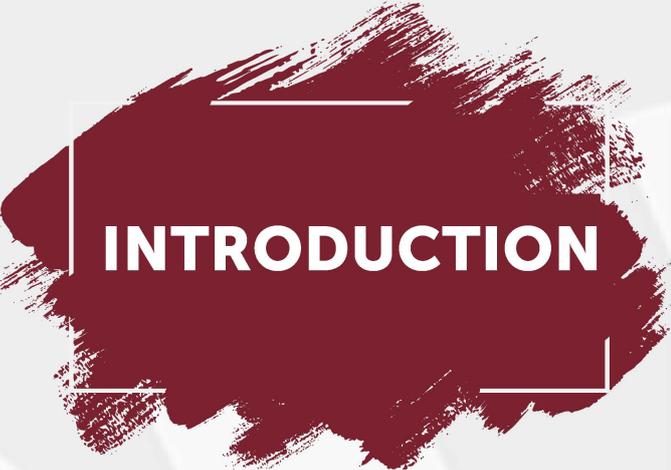




DIRECTOR OF MEMBERSHIP

Candidate Pack
November 2022



INTRODUCTION

We are the University of Southampton Students' Union (SUSU) and are here to represent students at every level at the University of Southampton and to make their university experience unforgettable.

Independent from the University, we're run by students, for students.

We are a registered charity and a company limited by guarantee, with over a hundred years' worth of history. We are proud to be an integral part of a prestigious UK Russell Group and top 100 global university.

We are committed to being the voice of our students, creating a memorable University experience and opportunities to form friendships and communities, providing support in challenging times, being a healthy and sustainable organisation, and an employer of choice.

Over the last two years, despite and partially thanks to the challenges presented by the Covid-19 pandemic, we have consolidated and transformed in terms of our offer, approach, and robustness. Our relationship with the University has never been stronger, and we have ambitious work planned in the areas of sustainability, equity, diversity and inclusivity, and student engagement.

Our new Director of Membership will have the exciting opportunity to lead our fantastic team of around 25 members of staff across the Representation, Activities, Insight and Advice and Lettings teams as well as the five Sabbatical Officers.

The next stages in our journey will include work in the following exciting areas:

- the delivery of Ambition 2025, our current strategy to ensure that every student loves their time at Southampton, and its supporting strategies. The Director of Membership will have particular responsibility for our EDI Strategy.
- continuing to strengthen our relationship with the University, whilst maintaining our independence
- supporting each year's Sabbatical Officers team with successfully delivering their manifestos

We are looking for a new Director of Membership who will work with other members of the Senior Leadership team, Sabbatical Officers, University and external stakeholders, colleagues, and the Board of Trustees to lead SUSU on the journey to achieving our ambitious aims.

If you are ready to join us on our journey then please read on. We look forward to discussing your application with you very soon.

Best wishes,

Sonia Cottrell
Chief Executive

Oliver Murray
Union President 22/23 and Chair of Trustee Board

ABOUT US

Key information about our view of the world and our place in it, taken from our current strategy, is shown below, whilst general information about SUSU, including our history, [finances](#), governance and strategy is also available [here](#).

OUR VISION...is that every student loves their time at Southampton.

OUR PURPOSE

...is to:

- help students form friendship groups
- support students to complete their degree programmes
- help students have a great time at University
- give students a voice in the University and wider community

OUR BELIEF...is that

every student at Southampton should:

- feel part of a community and feel happy and safe
- experience a world-class academic programme
- be able to access top quality experiences outside the curriculum
- feel listened to, able to shape their University experience and influence the world around them

OUR MISSIONS

...are the work we do to deliver our purpose; they are to:

- strengthen student voice
- grow and nurture student communities
- create a memorable student experience
- support students to compete their studies
- be a strong and sustainable organisation

OUR VALUES

Our Values inform how we work and behave and what we stand for. They are:



STAND STRONG - We stand up for students and make sure their voice is heard. We stand strong when facing challenges and are not afraid to be different. We think big and work to achieve great things.



