



# DIRECTOR OF COMMUNICATIONS

Cardiff University Students' Union  
Undeb Myfyrwyr Prifysgol Caerdydd



## AN EXCITING PERIOD OF GROWTH AND CHANGE

At Cardiff University Students' Union we're going through an exciting period of growth and change and we're looking for a dynamic Director of Communications to join our Strategic Management Team.

You will be expected to raise the profile of our organisation and brand, enhancing the Students' Union's communications capability in line with strategic objectives. You will also drive an internal and external communications strategy that positively affects employees' and students' understanding, engagement and commitment. Some of your key priorities will be:

- Creating and leading an effective response to the impact of the Centre for Student Life - [cardiff.ac.uk/campus-developments/projects/centre-for-student-life](https://cardiff.ac.uk/campus-developments/projects/centre-for-student-life)

- Increasing the amount and diversity of student engagement across our range of services.
- Increasing commercial performance across all areas, including advertising, retail and online sales.
- Researching and forecasting future changes in the student and higher education sector.

As a member of our Strategic Management Team, you will play a key role in contributing to the overall planning, development and management of the Students' Union.

Please see the Job Description for full details of what we're looking for



# ABOUT THE UNION

Cardiff University Students' Union aspires to have a positive impact on all students' lives, while helping them enjoy their time at Cardiff. As a student-led, independent part of the University, the Union does this by representing students and providing a diverse and inclusive range of activities and services. The Union is based on Park Place and at the Heath Park Campus, employs over 100 permanent staff, 300 student staff and turns over approximately £8.5M per annum.

## OUR VISION

**"WORKING WITH EVERY CARDIFF  
STUDENT TO ENHANCE THEIR  
UNIVERSITY EXPERIENCE."**

## OUR VALUES

We will:

- Provide opportunities and empower
- Be excellent at what we do by being totally inclusive
- Champion student leadership
- Facilitate positive change
- Listen, communicate and engage

## OUR SLOGAN

- Get involved, love Cardiff

## OUR PURPOSE

The advancement of education of students at Cardiff University for the public benefit by:

- Promoting the interests and welfare of

students at Cardiff University during their course of study and representing, supporting and advising students.

- Being the recognised representative channel between students and Cardiff University and any other external bodies.
- Providing social, cultural, sporting and recreational activities and forums for discussions and debate for the personal development of its students.



## ABOUT US

A registered Charity, led and directed by students, aspiring to have a positive impact on all students' lives and help them enjoy their time in Cardiff.



### OUR VALUES

- PROVIDE OPPORTUNITIES AND EMPOWER
- BE EXCELLENT AT WHAT WE DO BY BEING TOTALLY INCLUSIVE
- CHAMPION STUDENT LEADERSHIP
- FACILITATE POSITIVE CHANGE
- LISTEN, COMMUNICATE AND ENGAGE

### 5 STUDENTS' UNION INSIGHTS

- 5TH BEST STUDENTS' UNION IN THE UK IN THE NSS
- OVER 200 STUDENT SOCIETIES
- MORE THAN 5,000 SPORTS CLUB MEMBERS
- 1,000 STUDENT ACADEMIC REPS
- 6,555 STUDENTS VOTED IN THE STUDENT ELECTIONS IN MARCH 2016

FIGURES PROVIDED FOR THE  
2015/16 ACADEMIC YEAR

### STRATEGIC MANAGEMENT CONTACTS

#### DANIEL PALMER

Chief Executive  
029 2078 1404  
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#### BEN EAGLE

Deputy Chief Executive  
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#### STEVE WILFORD

Director of Engagement and Participation  
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#### CHRISTINE AKERS

Head of Finance (Associate SMT)  
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## HOW OUR STUDENTS RATE US

In recent years a number of organisations have sought to independently assess student satisfaction at universities, including students' unions. The exact wording of satisfaction questions differs with each survey, as well as the percentage of all students who respond.

We recognise and monitor three independently measured satisfaction scores for the Union: The National Student Survey (NSS), carried out on behalf of HEFCE/HEFCW; The Times Higher Education (THE) Student Experience Survey, carried out by the Times Higher Education magazine; and the International Student Barometer (ISB), carried out by i-graduate.

In 2015-16, we moved up to fourth place in the THE survey and in 2016, we maintained fifth position within the NSS. The Union's participation in the ISB is periodic and won't likely be assessed again until 2018.

