

WE'RE HERE TO MAKE
STUDENT LIFE BETTER AT
ROYAL HOLLOWAY



RECRUITMENT PACK:
HEAD OF COMMERCIAL
OPERATIONS

f @ SURHUL

Welcome.

Thank you for your interest in joining Royal Holloway Students' Union (RHSU).

Working in a students' union is a unique experience where a collection of like-minded individuals come together to champion students' interests.

If you're passionate about being part of an organisation that challenges the status quo to deliver real change and unforgettable experiences, you've come to the right place. Whether it's offering helpful advice on that nagging academic issue, campaigning for changes on campus, or putting on great events and extracurricular opportunities, we cover a lot of bases.

By downloading this pack, you've already taken the first step towards joining our mission of making student life better at Royal Holloway. As part of our new strategy, Building Community, Leading Change, you'll play a key role in helping us deliver on our mission and make a real impact on students' lives.

The rest of the pack covers everything about the SU including how we work, our generous benefits package, and the strategy that drives us forward as an organisation. If you like the sound of what we have to offer, we look forward to hearing from you!



Contents.

02 WELCOME.

04 A BIT ABOUT US.

08 OUR OFFICERS.

10 OUR STRATEGY.

11 OUR VALUES.

12 BENEFITS.

14 OUR STRUCTURE.

17 THE ROLE.

22 PERSON SPECIFICATION.

24 NEXT STEPS.

A bit about us.

The Students' Union is a student-led organisation that represents 13,000+ students across our Egham and Central London campuses. The activities and services we offer are really wide-ranging and include things like supporting over 160 student-led Communities, and ensuring we represent students' academic interests. We offer free and independent advice through our professional Advice Centre, put on loads of free events with our Give It A Go programme, and run a shop, a pub and a nightclub to fulfil students' social life on campus.

We're a charity (charity no: 1141998) registered with the Charity Commission. Why does this matter? Well it means that any profit we make through our commercial or membership services gets reinvested into services that help students during their time at Royal Holloway. That covers everything from funding societies to running national voter registration drives.

We're independent from the University.

While we work really closely with departments from all across the University, we are an independent organisation. This is important for several reasons, but mainly it means that if students have a problem while studying - whether that is their course, accommodation, or other issues, they can come and talk to us. And they can do this in the confidence that we can take up the issue with the University and help to resolve it.



Our leadership.

We're a democratic, membership organisation and all students at Royal Holloway are automatically members of the Union. Overall legal responsibility for the Students' Union rests with our Board of Trustees which is made up of four full-time Sabbatical Officers, three student trustees and five lay trustees.

The Sabbatical Officers are elected each year by, and from, the student membership of the University. They take a year out of their studies (or immediately after graduating) to take on a full-time paid staff role and to serve as a trustee.

The President of the Union (one of the four Sabbatical Officers) is the Chair of the Board of Trustees. They are responsible for chairing the meetings of the Board, leading the performance management of the Chief Executive and acting as lead ambassador of the Union to external stakeholders and the wider public.

Board of Trustees.

President and Chair of the Board	Olivia Davies
Vice President Education	Matthew Paterson
Vice President Wellbeing & Diversity	Vaishnavi Vajja
Vice President Societies & Sport	David Gallardo González
Student Trustees	
	Tomasz Ostrowski
	Poppy Coates
	Fatima Sorrentino
Lay Trustees	
	Lydia Halls
	Mike Johnson
	Rory Shanks
	Nicholas Yassukovich
	Helen Beurier

Our management.

The Chief Executive Officer is responsible for providing effective strategic and operational leadership to ensure the successful delivery of RHSU's mission, vision, and organisational priorities.

In conjunction with the President, the position must balance the need to drive and deliver sustainable income streams with ensuring continuous improvement of student satisfaction, engagement and representation. The role works closely with the elected officers supporting them to ensure that the vision, goals and core values of the Students' Union are achieved.

The Chief Executive Officer is supported by a professional Senior Leadership Team which has specific responsibilities for implementing the day-to-day management of the Union. We employ a full-time team of c.50 permanent staff an average of 250 student staff. Last year, we paid over £800k into students' pockets through employment opportunities with us.

Our finances.

The Students' Union has two main sources of income – an annual grant from the University and the income generated through our Commercial Services. We are a charity and a not-for-profit organisation. All surplus generated within the organisation is reinvested into the facilities and services provided across the organisation for our members.