JOIN TOGETHER - We are an inclusive and diverse community of students and staff. We join together with each other, the University, and the local community to make a positive difference.



TAKE RESPONSIBILITY - We take action on the issues that matter to students and act with integrity. We continually work to be more sustainable, challenge discrimination and prejudice. We strive to be a force for good for students and wider society.

OUR STUDENTS' UNION

A Students' Union plays a very special role in supporting and adding to each and every student's university experience, even if they don't always know it. There are four main areas that SUSU is able to do this:

1. REPRESENTATION

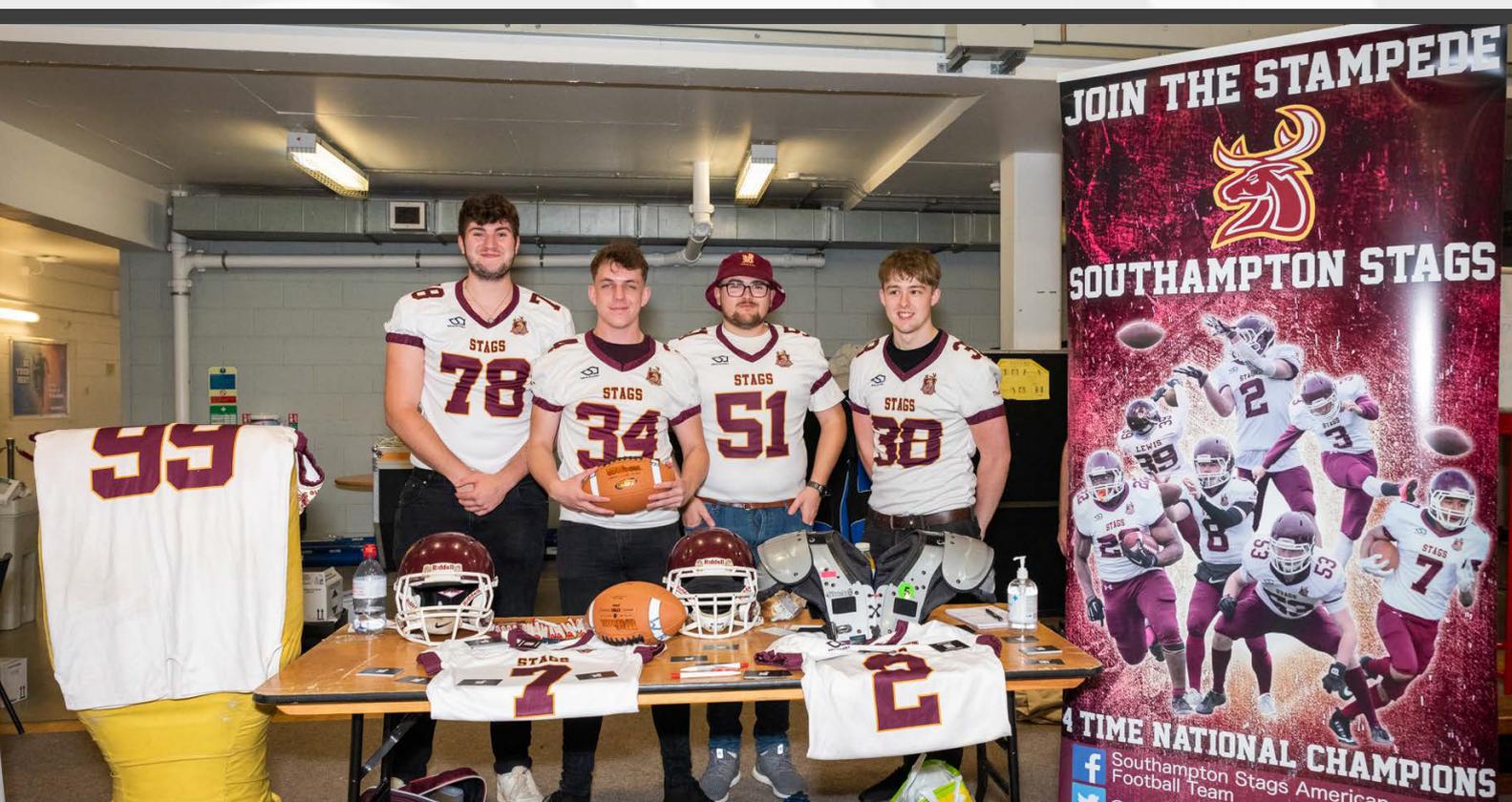
Completely independent of the University, we are here to ensure that students have a voice in their educational experience and we do that through many different ways. To start with, we have a network of elected students placed throughout the infrastructure of the University to support students at all levels of study with a wide range of problems and concerns.