### INTERNATIONAL STUDENT BAROMETER

2015: 97.4%  
SATISFACTION

2012: 96.3%  
SATISFACTION

2010: 96%  
SATISFACTION

2007: 95%  
SATISFACTION

### TIMES HIGHER EDUCATION STUDENT EXPERIENCE SURVEY

2016: 4TH IN THE UK

2015: 6TH IN THE UK

2014: 4TH IN THE UK

2013: 4TH IN THE UK

2012: 5TH IN THE UK

2011: 5TH IN THE UK

### NATIONAL STUDENT SURVEY

2016  
5TH IN THE UK

2015  
5TH IN THE UK

2014  
5TH IN THE UK

2013  
7TH IN THE UK

2012  
4TH IN THE UK

## WHAT IS IT LIKE WORKING WITH US?

Students' unions are amazingly diverse places to work. We are a membership organisation which is both a commercial company and a charity. The students enrolled at Cardiff University are our members, but we also offer services to the general public and other businesses. In other words, we work in a B2C and B2B capacity.

In order to make this happen we need a big group of staff, including 300 temporary student staff who work alongside their studies, and around 100 career staff who work longer term with the organisation.





## WHAT WE'RE LOOKING FOR

You will be an experienced leader of communications, with experience of achieving transformative change through multiple layers of line management. Working with a range of external stakeholders, suppliers and contractors will be second nature, as well as working with Board Members and Trustees, student leaders and elected officials. You will hold a degree level qualification in media and communication, marketing, public relations, journalism or a business related field, or be able to evidence equivalent experience.

Please see the Personal Specification for full details of what we're looking for

### SKILLS

- Firstly, you'll need high-level knowledge, competence and achievement in a communications role.
- You'll be confident with influencing and persuading across all levels of the organisation, its partners and student members.
- You'll be comfortable dealing with numbers, particularly financial and budget management and the ability to interpret financial data.
- A strategic thinker, you will be a super organised planner who can see the bigger picture.
- You will have a creative and critical mind, adept at change management and able to employ tact and diplomacy.
- Data will be your best friend, you will be experienced in using market segmentation and data mapping to steer communication strategy.
- Proficient in electronic campaigning, you will have a forward-thinking approach to digital and social media systems.



## WHAT'S IN IT FOR YOU?

We spend a lot of our time helping our students become the most awesome version of themselves so it makes sense that we do the same for our hard working staff.

### HOW DO WE DO THAT?

We make sure that every member of staff has a personal development plan which is reviewed regularly, giving them the opportunity to develop their skills, to undertake training and qualifications, and to learn from people within their field. We also get our staff to set themselves challenging objectives to help them achieve the things they want to through their role.

We offer flexible working arrangements, social activities, access to special offers and discounts, and free fruit in our staff room! The Students' Union also encourages staff to give something back through volunteering



and we will support you in developing yourself outside of your day to day job. We also offer a Stakeholder Pension and give all staff 38 days of annual leave.



## OUR STRUCTURE

Our activities are managed within a group of companies, Cardiff University Students' Union, Cardiff Union Services Limited and Cardiff Volunteering. Each of these companies is a separate legal entity with its own Board of Directors; but Cardiff Union Service Limited and Cardiff Volunteering are wholly-owned subsidiary companies of Cardiff University Students' Union.

To help with decision making the Students' Union Board of Trustees has six Sub-Committees which have delegated authority for specific areas of organisational activity.

You can find out more about our corporate structure at:

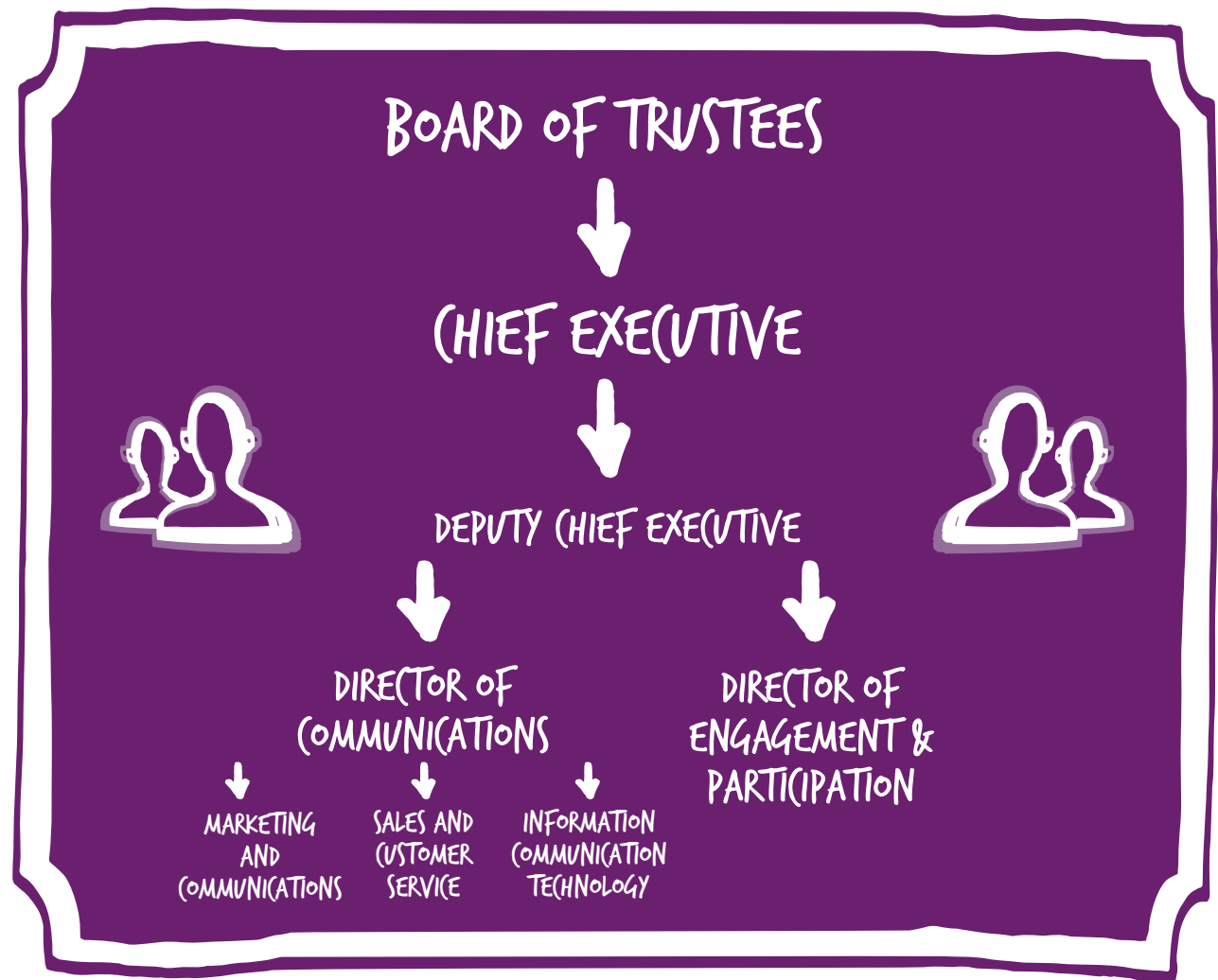
[cardiffstudents.com/about-cusu/governance](http://cardiffstudents.com/about-cusu/governance).



## OUR STAFF

We employ around 100 career staff and 300 student staff to manage our day-to-day activities. Amongst our staff, you will find plumbers, accountants, solicitors, chefs, graphic designers, letting agents and eurovision contestants. We're an eclectic bunch!

Our great staff are led by our Chief Executive and a broader Strategic Management Team:





## OUR STAFF



### **DANIEL PALMER**

#### **Chief Executive**

Daniel became Chief Executive of the Union in June 2013. Daniel is responsible for the day-to-day running of the organisation, oversees the work of the other senior managers and works closely with the Union President and the other sabbatical officers. Daniel helps ensure continuity within the organisation, works closely with senior staff from the University and takes a particular responsibility for the Union's Finance Team.

Daniel serves as the Chief Executive and Managing Director of the Union's trading company, Cardiff Union Services Limited and reports to the Board of Trustees. Prior to his role at the Union, Daniel has held many senior roles within other students' unions, most recently as Chief Executive of the University of Portsmouth Students' Union.



### **BEN EAGLE**

#### **Deputy Chief Executive**

Ben first started working for the Union in November 2002, whilst studying

at Cardiff University. After some time working as a freelancer, predominantly in the outdoor and live music event industry, Ben then took up a permanent position in the Students' Union's Events and Entertainments department. Later in his career he moved into Facilities and Project Management, and became Director of Operations in March 2014.

In 2016, Ben was appointed as Deputy Chief Executive and leads on many of the central and enabling services as well as our commercial provision. These areas include HR, ICT, Facilities Management, Health and Safety, Marketing and Communications, Capital Projects, Customer Services, Leased spaces, Licensed and Multipurpose Venues, Letting Agency and our Sales Department.

## OUR STAFF



### STEVE WILFORD

#### Director of Engagement & Participation

Steve has worked for the Union since April 2008, becoming the Director of Membership Services in September 2013. Steve is responsible for the Union's membership services and student activities, including Student Advice, Sport, Societies, Volunteering, Student Media, Jobshop, Training & Development and Student Voice.