We represent students.

Leading on research and insight that can positively influence students' academic and co-curricular student experience, we ensure effective representation locally, regionally and nationally. Our Sabbatical Officers sit on University committees and engage with key stakeholders to ensure we build stronger student voice and advocate for students.

Our departments.

We have three distinct departments: Community Engagement; Commercial and Building Services; Finance and Resources.

Community Engagement.

Forming the backbone of the organisation, Community Engagement includes Student Opportunities, Student Voice, the Advice Centre, Union Helpdesk and Marketing & Communications departments.

This is a wide-ranging area that encompasses academic representation, elections, and supporting our 160 student-led Communities which range from societies, media outlets and sports clubs to our inclusion and academic communities.

Commercial and Building Services.

We operate a range of commercial services to enhance student experience on campus: the SU Venue, The Packhorse, and the Union Shop.

These services enable us to employ an average of 250 student staff who gain valuable transferable skills, as well as lifelong friendships.

We also run a weekly Market Day during term time featuring bread and pastries, and a range of international street food stalls.

Finance and Resources.

This department is responsible for everything from finance and processing our £6m annual turnover, to our people and culture team, and the recruitment and engagement of our permanent and student staff workforce, to broader compliance and IT infrastructure.

Our 25-26 officers.

Each year, the student body elects four Sabbatical Officers to work full-time in the Students' Union for one year.

These Officers take the lead on a wide range of issues affecting student life. They listen to student voices, run impactful campaigns, and collaborate with key stakeholders to drive meaningful policy change.

RHSU Priority 8 ensures that the Union's work is shaped directly by students. Rather than relying solely on Officer manifestos, students vote on the issues that matter most to them. The eight most important themes, chosen through this process, become the core priorities that Sabbatical Officers focus on throughout the year—ensuring the Union remains truly student-led.



Olivia Davies
President

The Students' Union President is the Chair of the Board of Trustees, sits on the highest decision-making committee at Royal Holloway, College Council, and is the figurehead of the Students' Union.



Matthew Paterson
VP Education

Not only is the Vice President Education the Deputy President of the Students' Union but they also sit on a number of high-level committees including Academic Board where the academic strategy of the University is decided.



Vaishnavi Vajja
VP Wellbeing & Diversity

With a focus on liberation campaigns, mental and physical health provision and general wellbeing issues, the Vice President Wellbeing & Diversity is a key voice for campaigning on campus.



David Gallardo González
VP Societies & Sport

The Vice President Societies & Sport has joint overall responsibility for developing the support the Students' Union offers to student groups on campus.

Our strategy.

Our overall mission is to make student life better at Royal Holloway but how do we achieve this?

We're proud to be delivering our 2024–2027 strategy:
Building Community and Leading Change.

Strategic Aims:

- Building Communities for all Students
- Building Stronger Student Voice and Representation
- Providing Inclusive Activity and Spaces
- Providing Advice and Advocating for Students

Enabling Themes:

- People and Culture
- Physical and Digital Infrastructure
- Well-Governed and Sustainable

Our strategic plan and its aims will drive us forward in our mission to make student life better at Royal Holloway. Underpinning that work are our strategic enablers. We are recruiting and retaining staff who share our mission and values, investing in our physical and digital infrastructure to better support our members and staff, and strengthening our governance to ensure financial sustainability now and into the future.

Want to read more about our strategy?
Head to su.rhul.ac.uk/strategy.

Our values.

Our core values guide our work and behaviours and we're proud to be an organisation that challenges the status quo, whilst being a fun place to work.

Student focused.

We understand without doubt that we exist for our members. We make sure we know how their needs are changing. We adapt.

High quality.

Quality is fundamental to achieving results. We go above and beyond expectations. We channel our energy into making things better and change or stop things that aren't working.

Inclusive.

We champion and celebrate the importance of diversity, equality and liberation consistently through our work. We are ambassadors for our organisation and speak out if something is not right.

Brave.

We embrace change and opportunity and we are not afraid to try new things. We are ambitious and constantly look for new approaches to doing things.

Trustworthy.

We make decisions based on our values and take responsibility for them, admitting if we get something wrong. We communicate with integrity, even when the message might be difficult.



STAFF BENEFITS

Get that work-life balance right.

FINANCIAL WELLBEING

We provide tools for financial planning, early access to earnings, overdraft support, and employee discounts.

