



**CHIEF COMMERCIAL OFFICER**

**JOB & PERSON SPECIFICATION**

**JUNE 2025**

# Job and Person Specification



<b>Position Title:</b>	Chief Commercial Officer
<b>Department / Function:</b>	
<b>Reports to:</b>	Chief Executive Officer
<b>Award/Common Law</b>	Common Law
<b>Classification – Grade:</b>	n/a

## ***About St John Ambulance South Australia***

St John SA's vision is to create a safe, supported, engaged and resilient South Australian community. Our mission is to ensure the wellbeing of all South Australians is improved through St John SA's delivery of innovative, client centred, and evidence-based health, community and educational products and services. All of our work is underpinned by a professional network of volunteers and staff. Our work in local communities encompasses health services, social connection programs, youth programs, first aid training and product sales, and supporting people during times of disaster – including bushfires and floods. St John SA acknowledges and pays respect to Australia's Aboriginal and Torres Strait Islander Peoples, the traditional custodians of the lands, waterways and skies across Australia.

## ***Position Summary and Requirements***

The Chief Commercial Officer (CCO) is a key member of the Executive Team, responsible for driving organisational growth and overseeing St John SA's commercial and overall financial performance. The role plays a critical part in shaping the organisation's strategic direction and delivering core business functions, including business development, product sales, commercial education, marketing, warehousing, financial services, information and communications technology, assets and infrastructure, major fundraising initiatives (such as the national lottery and Carols by Candlelight), and other special projects as directed by the CEO.

Working in close collaboration with the CEO and Executive Team, the CCO leads the day-to-day performance of all commercial operations and corporate services, whilst also driving the strategic development and execution of income growth initiatives aligned with St John SA's mission, values, and strategic priorities. This role is also accountable for designing and delivering effective solutions that enable sustainable growth and operational excellence across the organisation.

## ***Key Relationships***

<b>Number of Direct Reports:</b>	<ul style="list-style-type: none"><li>• Manager Information Technology</li><li>• Manager Finance</li><li>• Manager Commercial Operations</li><li>• Manager Marketing and Communication</li><li>• Manager Fundraising / Lottery</li><li>• Manager Infrastructure and Assets</li></ul>
<b>Key Internal Relationships:</b>	<ul style="list-style-type: none"><li>• Board and Board Committees</li><li>• Chief Executive Officer</li><li>• Executive</li><li>• Senior Management Team</li></ul>
<b>Key External Relationships:</b>	<ul style="list-style-type: none"><li>• Australian St John entities</li><li>• Auditors</li></ul>

	<ul style="list-style-type: none"> <li>• Commercial Lawyers</li> <li>• Media partners</li> <li>• Advertising agencies</li> <li>• Financial institutions</li> <li>• Investment fund managers</li> <li>• Other external consultants</li> </ul>
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Core Functions	Scope of Work
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Build and maintain strong stakeholder relationships through effective engagement, communication, and negotiation.</li> <li>• Monitor financial performance against strategic objectives and make timely adjustments to ensure alignment and success.</li> <li>• Develop and implement annual workforce management plans for core operational functions.</li> <li>• Provide ongoing coaching, feedback, and support to direct reports and teams, demonstrating a personal commitment to performance management.</li> <li>• Ensure all team members have focused and relevant development plans to enhance skills and improve performance in their roles.</li> <li>• Engage in regular self-development activities to maintain and enhance personal leadership capability.</li> <li>• Lead child safety efforts by upholding and promoting compliance with Child Safety Policies and Procedures across the organisation.</li> <li>• Actively demonstrate St John's values, including a commitment to reconciliation with First Nations peoples and participation in the implementation of the St John Reconciliation Action Plan.</li> <li>• Champion a strong and positive organisational culture that supports attraction and retention, including the strategic development of cultural frameworks, role modelling values-based behaviours, and supporting initiatives led by the Executive Leadership Team.</li> <li>• Foster a collaborative, innovative, and continuously improving work environment.</li> </ul>
<b>Strategic and Board Support</b>	<ul style="list-style-type: none"> <li>• Actively contribute to the execution of the St John SA Strategic Plan, including the development, implementation, and ongoing evaluation of the annual business plan in response to internal and external factors.</li> <li>• Monitor and evaluate the performance of strategic and operational initiatives within areas of responsibility to ensure objectives are met.</li> <li>• Uphold the highest standards of corporate governance, ethical conduct, and regulatory compliance across all activities.</li> <li>• Provide strategic and operational support to Board Committees, including (but not limited to) the Audit, Risk and Compliance Committee.</li> <li>• Support the work of key Management Committees such as the Lottery Compliance Committee, Property Committee, and Carols by Candlelight Committee.</li> <li>• Ensure strong financial governance is applied across all functions and initiatives of St John SA.</li> <li>• Stay abreast of industry trends, market developments, and competitive activity to inform forward-looking strategic decisions.</li> <li>• Chair the Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP) crisis management committee to ensure effective response and control of critical incidents in alignment with organisational continuity frameworks.</li> <li>• Ensure all business decisions are informed by robust financial and commercial analysis</li> </ul>

