membership and stakeholder research and development including external research and strategy specialist and taking into account over 1,000 contributions of both qualitative and quantitative nature. We believe this is our most evidence based plan ever. The plan identifies our vision; to put students at the heart of everything in York and our three new core values;

**WE ARE INCLUSIVE.**

**WE ARE BRAVE.**

**WE ARE FOR, WITH AND BY STUDENTS.**

These values and our strategy are being embedded into all aspects of our work including our recruitment, performance management, communications and planning.

The plan has four key strategic themes:

- To represent the full diversity of our students
- To provide opportunities to our students that support their personal development
- To support students well-being
- To create a York community which enhances student life.

These four themes are underpinned by some key changes to how we deliver:

- Effective communication
- High impact culture
- Effective systems and finances
- High impact commercial services.

The current strategic development mini-site is available [here](#) and is being updated as we operationalise this plan and our Trustees agree key performance indicators which will form performance and accountability metrics for various stakeholders to review our ongoing performance and development.

In preparing to launch this plan we undertook an organisational review and made some significant structural changes in order to create organisational directorates and increase leadership capacity in order to ensure we have the necessary staff capabilities to deliver real tangible and sustainable success from this new strategy. Our current staffing and directorate structure is attached.

## 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 5 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 Well-being and community officer. As well as their representative roles, these five sabbatical student officers hold positions at trustees for the 1 or 2 year duration of office.

The 5 sabbatical officer trustees are accompanied on our Trustee Board by 3 'ordinary student' trustees who are current students and elected by cross campus ballot, and 3 external lay trustees recruited for their experience and expertise. The Trustee Board (11 people in total) is supported by the organisations full time Chief Executive and the Unions 5 senior managers. The board is chaired by the President with an external trustee as Deputy Chair.

The trustee board currently has 2 formally constituted subcommittees; HR and audit subcommittee and Finance subcommittee. In addition, the board constitutes working groups, task forces and occasional sub committees, as business requires.

The Trustee Board meets at least 4 times a year, usually early evening, the finance subcommittee meets at least 5 times a year and the HR and Audit subcommittee

meets at least 3 times a year. The Board and subcommittees can call additional 'Extraordinary meetings' and / or development sessions as they require.

Under our structure the Trustee 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.

The union completed a process of incorporation at the end of 2016/17. Our full Articles of Governance can be found [here](#).



## ABOUT THE ROLE

The opportunity to become a Central Resources Director and a member of the senior management team at University of York Students' Union is an exciting opportunity to use your skills, knowledge and experience to make a positive difference to the lives of students at the University of York.

You will work with and support the 5 members of the senior management team, the 5 student sabbatical officers, support an 11 strong trustee board and lead a directorate incorporating finance professional, IT experts, HR experts and staff supporting our central functions. Your work will ensure our people, finances, digital infrastructure and estates are operated efficiently and effectively demonstrating the ability of YUSU to provide market-leading student focused services and activity.

Your aptitude for planning and management information will become instrumental in our strategic development and culture of continuous monitoring and review. This will drive future development in pursuit of our vision to 'put students at the heart of everything at York'.

The individual appointed will need to be sympathetic to the aims of the organisation and the needs of students. They will share a commitment to the broader values of the student movement; student representation, student rights and the student experience – and the importance of students having a platform to organise together to help make these values a reality.

The role requires someone who can, in a complex and fast changing political environment, manage our people, finances, digital infrastructure and estate to ensure we operate efficiently, effectively and respectfully of our members and our elected leadership. Able to be confident in identifying potential risk in any proposals but with a tenacity to be creative in mitigating risk to enable the organisation to continue to grow and change. An eye for detail to ensure the Union is being well governed and managed with the ability to see future opportunities are also important.

We are in the top 100 best non-profit organisations to work for in the Sunday

Times Best Companies scheme for the second year running. This has been achieved through the quality of our people and culture but also our positive and proactive approach to employee relations. We have generous holiday entitlement, invest in continual development at all levels, have progressive policies and practice that support individual's needs, are a fun place to work and, above all else we value our people.

We are also particularly keen to diversify our employee demographic and keen to consider applications from a wide diversity of background. We would welcome the chance to consider suitable adjustments to accommodate candidate's individual needs and encourage applicants of all race, nationality, religion or sexuality.

Our Senior Management Team, of which this role is a critical member, are expected to act with high standards of integrity, to understand equality and diversity and to demonstrate their understanding of this individually and collectively. Senior managers develop a culture of trust that enables us to hold one another to account in striving to provide accessible services, opportunities and events that welcome the full diversity of our membership.

An opportunity outline and person specification is attached.