- Life assurance - 4 x Salary
- Season ticket loan
- Breakfast, tea & coffee provision
- Wagestream - Financial support platform
- Discounts through UniDays, StudentBeans, Wagestream and Westfield

PROFESSIONAL DEVELOPEMENT

We fund various personal and professional development options to help you thrive.

- Short training courses
- Accredited qualifications
- Online learning & reading materials
- Conferences & presentations
- Mentoring & coaching
- Shadowing colleagues
- Project leadership & volunteering

Plus: Free Open University and RHUL courses available!

PERKS

We offer many extra perks!

- RHSU loyalty scheme & 10% off food in our venues
- Free parking
- Cycle to work scheme
- Tech scheme
- Summer & Winter celebration events



ALLOWANCES

We offer allowances to support your life outside work, from enhanced parental leave to time off for significant life events.

- Enhanced family leave: Maternity, Paternity, Adoption
- Enhanced statutory leave provisions
- Relocation allowance



LEAVE & TIME-OFF

We value time away to rest and recharge, offering generous, flexible leave for you and your family. Staff can also use bank holidays flexibly to celebrate faith or cultural events.

- 22 - 27 days annual leave + 8 bank holidays
- Discretionary leave during winter
- Annual leave purchase scheme



WORK LIFE BALANCE

We're committed to a healthy work-life balance, offering flexible hours, hybrid work options, and supportive leave so you can succeed at work and enjoy life outside of it.

- Birthday day off
- Hybrid working
- Flexible summer working
- Development leave



HEALTH & WELLBEING

Your health and wellbeing are our priority. We provide tools to help you reach your personal wellness goal.

- Employee assistance programme
- Health cash plan via Westfield
- Gym discounts via Westfield



Our structure.

Senior Leadership Team

- Chief Executive Officer**
Tony Logan
- Head of Community Engagement**
Dan Curran
- Head of Finance & Resources**
Min Chauhan
- Head of Commercial Operations**
Vacant

Staff Team



COMMUNITY ENGAGEMENT

- >> **Student Opportunities**
 - Student Opportunities Manager
 - Societies Coordinator
 - Sports Club Coordinator
 - Student Opportunities Project Coordinator
- >> **Advice Centre**
 - Advice Centre Manager
 - Student Support Adviser
 - Student Support Adviser
- >> **Change and Insight**
 - Change and Insight Manager
 - Research and Insight Coordinator
 - Academic Communities Coordinator
 - Community Engagement Coordinator
- >> **Marketing and Communications**
 - Marketing and Communications Manager
 - Graphic Designer
 - Graphic and Web Designer
 - Senior Communications Coordinator
 - Communications Coordinator

COMMERCIAL AND BUILDING SERVICES

- >> **Commercial Development**
 - Commercial Development Manager
 - Deputy Retail Manager
 - Retail Duty Manager (x3)
 - Retail Assistant (x3)
 - Partnerships and Projects Coordinator
- >> **Venue and Events**
 - Venue and Events Manager
 - Deputy Venues Manager
 - Assistant Venues Manager
 - Venues Technician
 - Membership Events Coordinator
- >> **Packhorse Pub**
 - Packhorse Manager
 - Deputy Manager
 - Assistant Manager
 - Packhorse Grill Chef
- >> **Building Services**
 - Building Services Manager
 - Facilities and Maintenance Coordinator
 - Helpdesk Coordinator

FINANCE AND RESOURCES

- >> **Finance**
 - Finance Manager
 - Senior Finance Coordinator
 - Finance Coordinator
 - Finance Administrator
 - Commercial Systems Administrator
- >> **Human Resources**
 - HR Manager
 - Senior HR Adviser
 - HR Coordinator
 - HR and Training Coordinator

Vacant

*Chart shows permanent staff team only

A LITTLE ABOUT US

900

EVENTS HELD ACROSS OUR VENUES

165

SOCIETIES AND SPORTS CLUBS

3843

STUDENT GROUP MEMBERS

386

ACADEMIC REPS

1200

STUDENT CASES DEALT WITH BY OUR ADVICE CENTRE

300+

STUDENT STAFF

51

PERMANENT STAFF

£808,021

01/08/23 - 31/07/24

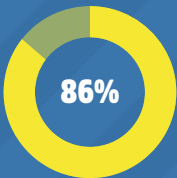
PAID TO STUDENT STAFF, PUTTING MONEY STRAIGHT BACK INTO THEIR POCKETS

CONGRATS!