<b>Financial Services</b>	<ul style="list-style-type: none"> <li>• Hold overall accountability for the collection and analysis of financial and accounting data, ensuring compliance with accounting standards and overseeing the preparation of budgets, financial reports, forecasts, and annual financial statements.</li> <li>• Manage the organisation's cash flow performance in accordance with Board-approved budgets, ensuring ongoing capacity to meet financial obligations as they arise.</li> <li>• Regularly review and assess the organisation's financial performance, providing insights and reports to the Executive Leadership Team, CEO, and Board.</li> <li>• Responsible for the coordination and successful completion of the annual independent audit process.</li> <li>• In collaboration with the Treasurer, oversee the organisation's investment strategy, funding arrangements, capital expenditure evaluation, and safeguarding of financial assets.</li> <li>• Provide guidance and support on commercial contract interpretation and assessment to ensure favourable and compliant outcomes.</li> <li>• Serve as the primary liaison with external auditors, financial institutions, and other key financial service providers as needed.</li> </ul>
<b>Information and Technology</b>	<ul style="list-style-type: none"> <li>• Provide overarching leadership to ensure ICT services effectively support evolving business needs and align with organisational and executive expectations.</li> <li>• Drive a strategic and forward-thinking approach to business application requirements, ensuring systems are scalable, adaptable, and support both charitable and commercial operations.</li> <li>• Maintain a strong focus on cybersecurity to safeguard ICT infrastructure, applications, and data across the organisation.</li> <li>• Oversee the management of ICT infrastructure, service delivery, and operational efficiency to ensure high performance and reliability.</li> </ul>
<b>Marketing and Communications</b>	<ul style="list-style-type: none"> <li>• Develop and implement brand management strategies that strengthen the organisation's identity and advance its mission and vision.</li> <li>• Design and execute targeted marketing campaigns to drive income generation and support strategic growth objectives.</li> <li>• Create and manage fundraising initiatives aimed at increasing donation and bequest income.</li> <li>• Serve as the brand guardian, ensuring consistent and effective application of brand assets across all channels.</li> <li>• Oversee and manage relationships with external marketing agencies to ensure alignment with organisational goals and brand standards.</li> <li>• Oversee Internal Communications to support an open and transparent culture and well-informed Volunteers and Staff.</li> </ul>
<b>Product Sales</b>	<ul style="list-style-type: none"> <li>• Lead and foster a strong internal service culture, ensuring service delivery is responsive, customer-focused, and aligned with both operational and strategic organisational goals.</li> <li>• Achieve and exceed sales targets across regions and market segments through proactive planning and performance management.</li> <li>• Design, implement, and maintain a comprehensive client acquisition and retention framework to drive sustainable growth.</li> <li>• Oversee product portfolio management, ensuring alignment with consumer demand, market trends, and profitability objectives.</li> <li>• Develop and execute a strategic pricing model and annual promotional calendar to optimise sales performance and market competitiveness</li> </ul>