Steve is also the senior manager responsible for coordinating the Union's democratic activities including elections and administration of Student Senate. In the Summer of 2017 Steve's job title changed to Director of Engagement & Participation.

### HOW TO APPLY

To apply for this role, visit [michaelpage.co.uk/job-detail/director-communications/ref/13842315](http://michaelpage.co.uk/job-detail/director-communications/ref/13842315)





# PERSON SPECIFICATION

This person specification describes the requirements for the above post. It will be used as the basis for the initial short-listing of applicants and the criteria against which candidates will be compared and contrasted in competition for the final selection process.

<i><b>ASPECT</b></i>	<i><b>REQUIREMENTS FOR THE POSITION</b></i>	<i><b>DESIRABLE</b></i>
<b>Qualifications and Experience</b>	<ul style="list-style-type: none"><li>• A degree level qualification in media and communication, marketing, public relations, journalism or a business related field, or be able to evidence a commensurate level of knowledge and experience directly related to the role.</li><li>• Significant experience of successful leadership and management in a communications role.</li><li>• Experience of working in a commercial environment.</li><li>• Experience of working with a range of external stakeholders, suppliers, contractors or other service providers.</li><li>• Experience of achieving transformative change through multiple layers of line management.</li></ul>	<ul style="list-style-type: none"><li>• A post-graduate management or communications qualification.</li><li>• Experience of working with Board Members and Trustees, student leaders and elected officials.</li><li>• To hold or be working towards Chartered CIM status.</li></ul>

ASPECT	REQUIREMENTS FOR THE POSITION	DESIRABLE
<b>Skills, Abilities and Knowledge</b>	<p>Must be able to evidence or demonstrate high levels of knowledge, competence and achievement relevant to a communications role or function in the following:</p> <ul style="list-style-type: none"><li>• Writing and presentation skills;</li><li>• Influencing and persuading across all levels of the organisation and its partners and customers;</li><li>• Creative and critical thinking skills;</li><li>• Business related knowledge and competency;</li><li>• Tact and diplomacy;</li><li>• Change management;</li><li>• Strategic direction and planning;</li><li>• Financial management and budget management;</li><li>• Interpretation of financial data;</li><li>• Leadership and management of staff;</li><li>• Working at Board level with Directors and Trustees;</li><li>• Use of information technology;</li><li>• Use of digital and social media systems;</li><li>• Electronic campaigning;</li><li>• Market segmentation and data mapping.</li></ul>	<ul style="list-style-type: none"><li>• Knowledge of the University system and student needs.</li><li>• Welsh language speaker or able demonstrate a commitment to promoting the Welsh language.</li></ul>



ASPECT	REQUIREMENTS FOR THE POSITION	DESIRABLE
<b>Relationships and Values</b>	<ul style="list-style-type: none"> <li>• Able to demonstrate or evidence ability to;</li> <li>• Work effectively as a leader and as a member of a team;</li> <li>• Promote Union values in everyday attitude and behaviour;</li> <li>• Encourage and motivate others;</li> <li>• Engage with and work effectively with a range of key stakeholders, contractors and service providers;</li> <li>• Promote equality of opportunity, inclusion and diversity;</li> <li>• Promote the Welsh language.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of the University system and student needs.</li> <li>• Welsh language speaker or able demonstrate a commitment to promoting the Welsh language.</li> </ul>
<b>Circumstances</b>	<ul style="list-style-type: none"> <li>• Willingness and availability to work outside of normal working hours.</li> <li>• Able to maintain a politically neutral and impartial approach in carrying out the functions of the role.</li> <li>• Able to travel in order to undertake the duties of the post.</li> </ul>	<ul style="list-style-type: none"> <li>• Hold a full UK driving licence.</li> </ul>

ASPECT	REQUIREMENTS FOR THE POSITION	DESIRABLE
Assessment and Tests	<p>Applicants will be required to undertake a range of assessment activities in establishing competence for the post. This may include some or all of the following:</p> <ul style="list-style-type: none"><li>• Work related tests;</li><li>• Case studies;</li><li>• A Presentation;</li><li>• Panel interview;</li><li>• Analysis of information.</li></ul>	

# JOB DESCRIPTION

## ***JOB PURPOSE***

### **1. The Director of Communications will:**

- Lead the strategic development and management of the Union's marketing and communication initiatives.
- Enhance the Union's identity and communications capability in line with strategic review outcomes.

### **2. Key priorities will include creating and leading an effective response to the impact of the Centre for Student Life, improving student engagement and increasing commercial performance in advertising, retail and on-line sales.**

## ***PRINCIPAL ACCOUNTABILITIES***

### **3. Strategic Management**

- i) Direct the effective development and implementation of the Union's marketing and communications strategic plans and initiatives including:
  - Communication campaigns to students;
  - Advertising;
  - Sales;
  - Corporate events;
  - Web and social media presence;
  - Public relations;
  - Internal communications.

