

Person Specification

Post/Job Title:	Head of Campus Commercial Services
Ref:	606
School/Professional Service:	Estates & Facilities
Department/Section:	Commercial Services (Residential Services)
Location including building:	Any university location
Normal hours per week:	Full time (Some flexibility will be required in order to ensure that key time scales and deadlines are met)
Grade:	9
Accountable to:	Director of Estates & Facilities

Job Purpose

To provide strategic leadership and operational management of all campus and estate commercial services at Bournemouth University, creating an integrated portfolio that maximizes student and staff experience while delivering sustainable financial performance aligned with BU2035.

This role encompasses the strategic direction of Residential Services, Contract Catering & retail operations, conferencing, and commercial ventures, ensuring a cohesive approach to service delivery that supports student recruitment, retention, and wellbeing. The postholder will oversee approximately £9 million in annual revenue, managing both directly delivered and outsourced services to ensure value for money and operational excellence.

As a member of the Estates & Facilities Executive Team, contribute to institutional strategy while providing authoritative expert advice to senior leadership on campus commercial services, residential accommodation, student welfare in University residential settings, and revenue generation opportunities. The role requires effective partnership management with external contractors, the Students' Union, and key internal stakeholders to deliver high-quality, inclusive, and sustainable services.

Lead cross-university initiatives, represent the University at sector forums, and drive innovation across all commercial operations. Ensure compliance with all regulatory requirements while fostering a culture of continuous improvement, commercial acumen, and customer service excellence. Serve as a member of the Major Incident Group, providing expert guidance on residential-related welfare and crisis management.

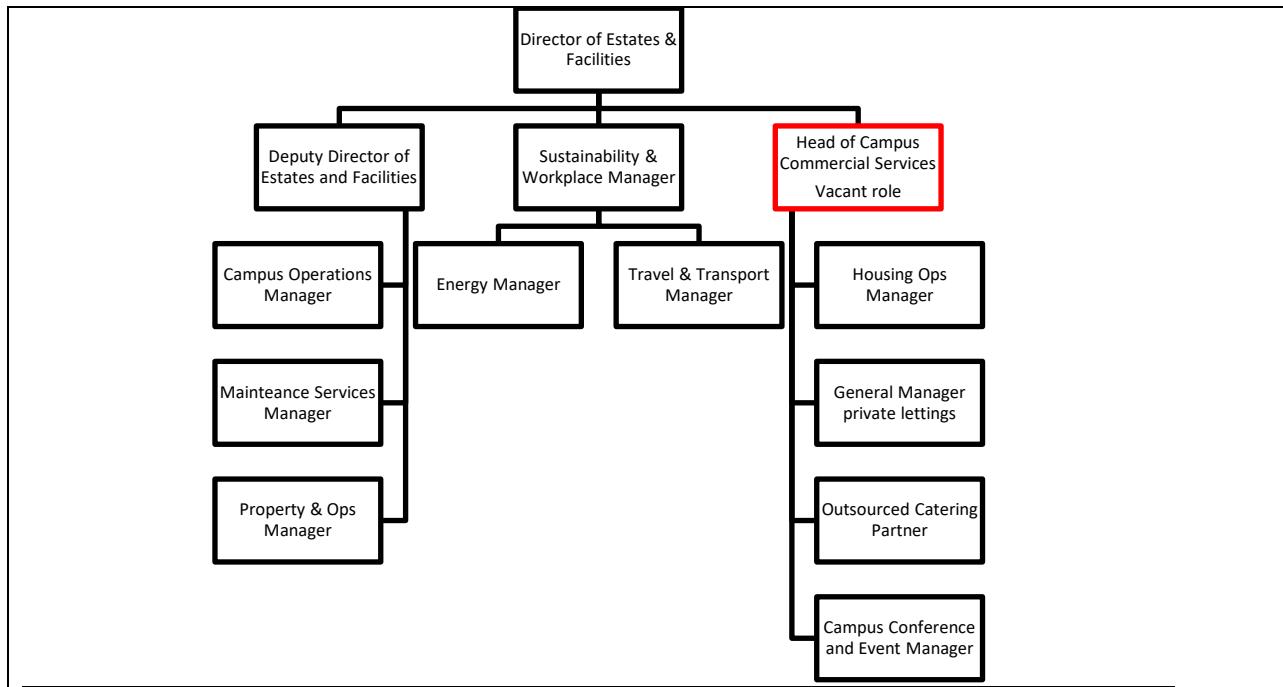
Key responsibilities:

