

Commercial and Income Director Job Description

Salary:

Responsible to: Chief Executive Officer

Responsible for: Head of Advocacy, Head of Communities

This job description is a guide to the work you will initially be required to undertake. It may be changed from time to time to meet changing circumstances. It does not form part of your Contract of Employment.

1. Purpose of Post:

You will bring a value based collaborative approach with a curious and growth mind set. You will have significant experience of growing net income through a varied portfolio, ensuring compliance and regulation with the relevant regulatory bodies.

You will be a self-motivated, entrepreneurial and keen to improve the students' union experience.

You will drive income, develop and implement financial growth strategies and be experienced in change management to ensure smooth and efficient delivery. You will be bold, inclusive and hold students interests at the heart of decision making.

This role is a brand-new pivotal role that will lead on the development and delivery of a sustainable business model for Hallam Students' Union, combining commercial enterprise and fundraising strategies. The role ensures financial resilience, accountability to the Board of Trustees, and alignment with the Student Union's mission to enhance student life.

2. Key Responsibilities

Strategic Leadership

- Work with the CEO, COO, Board of Trustees and key stakeholders to design and implement a long-term sustainable business model.
- Lead on scoping activities to contribute to a financially viable growth model for the Students' Union.
- Develop a three-year income generation strategy that is aligned with the Union's strategic objectives, increases net profit and student satisfaction and engagement.
- Provide accurate financial forecasting and performance reporting to the CEO and Trustees.
- Build strategic relationships with Sheffield Hallam University.
- Provide strategic leadership to the Advocacy and Communities functions, ensuring both areas deliver high-quality, student-centred services.
- Oversee the translation of the SU's organisational strategy into clear priorities, goals, and performance measures for the Advocacy and Communities teams.
- Foster a collaborative, innovative, and inclusive culture that empowers managers and their teams to succeed.

People Leadership & Development

- Line manage and support the Head of Advocacy and Head of Communities, providing coaching, guidance, and performance oversight.
- Promote professional development, wellbeing, and a positive working culture across both areas.

Programme Management & Student Experience

- Oversee the Heads of Department responsible for the design, delivery, and evaluation of a vibrant programme of events, activities, and campaigns that enhance the student experience and build a strong sense of belonging.
- Ensure activities are evidence led, accessible, and responsive to the needs and interests of a diverse student body.
- Promote cross team working to deliver cohesive, impactful student engagement initiatives.

Space Management & Growth

- Maximise the use and visibility of dedicated SU spaces, driving footfall, student engagement, and ensuring both, commercial **and** community value.
- Lead strategic planning for developing and growing SU spaces, ensuring they are dynamic, student-friendly, and aligned with organisational goals.
- Champion opportunities to improve, invest in, and expand physical and digital spaces used by the student community.

Advocacy, Representation & Democracy

- Champion the SU's role in advocacy, representation, and student voice, ensuring democratic structures are effective, accessible, and empowering.
- Provide oversight to ensure students' views are represented clearly and constructively to the university and external partners.
- Ensure compliance with democratic processes, governance expectations, and best practice in representation.
- Ensure elected Officers are supported to ensure they can fulfil their democratic priorities.

Partnerships & Influence

- Build strong relationships across the university, local partners, and the wider student movement to advance the SU's strategic priorities.
- Act as a senior ambassador for advocacy, engagement, and community-building within and beyond the institution.
- Working closely with the Head of Community, and Head of Advocacy to, oversee HSU's approach to volunteering and Civic Engagement in line with our strategic aims

Governance, Compliance & Impact

- Ensure both functions meet regulatory, legal, and policy requirements.
- Oversee monitoring, evaluation, and reporting to demonstrate impact and inform ongoing development.
- Contribute to organisational planning, risk management, budgeting, and strategic decision-making at senior leadership level.

Commercial/Income Generating Enterprise

- Develop and lead on implementation of a robust revenue model that is underpinned by a broad base portfolio of income generating activity. This may include but is not limited to; grants and trust fundraising, commercial operations, cafés, retail, sponsorship, and advertising.
- Growing net income per annum in line with yearly targets.
- Working closely with the Head of Communities, Head of Marketing, and Head of Advocacy innovate and diversify income streams through partnerships, media sales, and student-focused services.
- Ensure commercial activities are environmentally sustainable and socially responsible and compliment SU Services – e.g. Advice and Community Hub.
- Ensure activities are developed in response to evidenced market demand and where possible directly correlate to the Access and Participation Plan for the student body.

Fundraising & Income Generation

- Create and deliver a fundraising strategy to secure a yearly increase in revenue through various means including but not limited to campaigns, donations, grants and Trusts, and corporate sponsorships, match funding and gift aid.
- Grow net income per annum in line with yearly targets.
- Build strategic relationships with donors, and external City and Regional partners.
- Lead campaigns and appeals, ensuring compliance with the Fundraising Code of Practice, Fundraising Regulator and GDPR.

Knowledge & Compliance Requirements

- Ensure adherence to the Education Act 1994, Charities Act 2011, Companies Act 2006, Companies House and Charity Commission guidance.
- Working with COO and Finance Manager, maintain compliance with VAT, trading regulations, and SORP accounting standards.
- Uphold GDPR and data protection requirements in all commercial and fundraising activities.
- Fundraising regulations and the Code of Fundraising Practice.
- VAT and tax rules for trading subsidiaries and non-primary purpose trading.
- Employment law, health & safety, and licensing for hospitality and events.
- Environmental sustainability standards and ESG reporting.

**COMMERCIAL AND INCOME DIRECTOR
PERSON SPECIFICATION**

Requirements		(E) (D)
1	Qualifications/Training	
1.1	Good general level of education, usually to degree level, or relevant equivalent experience	E
1.2	Evidence of continued professional development in leadership, finance or commercial and/or fundraising management	E
1.3	Professional qualification in fundraising, project management, finance, commercial or people management	D
2	Experience	
2.1	Proven senior leadership experience in commercial operations and/or fundraising within charity, membership or customer orientated environments	E
2.2	Track record of developing and delivering sustainable income strategies	E
2.3	Experience in managing budgets of £500k+ and achieving income strategies	E
2.4	Demonstrated success in building strategic partnerships and stakeholder relationships	E
2.5	Experience of governance and working with Boards or Trustees	D
3	Knowledge	
3.1	Charity law, trustee duties, and governance frameworks	D
3.2	Fundraising regulations and the Code of Fundraising Practice	E
3.3	VAT and tax rules for trading subsidiaries and non-primary purpose trading	E
3.4	Employment law, health and safety, and licensing for hospitality and events	E
3.5	Environmental sustainability standards and ESG reporting	E
3.6	Knowledge of Student Unions and Sheffield Hallam University and local community networks	D
4	Skills & Attributes	
4.1	Strong financial acumen and ability to interpret complex data	E
4.2	Highly organised, completer finisher who has proven project and/or programme management skills	E
4.3	Excellent negotiation and influencing skills	E
4.4	Exceptional communication and presentation skills	E
4.5	Ability to lead and motivate teams to achieve ambitious targets	E
4.6	Highly motivated ad results-driven	E
4.7	Collaborative and able to build strong internal and external relationships	E
4.8	Resilient and adaptable in a fast-changing environment	E
4.9	Commitment to equality, diversity and inclusion	E

Criteria: E = essential, D = desirable