- ii) Enhance the Union's identity and communications capability in line with strategic objectives.
- iii) Establish and drive an internal and external communications strategy that positively affects employees' and customers' understanding, engagement and commitment.
- iv) Manage brand delivery and consistency across the Union's marketing and advertising streams.
- v) Actively lead and manage the Union's Marketing and Communications Team, Sales Team and Information and Communication Technology provision.
- vi) Determine marketing and communication projects to be completed internally and externally.



- vii) Collaborate closely with Departmental and Section Heads.
- viii) Drive communication process improvements and implement best practices to manage projects efficiently.
- ix) Contribute to the overall strategic planning, development and management of the Students' Union as a member of the Strategic Management Team.
- x) To ensure adequate reporting of development and KPI progress at both Management and Board levels

#### 4. Staff Management

- i) Provide leadership and line management of direct reports within the Communications Directorate covering Marketing and Communications, Sales and Information Technology sections, ensuring that staff levels are adequate and efficient.

- ii) Undertake performance reviews of direct reports and ensure that all staff receive regular performance reviews, in line with Union policy.
- iii) Identify individual training needs for direct reports and ensure that effective training provision is established for all staff.
- iv) Be the driving force in the development of the work ethic, culture and values of the Communications Directorate. Through personal example establish the style and approach which reflects and promotes the Union's values and expectations.

#### 5. Financial Management

- i) Agree and oversee all budgets relating to the area of responsibility, to include the production of annual budgetary plans, the provision of monthly reports and compliance with all financial policies and procedures.

- ii) Guide staff in best practice in financial management and to ensure that financial systems are adhered to at all times.
- iii) Ensure that best value for money is maintained at all times.
- iv) Ensure that the Finance Department is provided with relevant financial information promptly and in accordance with the Company's financial procedures.

#### 6. Commercial

- i) Lead, manage and promote the commercial improvement of advertising, retail and on-line sales for all departments.
- ii) Ensure new communication campaigns and programmes are aimed at achieving or exceeding sales targets.

## 7. Information Technology

- i) Ensure effective provision and quality of the Union's ICT requirements in terms of communication networks, software, intranet and website functionality.
- ii) Maximise the effective use and application of ICT in all departments

## 8. The Environment

- i) The Students' Union is committed to minimising any direct or indirect negative effects its business operations may have on the environment. As a member of the Union's Strategic Management Team, the post holder is to ensure that arrangements are in place to measure impact on the environment and set targets for on-going improvement and for encouraging its suppliers to adopt similar principles.

## 9. Other Duties

- i) Attend appropriate meetings as and when required by the Union.
- ii) Ensure compliance with the Union's Memorandum and Articles of Association, policies and procedures at all times.
- iii) Promote a positive image of the Union and its values with students, the University and the local community at all times.
- iv) Undertake other tasks and responsibilities as may be required, commensurate with the level and nature of the post.

## SCOPE

10. This job description contains the principal accountabilities relating to this post and does not describe in detail all the tasks required to carry them out. There will be an expectation that the post holder

will carry out other duties and responsibilities that fall within the general nature and level of responsibility of the position.

## TRAINING AND PROFESSIONAL DEVELOPMENT

11. The Union considers that on-going learning is essential to job satisfaction and career development. It is expected that the post-holder will be offered the opportunity to participate in training that is relevant to his/her duties and will be expected to undertake such training as may be reasonably practicable.

## **LINE MANAGEMENT AND SUPERVISION**

**12. The post holder will directly line manage designated staff. The number of direct reports may vary but will include:**

- Head of Marketing and Communications;
- Head of Sales Team.

## **SPECIAL NOTES OR CONDITIONS**

**13. This job description has been prepared to meet the particular circumstances which currently apply. Whilst the job purpose will remain constant the accountabilities may vary. The job description may be reviewed by the company with the post holder as considered necessary.**

**14. It is a requirement of this post that the post holder maintains a politically neutral and impartial approach in carrying out the functions of the role.**

**15. The post holder must demonstrate a willingness and flexibility to vary and change his/her work routine and work outside normal working hours where necessary.**

**16. The post holder's place of work will be the Students' Union building at Park Place, Cardiff, but he/she will be required to travel to and work from other locations in undertaking the duties of the post.**

**17. The nature of the post will, at times require the post holder to work additional hours including some evenings and weekends. Overtime will not be payable.**

**18. This job description does not form part of the post holder's contract of employment.**

5 July 2017