These roles include Course Reps, Faculty Officers and School Presidents dealing with everything from concerns about lectures to requests for better facilities or timetable issues. A more detailed explanation is available [here](#).

But our representation reaches beyond the academic experience and supports the wider student experience. We are run by students, for students and that starts with some key roles within the SUSU structure itself. Each year five Sabbatical Officers are elected to represent the voice of the student body with particular focus on the following areas: Union President, VP Education & Democracy, VP Welfare & Community, VP Sports & VP Activities. More information is available [here](#).

But the involvement of students doesn't end there, we also have a Senate to oversee the work of our Officers and to support the requests of our student members. And finally, we have our Student Trustees who alongside our Sabbatical Officers are on our Board of Trustees and influence the work of SUSU from the very highest level.

We recognise that this is a unique way of working but as a membership-led organisation this allows us to work with true authenticity and focus.



2. ACTIVITIES

For those who went to university, when they reflect back it is unlikely that they will remember a specific lecture or module of work, but they will remember the club that they joined and the friends that they made. Our Activities Team run over 400 clubs and societies ranging from your traditional Football, Netball and Cricket through to the slightly less known like Ultimate Frisbee or Quidditch. Our societies cover a wide range of hobbies, interests, faiths, cultures, and countries, supporting the needs and interests of our diverse student membership.

3. SOCIAL ENTERPRISE

Very few Unions are complete without a student pub or place for students to call 'home' and we have that in abundance. Our Social Enterprise team has been running bars, catering, and retail operations on the Highfield campus of the University for many decades. With a new business strategy and the challenges being faced following the pandemic, this part of the organisation is more crucial than ever to the successful engagement with our students.

Our Social Enterprise offering (generating an annual revenue of circa £5M) includes:

- **The Cube** - an entertainment venue used for live entertainment, as a cinema, for lectures and as a nightclub;

- **SUSU Shop** - a large convenience store
- **The Locker** - a clothing and merchandised goods store
- **The Plant Pot** - a vegan catering outlet
- **The Bridge** - a coffee shop
- **The Stags & Below Deck** - a range of bars with integral food offers

In addition to all the above, SUSU runs a Business Development programme that links up with local and national partners to build awareness of products and services relevant to our students. We also offer a packed events programme to deliver student-specific day and night-time activities and a popular Lettings Agency.

4. SUPPORT

The university experience is like no other and with it come challenges that most haven't faced before. As a Students' Union we offer all our students independent advice on areas such as finance, academic support, and housing through our Advice Centre.

Our support stretches beyond this and covers other areas such as Student Safety, Sustainability and EDI to name a few.

Although this section may appear small in comparison to the other areas, supporting students is a top priority for us here at SUSU, and is at the heart of everything we do.