<b>Commercial Education</b>	<ul style="list-style-type: none"> <li>• Lead the development and implementation of strategic direction for the Commercial Education portfolio.</li> <li>• Champion the ongoing enhancement of education resources, training programs, and the St John product range, with a focus on expanding offerings within the South Australian market.</li> <li>• Oversee the management of funding arrangements for key contracted clients, ensuring compliance and performance standards are met.</li> <li>• Ensure all commercial training is delivered in alignment with Registered Training Organisation (RTO) standards and regulatory requirements.</li> <li>• Provide strategic oversight and accountability for the First Aid in Schools Program, ensuring its effective delivery and alignment with organisational goals.</li> </ul>
<b>Business Development / Stakeholder Management</b>	<ul style="list-style-type: none"> <li>• Lead and manage the performance of the Business Development team to ensure the achievement of strategic goals.</li> <li>• Direct business development initiatives focused on driving revenue growth and expanding market share.</li> <li>• Develop and implement strategies for improving margin performance.</li> <li>• Identify and target new market segments to promote and expand the organisation's products and services.</li> <li>• Create and execute strategies to enhance the lifetime value of existing clients by broadening their engagement with the organisation's service offerings</li> <li>• Drive revenue growth by developing, securing, and nurturing strong corporate and commercial partnerships.</li> <li>• Champion and implement a consistent stakeholder management framework across the portfolio to ensure alignment and accountability.</li> <li>• Embed a structured client relationship management methodology across the division to strengthen engagement and retention.</li> <li>• Oversee the review and refinement of all client contracts, providing recommendations to ensure commercial and legal soundness.</li> <li>• Uphold and evolve the St John brand and reputation, ensuring its respected public profile is consistently maintained across all St John and external sites.</li> <li>• Lead New Product Development (NPD) to expand St John SA's product and service offering.</li> </ul>
<b>Warehouse &amp; Procurement</b>	<ul style="list-style-type: none"> <li>• Oversee the supply, storage, and distribution of goods and products used, provided, and sold by St John to ensure seamless operational support.</li> <li>• Collaborate and negotiate with internal and external stakeholders to identify and meet current and future stock requirements.</li> <li>• Develop and implement strategies that deliver a high-quality, efficient, and cost-effective warehousing and logistics service to all stakeholders.</li> <li>• Create robust purchasing strategies and accurately forecast procurement needs to support business continuity and growth.</li> <li>• Build and maintain strong relationships with key suppliers and customers to ensure reliable supply chains and customer satisfaction.</li> <li>• Benchmark and monitor efficient stock turns and shrinkage to ensure the effective and efficient use of working capital.</li> </ul>
<b>Assets and Infrastructure</b>	<ul style="list-style-type: none"> <li>• Provide strategic leadership for the assets and infrastructure function, including advising the CEO and Board on future property opportunities and investments.</li> <li>• Ensure the implementation and oversight of effective systems to support timely, efficient, and compliant asset management across the organisation.</li> <li>• Manage all aspects of fleet operations, including lifecycle planning, maintenance, rotation, and replacement strategies to optimise cost-effectiveness and performance.</li> </ul>

