

**‘Developing a New Commercial Model’  
Thursday 21 March 2019  
Inox Dine, The University of Sheffield, Level 5, Student's  
Union Building, Durham Road, Sheffield S10 2TG**

## Programme

- 9 am:** Registration & Coffee
- 9.30 am:** **Jo Haigh**  
**Practical Steps and Legalities associated with SPVs/Limited Companies**, and Jo will cover the following areas requested by our delegates:-
- Options for SPV formal structure, ie limited company by guarantee etc
  - Wholly owned subsidiaries and the implications
  - Staff contracts within SPV & options for harmonisation of TUPE staff contract
  - Administrative functions within SPV – ie finance, procurement, marketing – should these be transferred or retained
- 11 am:** Break
- 11.30 am:** Session continues with Jo Haigh
- 12.30 -1.30pm:** Lunch
- 1.30 pm:** **Kirsty Woodward**  
**The Leicester Model - Leicester Services Partnership: A Unique SPV**  
In this session Kirsty will outline the merger between the Student Union with the University forming a new commercial company highlighting achievements, challenges along the way and benefits to date
- 2.30 pm:** Break
- 3 pm:** **Caryn Masters**  
**The Sheffield Model - 5 Years of Unicus**  
In this session Caryn will outline the development of UNICUS over the last 5 years. A commercial SPV that operates a range of businesses with an annual turnover of over £6million and will cover the following areas requested by our delegates:-
- Set up of SPV consultations (Unions/University Council)
  - If the model has proved successful, what are the plans to widen the model across the University/Department? What are the barriers to this?

- How does an SPV demonstrate benefits over outsourcing? and what are they?
- What barriers have you met and how have you overcome these (integration with University systems, recognised as a business partner, governance, independence?)
- If you were to do this again, what would you do differently?
- Set up of SPV – union engagement etc

**4 pm:** General Q & A Forum (approximately)

**4.30 pm:** Close of Day.

## Trainers

**Jo Haigh**  
**CEO**  
**FDS**



Winner of the Sunday Times NED of the Year award in association with Peel Hunt.

Non-Exec Director of seven companies.

Winner of Acquisition International M&A Awards - Most Innovative UK Deal Negotiator 2016 and The AI One to Watch in Corporate Finance.

Winner of the CBI First Women in Business Services award.

Shortlisted for Inspiring Leader of the Year Forward Ladies and SME Business of the Year with Forward Ladies.

Best-selling author of five books, including Keys to the Boardroom.

Jo has bought and sold over 400 companies in the last 27 years, specialising in owner managed companies.

*Comprehensive review of Directors responsibilities and overall Board governance issues. Stimulating discussions and exercises. Excellently delivered.*

– **Simon Rogers**

*The best speaker on Role of a Director and one of the best M&A people in the UK in my opinion, I recommend Jo to all my clients!*

– **Bob Battye**

**Caryn Masters**  
**Director of Accommodation and Commercial Services**  
**The University of Sheffield**



Caryn joined the University in 2011 bringing with her 20 years' experience gained in both the private and public sector, within the UK and South Africa.

As Director of Accommodation and Commercial Services, Caryn is responsible for the teams who provide a range of services and facilities to staff, students and visitors across the University, including student accommodation, catering and delivered hospitality, conferences and event management.

In addition, Caryn is a Director of UNICUS, a wholly owned subsidiary company of the University. UNICUS was set up in 2012 to develop a commercial proposition to enhance the offer to the University. UNICUS operates a boutique hotel, a village store for the community, a high end restaurant, a number of retail outlets and a staffing agency.

**Kirsty Woodward**  
**Director of Campus Services**  
**University of Leicester**



Kirsty joined the University of Leicester in 2010 and has been Director of Campus Services since August 2016. She was previously Deputy Director of Residential and Commercial Services. Kirsty is the strategic lead for Accommodation; Print Services; Leicester Conferences; Campus Operations; Security. She is also a Board Director of College Court and Leicester Services Partnership, and the University lead on Prevent. Prior to joining Leicester, Kirsty was a Senior Project Manager at the Russell Partnership. In this role, Kirsty worked with well-known organisations such as the BBC and Goldman Sachs to improve their catering offer. She also worked with a number of universities, including Leicester. It was while working for Leicester as a consultant that Kirsty began the journey of transforming the University's catering service, which led to her being offered a permanent role at the institution.

Her early career was spent in hotels including a spell as a Hotel Manager working for Wolverhampton Breweries. She also spent ten years at the University of Warwick, firstly as Catering Manager and then as Head of Catering Services.

Kirsty is a former winner of a Caterer and Hotelkeeper Acorn Award and was named Cost Sector Caterer of the Year in 2001. She received her MBA from the University of Leicester in January 2017, having combined her studies with a very busy job.