JOB DESCRIPTION

OVERALL OBJECTIVE OF THE POST:

- To support implementation of the Union's Strategic Plan and develop and implement the Union's Equality, Diversity, and Inclusion (EDI) Strategy.
- To lead development of the Union's Membership and Insight Services, delivering high quality member-focused services, informed by insight and direct student engagement.
- To develop and maintain positive relationships with University stakeholders, both directly and by supporting Sabbatical Officers and SUSU staff to enhance these relationships.

Post Title:	Director of Membership
Reports to:	Chief Executive
Location:	Southampton (Highfield Campus) with flexibility for some home working
Direct Reports:	Head of Representation; Head of Advice and Lettings; Head of Activities; Insight Manager; Sabbatical Officers
Other people post holder works closely with:	Other members of the Senior Leadership team, Elected Officers, University Senior Management, members of the Trustee Board, Students' Union networks locally and nationally

MAIN DUTIES

To support implementation of the Union's Strategic Plan and develop and implement the Union's Equality, Diversity, and Inclusion (EDI) Strategy.

- To ensure managers have clear strategies for the development of their departments and a clear understanding of the part they play in delivering the Union's Strategic Plan
- To develop and lead SUSU's EDI Strategy, ensuring all teams across SUSU take responsibility for an improved and systematic consideration of equity, diversity, and inclusion in their work.
- To lead the Union's work to improve the representation and engagement of postgraduate students.
- To lead the Union's work to improve the representation and engagement of students not based at the Highfield campus of the University.
- To lead on performance against all relevant KPIs in our strategy

To lead development of the Union's Membership and Insight Services, delivering high quality member-focused services, informed by insight and direct student engagement.

- To ensure the development and delivery of a robust and effective academic representation structure.
- To ensure the development and delivery of excellent, independent advice and support services.
- To lead development and delivery of the Union's student activities, ensuring the safe operation of the Union's clubs and societies and working to increase engagement levels among all students
- To ensure all work in SUSU is insight-driven and that decisions are informed by research into our members as well as the wider sector
- To ensure that opportunities for students to shape the work of all areas of SUSU are regularly reviewed and improved.
- To have lead responsibility for health and safety management across the Directorate, ensuring appropriate policies and legislation are adhered to.
- To ensure operational best practice and a robust system of performance review and business planning is implemented and adhered to.
- To support and coach managers in achievement of their targets and to develop a positive culture across the directorate.
- To ensure the day-to-day operation of services is effectively managed, that policies, procedures, and systems are adhered to and targets met.

To develop and maintain positive relationships with University stakeholders, both directly and by supporting Sabbatical Officers and SUSU staff to enhance these relationships.

- To develop strong relationships with stakeholders within the University, working collaboratively with University colleagues to deliver joined-up services for students.
- To ensure the Relationship Agreement with the University is adhered to, including leading on complex, diplomatic discussions, challenging the University in our role of constructive friend as required
- To ensure the most appropriate members of SUSU staff engage with University meetings and projects.
- To provide mentoring, support, and guidance to the Sabbatical Officers, working to ensure they can carry out their duties effectively.
- To ensure SUSU staff are supported to increase and maximise their direct involvement with University meetings and projects.
- To develop information sharing across the whole organisation to ensure staff are better informed and able to contribute to wider discussions.

Contribute to the overall effectiveness of the Union by

- Managing your staff team to achieve their potential, in line with policies and procedures covering the wide range of staff management issues including: recruitment, induction & probation, personal development, performance management, disciplinary & grievance, holidays and absence management
- Overseeing, via delegated budget holders, the budgets for Insight, Advice, Lettings, Representation and Activities; total turnover amounts to circa £2.5 million
- Maintaining financial controls and systems and ensuring budgets are managed effectively, in accordance with the Union's financial procedures.
- Playing a full and active role on the Senior Leadership Team, including undertaking Union-wide activities and fostering collaborative working between directorates and departments.
- Promoting and championing SUSU's values, purpose and stated culture, behaving professionally and with integrity, and working for the benefit of the entire organisation and its members.
- Driving own continuous professional development, ensuring personal knowledge and skills are updated to ensure ongoing personal effectiveness
- Completing other duties as may be prescribed by the Union, appropriate to the grade and responsibilities of the post.