AWARDS HANDED OUT ACROSS COLOURS BALL SOCIETY AWARDS, REP AWARDS AND STUDENT IMPACT AWARDS

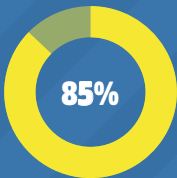
3,473 votes cast in the Leadership Elections



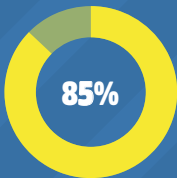
Staff say they can work flexibly when appropriate



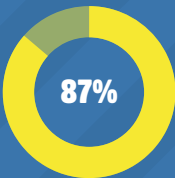
Staff feel colleagues trust and respect each other



Staff feel that their work contributes to the organisation's performance



Staff agree it's common practice for experienced colleagues to coach and mentor new starters



Staff feel they are treated with fairness, respect and dignity at work

Results taken from our 2025 Employee Engagement Survey

Head of Commercial Operations

Department(s)	Commercial and Building Services
Team:	Senior Leadership Team
Responsible To:	Chief Executive Officer
Repsonsible For:	Commercial Development, Venues & Events, Packhorse, Building Services.
Contract Type:	Permanent
Hours of Work:	35 hours per week (excluding daily unpaid lunch break) Monday-Friday, hours can be arranged in line with RHSU's flexible working approach and to suit the needs of the organisation. Some unsociable hours and weekends may be required across the year to support delivery of the role and key events.
Salary:	£58,946 - £65,800 (Grade 9)
Purpose of Role:	To be the strategic lead in the delivery of the commercial and building services strategy for RHSU, ensuring financial sustainability for the organisation via both the diversification of and creation of new income streams and via the cost-effective development of existing services. To ensure that the commercial operations are delivered to the agreed format, meet the needs of students and staff and to ensure that there is a high level of operational planning and robust review process to ensure that projects, and targets are delivered on budget and on time. To lead the processes that ensure all commercial activity is carried out safely and securely and that all risks associated to the commercial and building operations are properly mitigated via effective planning and robust regular review of the agreed key performance indicators. To ensure that the Union is legally compliant in the delivery of all services and building matters.

Strategic Alignment

As a member of the Senior Leadership Team, the role will make a significant contribution to overall strategic success of the organisation and delivery of RHSU's strategic plan Building Community, Leading Change.

The role will play a key part in leading objectives to provide more inclusive space and activity, improving financial sustainability and maintaining and improving our physical and digital infrastructure.

Key Deliverables

Strategic Management and Leadership

- To support delivery of the Union's Strategic Plan and to develop relevant annual and multiyear plans for areas of the department as appropriate and requested.
- To strategically lead the Union's commercial activity and ensure that the commercial and building services strategy are properly developed and delivered effectively.
- To lead on new business development activity and ensure that the services offered by the Union remain relevant to the needs of the students at RHSU.
- To support the Chief Executive Officer and Leadership Team in the identification and effective management of strategic and operational risks.
- To develop, monitor, deliver and review operating and financial plans for the department to ensure delivery of the Union's strategic and financial aims.
- To work in partnership with the Sabbatical Officers, providing advice, support, coaching and assistance with the delivery of objectives as appropriate.
- Work collaboratively with Sabbatical Officers and Senior Leadership colleagues to form an effective Leadership Team with collective responsibility for the Union's mission.
- To take lead responsibility for relevant themes of the strategic plan as requested.
- To lead on the development and implementation of projects, policies and procedures within the Commercial Development and Building Services Teams.
- Build effective working relationships with University staff, local, regional and national partners that furthers the work of RHSU.
- To support RHSU's governance structures and provide support and advice to the Trustees as appropriate via sub-committees and the Board of Trustees.

People Management

- To lead by example and uphold our values.
- To provide leadership, direction and coaching for direct reports and relevant staff across the Union.
- To support the health and wellbeing of the staff team.
- Recruit, induct and manage direct reports in line with the organisation's policies and procedures, supporting them to grow personally and professionally.
- Ensure appropriate systems and processes are in place to manage the performance and support the development of the staff team.
- Along with other managers, ensure the ongoing development of Union staff and officers by leading a learning and development culture.
- Where appropriate, prioritise providing our members with employment when planning the delivery of services, and to ensure that the employment experience for Student Staff provides learning and development opportunities where possible.