1. Shape strategic direction of Campus Commercial services, initiating and managing change, planning and organising the commercial activities of others now and in the longer term, to support overall Estate objectives and the University strategic direction – BU2035.
2. Manage and allocate resources and budgets with discretion to make decisions or judgements, which have an impact on the success of Campus Commercial service.
3. Leading the development of strategic and Commercial Business Plans. The role holder will lead and manage the pipeline supply of student residences to match the student accommodation demand. Prioritising rent affordability for both students and the University, while ensuring student experience is also delivered through negotiation of flexible and sound commercial agreements.

4. Drive commercial revenue by developing a comprehensive, data-backed hospitality and conference unit with Campus Commercial services. You will be responsible for creating cross-departmental processes, testing new service models for feasibility, and ensuring the University's commercial offer is both diverse and integrated.
5. Lead and manage the BU student residential accommodation; ensuring close working with other relevant Estates & Facilities to ensure that planned maintenance is in place, prioritise workforce planning to maintain safe staffing of the operation, that operating procedures are available and adhered to, that business continuity plans are developed and regularly reviewed and that all health & safety requirements are met.
6. Lead the development of the University's commercial portfolio by engaging at senior levels and building influential partnerships with Student Services, the Students' Union, and external Partners, especially PBSA operators. Define commercial priorities that simultaneously maximise revenue and enhance the student experience, ensuring all functions, including student residences, are fully integrated and aligned with long-term University strategy.
7. Maintain oversight of the performance of the ResLifeBU programme; requiring influencing outside of direct authority with multiple partners, Student Services and Student Union at BU to ensure they deliver high-quality wellbeing support that meets the PBSA partners funding agreements. Agreement which are secured by the role holder.
8. Provide end-to-end leadership of outsourced catering contracts. The role holder will hold partners accountable for high-quality service delivery, strict KPI/SLA compliance, and financial value-for-money, while collaborating with Finance and Procurement to manage tenders, renewals, and continuous service improvements.
9. Drive catering revenue and improve food and beverage experience on the estate. The role holder will oversee partner provided solutions and service enhancements that meet the diverse needs of students and staff, utilising stakeholder feedback to ensure the catering offer is inclusive, healthy, and a core driver of vibrancy across the estate.
10. Direct the catering partner to ensure full alignment with University sustainability goals and institutional policies.
11. Implement and embed innovative policies, process and systems that will improve the effectiveness of service provision, account for legislative change, consolidate student experience or drive commercial revenues.
12. Working with the Director of Estates & Facilities, to develop the direction of the Campus Commercial Services team in order to provide an integrated service that supports the aims of the University's Strategic Plan as detailed in BU2035.
13. As a core member of the Estates & Facilities (E&F) Executive Team, champion a "Team of Teams" approach to drive the strategic development and monitoring of service delivery. Foster collaboration across different departments, providing leadership to ensure priorities are met, budgets are managed, and efficiency savings are realised.
14. Manage complex and serious issues in conjunction with support networks of the Major Incident Group, business continuity steering group.
15. Providing authoritative expert advice and guidance at the highest level and across the University on national developments relating to the provision and management of student residential accommodation and student welfare and support in a residential setting and advising on implications.