	<ul style="list-style-type: none"> <li>Oversee the management of physical assets, including buildings, clinical equipment, mobile resources, and emergency provisions, ensuring operational readiness and compliance with safety standards.</li> </ul>
<b>Major Fundraising Initiatives</b>	<ul style="list-style-type: none"> <li>Provide strategic and operational leadership for the lottery initiative, including all related fundraising programs such as Carols by Candlelight and national campaigns.</li> <li>Cultivate and maintain strong relationships across the events, media, production, talent, and advertising sectors to enhance fundraising outcomes and brand visibility.</li> <li>Support the diversification and growth of revenue streams through the development of both existing and emerging income-generating projects.</li> <li>Serve as the primary liaison with other St John entities across Australia for all matters related to the national lottery program, ensuring alignment and collaboration.</li> </ul>
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>Provide organisational leadership as the Risk Champion, overseeing the development and implementation of the Risk Management Framework, maintaining the Risk Register, and delivering risk management education across the organisation.</li> <li>Lead the Workplace Health, Safety, and Wellbeing (WHSW) functions at St John SA, ensuring the delivery of efficient, high-quality support services to both staff and volunteers.</li> <li>Demonstrate proactive leadership in managing WHSW issues within the work environment, ensuring effective communication and fostering a culture of safety and wellbeing.</li> <li>Identify, assess, and manage risks that may impact the organisation's people, assets, and operations, ensuring resilience and continuity.</li> <li>Ensure ongoing compliance with all relevant legislation, regulatory requirements, and ethical standards across the organisation.</li> <li>Monitor performance and compliance of commercial contracts, ensuring obligations are met and risks mitigated.</li> <li>Develop and implement comprehensive risk management strategies, including contingency and business continuity plans.</li> <li>Monitor organisational compliance to the Board risk appetite statement.</li> </ul>

## **Key Behaviours**

### **Strategic Agility**

- Sets a clear vision for the future, inspires others with that vision and maps out viable path to achieve it
- Has broad business knowledge and perspective
- Can anticipate future consequences and trends
- Can create and execute competitive strategies and plans

### **Business Acumen**

- Knows how businesses work
- Knowledgeable in current and possible future practices, trends, technology and information affecting the organisation
- Is aware of how strategies and tactics play out in the marketplace
- Understands the business and organisation levers

### **Customer and Stakeholder Focus**

- Accurately understands customer and stakeholder expectations, needs and requirements
- Ensures that feedback from customers is leveraged to identify improvement opportunities
- Continually searches for ways to improve customer service
- Follows up with the team to confirm that customer opportunities and problems are solved

**Drive for Results**

- Takes timely action to address important short-term and long-term issues
- Demonstrates a strong sense of urgency in getting work done
- Helps others prioritize to ensure achievement of critical individual and group goals
- Holds self and team accountable for outcomes

**Leadership**

- Provides effective leadership in alignment with the values and approach of St John
- Motivates, coaches, encourages, empowers and builds confidences
- Demonstrates integrity and trust
- Not afraid to have the difficult conversations
- Role models cultural outcomes and supports growth

**Working Together**

- Collaboration with leadership and the broader community in recognition of diverse perspectives
- Self-awareness and empathy to demonstrate understanding of emotion, strengths and weaknesses.
- Effectively deals with conflict management that is objective to business outcomes

***Qualifications / Experience***

- Tertiary qualifications in accounting, business administration or other relevant area (essential)
- Master of Business Administration (desired)
- Hold Graduate Membership of the Australian Institute of Company Directors (or willingness to obtain)
- First aid qualification (minimum of Provide First Aid) (or willingness to obtain)
- Experience in driving multiple revenue streams and managing financial performance in an organisation generating >\$30m in revenues per annum

***Essential requirements***

- Pre-employment medical is required prior to commencement
- Current South Australian Driver's License
- At times of peak work demand, may be asked to participate in some after-hours work (or flexible working hours including requirement to work on weekends and after hours)
- Interstate/intrastate travel will be required
- Must be prepared to relocate within St John should the need arise
- It is a requirement that this position undertake and hold a National Police Certificate and a current Working With Children Check both of which are acceptable to St John SA prior to the commencement of employment. Continued employment is subject to the maintenance of satisfactory checks.
- Will be required to undertake Child Safe Environments training within the first six months of employment.



## HOW TO APPLY

Applications including a cover letter and CV should be addressed to Andrew Reed and Justin Hinora. Please visit [henderconsulting.com.au](http://henderconsulting.com.au) to apply.

For a confidential discussion, please call (08) 8100 8827.

### **Please Note**

Your application will be automatically acknowledged by a return email.