Financial Management and Reporting

- To lead the development of budgets totaling up to £4.5m across all commercial and facilities areas, ensuring the process is robust enough to withstand scrutiny of underlying trends and alignment with planned activity.
- To liaise with finance colleagues to ensure that there is a robust measurement of the commercial activity and it's meeting of financial targets and key performance areas.
- To support a monthly business reporting process that is designed to ensure that the Senior Leadership Team and relevant governance structures have clear and transparent oversight of the commercial performance.
- To ensure the commercial team have clear objectives which are aligned to the delivery of the commercial strategy and the financial objectives set in budgets.
- To lead and demonstrate good practice in areas relating to financial control.
- To oversee, via delegated budget holders, all budgets for Commercial Development and Building Services.
- To ensure the maintenance of financial controls across the department, including full compliance with financial procedures and any other relevant policies and to provide all information required by the Finance team in a timely manner.
- To ensure that best value for money is always obtained and to be accountable for the security of all resources.
- To guide staff in best practice in financial management and lead a culture of full compliance to financial procedures.

Service Development and Delivery

- To effectively lead a team of managers to ensure that the current commercial operations are properly resourced and that the services are delivered professionally and cost effectively.
- To offer effective leadership to the facilities team and ensure they maintain the building to a high standard and that all RHSU outlets and buildings are safe, well maintained, clean and secure.
- To successfully oversee the development and delivery of a vibrant and diverse programme of events and entertainment and to oversee a process that ensures that student events are delivered in an efficient and supportive manner.
- To oversee the commercial development of the organisation and ensure that the organisation is mitigating the risks to financial sustainability effectively via the sourcing of new income streams and through an effective partnership strategy.
- To liaise with colleagues to ensure that there is a timely approach to the generation of insight, research, and data collection to support effective commercial development and to report on commercial activity.
- To ensure the organisation is compliant with all relevant legislation including but not limited to the areas of Health and Safety, Food Safety, Allergen management and Licensing legislation.
- To lead the organisation in the development of an effective plan for capital investment and to develop a long-term view for the Union's investment priorities that allows for discussion and planning in a timely and well-planned manner.
- To liaise with colleagues to ensure that there is capacity to support commercial activity with well-timed insight engagement and awareness building activity.
- To create a plan for the resources to be aligned with the proposed activity and to allow for the development of new posts and responsibilities in time to be included in the budgeting process.
- To lead the regular review of purchasing and supply chains that add value to our members and RHSU.

Health and Safety Management

- To lead the ongoing review and delivery of the Union's Health and Safety policies and ensure that the organisation is operating in a safe, secure and compliant manner.
- To support the CEO, Senior Leadership Team and the officers with the delivery of their legal responsibilities in relation to areas of safety and legal compliance.
- Maintain positive relationships with the University's Estates and Health and Safety teams, as well as external agencies.
- Ensure RHSU facilities are well maintained, with appropriate provision for staff welfare.
- To be strategic lead for emergency response and business continuity planning.
- To ensure there are bespoke and well-developed plans for all large event activity and that these plans are properly communicated to all parties.

Ethical and Environmental Management

- To provide leadership of equality of opportunity, challenging discrimination, championing diversity and promoting inclusiveness.
- To provide leadership of ethical and environmental issues and compliance with relevant legislation and Union Policy.
- To identify and achieve best practice models for ethical and environmental management as appropriate.

Other Duties

- To attend appropriate meetings and develop reports as and when required by the Union.
- To abide by the Union's Constitution, policies and procedures and all relevant University policies and regulations that always affect the Union.
- To contribute to the positive image of the Union with students, the University and the local community.
- To undertake other tasks and responsibilities compatible with the level and nature of the post as required by the Chief Executive Officer.

Person Specification.