## TO APPLY

Please upload your CV in Word format and include a supporting statement as part of your application, addressing your experience in relation to the key points on the person specification, which should be no longer than 2 sides of A4.

Please apply via [this link](#).

A Prospectus consultant will review and assess all submitted applications. As part of the selection process, candidates may be invited to meet with a consultant at our offices.

If you have any further questions please call Prospectus on 020 7400 6373

# ROLE OVERVIEW

<b>Job Title</b>	Central Resources Director
<b>Reporting to</b>	Chief Executive Officer (CEO)
<b>Hours of Work</b>	Full time

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## Purpose of Role

To provide overall strategic and operational leadership and management of the charity's finances, HR, IT and other central resources including our partly out-sourced facilities management. You will support governance and management to be high performing, efficient and effective.

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## Responsibilities

### Leadership and strategy responsibilities

- Overall responsibility for the management of all central resources including Finance, HR, estates, IT platform, planning and reporting and governance support in order to facilitate outstanding services and activities for students at the University of York.
- As a member of the Senior Management Team (SMT) to contribute to and support the leadership of the organisation ensuring that all work furthers the union's mission, vision and values.
- To act as Company Secretary and Data Compliance Officer for the organisation and its trading subsidiary.
- Lead on and be responsible for the organisations risk management strategy and business continuity plan, you will ensure our approach to managing risk is 'brave' and robust.

### Financial responsibilities

- To develop and implement the organisations financial strategy. Conducting financial modelling to facilitate informed strategic decision making by the CEO, Senior Managers and the Board of Trustees.
- To be responsible to the CEO for all financial and accounting procedures, policies and reporting, including monthly management and financial accounts and annual financial statements.
- To prepare and maintain budgets, financial plans and forecasts for income and expenditure to facilitate the management of the organisation.
- To lead and manage matters relating to the annual external audit process including relationship management of the external auditors.

## HR responsibilities

- Responsible for developing and implementing HR strategy that develops our people and culture in conjunction with HR subcommittee and our HR manager.
- Ensuring efficient and effective employee procedures and processes are in place throughout the organisation that manage a high performance effective and efficient work force.
- Leading on the analysis of employee feedback and data with the aim of creating a better working environment and highly engaged culture.

## IT responsibilities

- To be responsible for the development and maintenance of a digital platform and partnership. Ensuring that our web technology and digital infrastructure meets the needs and opportunities for the organisation and its membership.
- Responsible for coordinating digital management information to support the strategy and operations of the union including digital security and GDPR.

## Governance responsibilities

- To act as company secretary for both the charity and trading subsidiary
- To facilitate the smooth administration of the Trustee Board and its committees including advising them on matters of compliance and legislation that is relevant to their role and responsibility.
- To be responsible for ensuring compliance with all statutory and regulatory requirements of the Charity.

## Estates responsibilities

- To take the lead responsibility for the organisations head office site, buildings including their maintenance, development and furnishings.
- To take responsibility for the monitoring and maintenance of premises lease, licence and contracts across all charity and trading subsidiary premises.

## Planning & reporting responsibilities

- To be responsible for the development and implementation of an operation planning framework across the organisation including the setting of annual operational key performance indicators (KPIs).
- Responsible for the production of the annual financial statements to Trustees aligned to the annual impact report.

## Other duties

- To act as the Data Compliance Officer for the organisation registered with the ICO.
- To ensure that the organisation complies with copyright and freedom in information legislation.
- Work with teams to provide continuity with and ensure understanding of a changing Officer team.

# PERSON SPECIFICATION

## KNOWLEDGE & EXPERIENCE

ESSENTIAL	DESIRABLE
An commitment to the values and principles of student representation and democracy	Experience of Further or Higher Education sectors
An understanding of and sympathy with the aims of YUSU	Experience of the Charitable Sector
A commitment to act in accordance with the Nolan principles for ethical conduct in public service	An understanding of charity law and its implications for trustees
At least 3 years professional experience in a leadership role.	Experience of human resources development
An understanding of business management	Experience of developing strategy and evaluating performance
Experience of providing financial management or oversight	

## SKILLS & ABILITIES

ESSENTIAL	DESIRABLE
Flexible and adaptable with an ability to manage oneself in a way which meets business and personal needs.	Strategic thinking
A willingness and ability to think independently and contribute in an open and clear way	Ability to communicate a vision to others
An understanding and acceptance of the responsibilities associated with being a Charity Trustee (including legal responsibilities and liabilities of Trusteeship under Charity Law)	Ability to motivate and inspire and motivate others
Excellent communication skills	Able to write and present clear and concise papers and presentations
The ability to work as part of a team	
Ability to analyse information and consider different points of view with an open mind	
Excellent inter personal skills.	
A strong commitment to inclusivity, equality and diversity.	