PERSON SPECIFICATION

Essential requirements should be demonstrated before appointment and maintained in post. Desirable elements should be developed and maintained once in post as needed.

1. Qualifications	Essential	Desirable	Tested at Interview	Tested at Application
Educated to degree level		X		X
Generalist management qualification (e.g. Certificate or Diploma in Management Studies)		X		X
Health & safety management qualification (e.g. IOSH Certificate in Managing Safety)		X		X
Membership of a relevant professional body (e.g. CMI or ILM)		X		X
2. Experience				
Substantial management experience gained in a busy and demanding role(s)	X		X	X
Demonstrable record of leading teams of staff to achieve outstanding results in a complex and dynamic environment	X		X	X
Experience of developing or implementing an EDI strategy		X	X	X
Experience of dealing with strategic issues, including interpretation of complex information and strategic planning	X		X	X
A record of forging partnerships and of engaging with a range of internal and external stakeholders at a senior level	X		X	X
Financial management experience, including responsibility for large expenditure budgets and monitoring performance to budget	X		X	X
Experience of developing a culture that engages and meets the needs of customers/service users and staff	X		X	X
Experience of working as part of a senior management team and of formulating and delivering corporate objectives and policies	X		X	X
Experience of working in the student movement		X	X	X
3. Knowledge				
Extensive knowledge of general management including people management, operational management, and financial management	X		X	X
A good understanding of higher education structures and systems	X		X	X
A basic knowledge of health & safety legislation and good practice in health and safety management	X		X	X

PERSON SPECIFICATION cont.

A good understanding of representation and advocacy work, ideally within a students' union context	X		X	X
4. Skills and Abilities				
Political skills and acumen and the ability to develop productive relationships with a range of internal and external stakeholders including University senior management	X		X	
Skilled and committed user of IT, enabling efficiencies and improved service through use of technology	X		X	
Ability to think corporately and strategically, and to develop supporting operational plans	X		X	
Excellent communication skills, with the ability to relate with the ability to relate to and communicate effectively with to, and communicate effectively with, people at all levels	X		X	
A confident, resourceful manager who can operate in a complex, multi-faceted environment	X		X	
Sound judgement and the ability to handle competing priorities and a challenging workload in a pressured environment	X		X	
5. Values and Behaviors				
Evidence of personal commitment to continuing professional development	X		X	
A personal and strong commitment to equality of opportunity; a leader who builds a culture of inclusivity and removes barriers to diversity	X		X	
A team player who helps others build a successful team, celebrates others' success, and supports others to achieve goals	X		X	
An effective manager and leader who is energetic, determined, robust and resilient enough to cope with the demands of the role	X		X	
An excellent role model who promotes high standards of probity, integrity and honesty and commands trust and confidence	X		X	
A deep commitment to working in a member - led organisation, with the ability to build constructive relationships with elected officers	X		X	

TERMS & CONDITIONS

Location: Southampton (Highfield Campus) with flexibility for some home working

Working Hours: As required to fulfil requirements of the role, but standard hours are 35 per week

Salary: c.£60K per annum

Annual Leave: 44 days (including statutory and customary days)

Pension: Defined contributory scheme with 10% employer contributions

Right to Work: If requiring a visa (such as a Skilled Worker Visa) to work in the UK, please note that SUSU is NOT a sponsoring organisation and is therefore not able to sponsor one for the candidate.

HOW TO APPLY

Should you wish to have an informal conversation about the role please contact suhr@soton.ac.uk

To apply, please send a cover letter and CV to suhr@soton.ac.uk by **16:00, Friday 13 January 2023**

Shortlisting will take place after applications close with interviews and assessment days taking place week commencing **23 January 2023**