EDUCATION AND TRAINING

	ESSENTIAL	DESIRABLE
Undergraduate degree or equivalent experience with professional qualification.	x	
NEBOSH or IOSH qualification to a diploma level.		x
Professional qualification or accreditation in licensing or hospitality management.		x
Personal Licence Holder.		x

EXPERIENCE & KNOWLEDGE

An operational background with experience on the delivery of large-scale event and high-volume retail operations.	x	
A record of achievement in the delivery of results and the meeting of targets.	x	
Experience in the leadership of a management team in one of the following: retail, hospitality, facilities, or event management.	x	
Understands the purpose of the commercial activity within a charity and supports the development of a social enterprise approach.	x	
Ability to work in partnership with senior leaders from multiple organisations.	x	
Knowledge of relevant legislation relating to health and safety, data protection, licensing and equal opportunities.	x	
Experience of leading positive change.	x	
An understanding of the youth market and the diverse needs of the student community.		x
An appreciation of the higher education environment and commitment to ensuring an excellent student experience.		x

SKILLS AND ABILITIES

Financial and commercial acumen – ability to interpret figures and data to develop and/or control commercial businesses.	x	
Digitally Innovative – has experience in using insight and data to develop a business.	x	
Communication skills – can communicate effectively with individuals and large groups.	x	
Problem solving – has the ability to show innovation in challenging circumstance.	x	
Awareness of and sensitivity to Equality, Diversity and Inclusion commitments.	x	
Market awareness – can demonstrate knowledge and experience in understanding the needs of the student market.	x	
Relationship manager – can engage with others and to promote positive work activity amongst colleagues and via partnership working.		x

VALUES, ATTITUDES AND PERSONAL STYLE

	ESSENTIAL	DESIRABLE
We're a values-led organisation, which means we're keen to attract applicants who share our priorities. We're keen to hear about times you've demonstrated the following:		
A commitment to role modelling organisational values.	x	
Evidence of commitment to continuing personal and professional development.	x	
A self-aware and compassionate leader with a commitment to equality of opportunity who values diversity and removes barriers to equality.	x	
Leads the development of a high-trust organisational culture that encourages collaboration and innovation.	x	
An excellent role model who promotes high standards of probity, integrity and honesty.	x	
A strong commitment to working in a democratic and student-led environment.	x	

ALIGNMENT WITH UNION VALUES

Student Focused: We understand without doubt that we exist for our members. We make sure we know how their needs are changing. We adapt.	x
High Quality: Is fundamental to achieving results. We go above and beyond expectations. We channel our energy into making things better and change or stop things that aren't working.	x
Inclusive: We champion and celebrate the importance of diversity, equality and liberation consistently through our work. We are ambassadors for our organisation and speak out if something is not right.	x
Brave: We embrace change and opportunity, and we are not afraid to try new things. We are ambitious and constantly look for new approaches to doing things.	x
Trustworthy: We make decisions based on our values and take responsibility for them, admitting if we get something wrong. We communicate with integrity, even when the message might be difficult.	x

Next steps.

Applying for the Role.

Applications should consist of a CV accompanied by a covering letter of no more than two pages. Submit your documents by email to Dominic Morris, at dominic@blueedgerecruitment.com.

The CV should address the criteria in the Job Description and Person Specification; the covering letter should cover why you feel you are the right person for this role.

The deadline for receipt of applications is strictly:

9am Monday 29 September 2025.

Informal interviews and the opportunity to explore the role will be held by Dominic Morris from Blue Edge Recruitment over zoom.

First interview online will be held with RHSU on:

Wednesday 15 October.

Final interviews will be held in person at RHSU on:

Thursday 23 October.

To discuss the role further, please email Dominic Morris, at dominic@blueedgerecruitment.com

The legal stuff.

All positions are subject to applicants making themselves available to attend interviews, inductions and training days.

Successful applicants will need to submit proof of eligibility to work in the UK before employment. The document submitted will be photocopied and held in accordance with the Data Protection Act 2018 and UK GDPR. This will be done after an offer of employment is made.

Data protection when applying for a role at RHSU.

We're committed to data protection and it's important to know what's happening with your data when you apply for a job role. That means we'll only use the information you supply for the purposes of progressing your application (or to fulfil legal or regulatory requirements if necessary) and we'll never share your information with any third parties for marketing purposes or store it outside of the European Economic Area.

For detailed information on data protection during the recruitment process head over to su.rhul.ac.uk/privacy.

Equal opportunites.

We're committed to ensuring our workforce accurately reflects the diversity of the world we live in. We positively encourage applications from all individuals irrespective of their gender, age, home country, ethnic background, sexuality, religious beliefs or disability.

All candidates will be treated equally and all appointments made on merit. If you have any questions about any of the roles, please don't hesitate to get in touch with us at surecruitment@su.rhul.ac.uk.