Undertaking any other related duties as may be required by the Director of Estates

Organisation Chart



Dimensions

Budget: - c£9m

Staff: 12 FTE plus

Contacts

Internal: UET, ULT, all BU staff and students, SUBU

External: Community, partner agencies, suppliers, instructors, coaches, relevant personnel appropriate to industry

Challenges

The Head of Campus Commercial Services needs to maintain an excellent and up to date understanding of the issues relating to student accommodation, food & beverage and the hospitality sector. The role holder needs to ensure that excellent commercial relationships are developed and maintained with corporate PBSA developer/operators, with conference organisers, the local hospitality sector and with our contracted catering partner and their supply chain.

Information Governance Responsibilities

Data User

- i. Comply with the associated data protection, information security, information management and information technology regulations, policies, processes and procedures.

Safeguarding and Regulated Activity

If the role involves engaging in regulated activity relevant to vulnerable groups including children and disabled adults, it is an offence to apply for and perform the role, if a person is bared from engaging in regulated activity. Further information is available in BU's Safeguarding Policy and Suitability Statement on the Recruitment and Employment of Ex-offenders.

Additional Information

NB: The post holder must at all times carry out their responsibilities with due regard to the University's Dignity, Diversity and Equality Policy Statement.

The purpose of the job description is to indicate the general level of responsibility and location of the position. The duties may vary from time to time without changing their general character or level of responsibility.

All employees have an obligation to be aware of the Universities Environmental Policy, Carbon Management Plan and associated documents, and to ensure that they carry out their day-to-day activities in an environmental responsible manner.

February 2026

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School / Service Estates & Facilities	Date: February 2026
SELECTION CRITERIA	Essential / Desirable
Knowledge (including experience & qualifications)	
Degree or equivalent intellectual capacity	E
Postgraduate qualification in a relevant professional or managerial qualification	D
Substantial relevant experience at a senior level in a similar or related role in a fast changing and complex environment	E
Extensive staff management experience including leading staff teams and change initiatives with those not under direct line management	E
Excellent understanding of the lifecycle of the student journey and the role that Residential Services plays within that journey	E
Significant understanding of the issues relating to student health & mental wellbeing and an ability to advise staff on supporting students in crisis	D
Significant experience in University commercial service or equivalent	E
Experience/knowledge of the Higher Education sector and in particular an understanding of the issues relating to student residential accommodation	E
Significant understanding of developing a commercial hospitality business	E
Extensive staff management experience including experience of recruitment, appraisal and performance management	E
Understanding of contract management and financial regulations	E
Significant knowledge and experience of health and safety and other statutory requirements related to the provision of student residential accommodation	E
Experience of managing departmental budgets and working within agreed financial regulations	E
Experience of developing departmental plans including setting and monitoring against appropriate performance indicators.	E
Demonstrable experience of successful budget and financial management	E
Suitable experience in project management	D
Skills	
Excellent interpersonal and communication skills with an ability to engage with staff, students and members of the community	E
Ability to interact effectively with a range of stakeholders including staff at all levels and a wide range of external partners	E
Highly developed analytical skills with ability to evaluate complex issues and provide appropriate solutions in the context of Student Services	E
Excellent problem solving skills and the ability to translate ideas into implementation plans	E
Able to summarise and present complex information in an easily understandable manner	E
Good communicator, verbally and in writing	E
Effective project and change management skills	E
Effective conflict resolution and negotiation skills	E
Excellent performance management skills	E
Excellent IT skills	E
Budget management skills	E
Ability to manage a complex workload and effectively prioritise to meet deadlines	E
Attributes	

Committed to their own personal development and the development of their staff	E
Demonstrable commitment to service excellence and continual service improvement	E
Highly motivated	E
Highly organised	E
Flexible, positive and approachable attitude	E
Excellent attention to detail	E
Ability to lead teams and contribute effectively as a team player	E
Commitment to developing cross-functional activity and exploiting synergies	E
Ability to work proactively and independently with excellent time management and prioritisation skills	E
Reflective approach to own personal development	E
Ability to work flexibly under pressure	E