



COMMERCIAL DEVELOPMENT MANAGER

CANDIDATE BRIEF
JANUARY 2025



About Us

Livewell Southwest is a recognised provider of integrated health and social care services operating across South Hams, West Devon and Plymouth, with additional responsibilities for delivering specialist services to people living in certain parts of Cornwall and Devon. Integrating health and social care means that we can deliver care for people in new ways which are more efficient, with professionals who would have previously worked in individual teams now working together. This way of working helps us to deliver the right care to people, in the right place, at the right time.

Our vision is 'to be the very best at helping people live well' supported by the values and behaviours that we expect from every single member of our team.

We were founded in 2011 as a pioneering, independent community interest company. This means we are a not-for-profit organisation which re-invests all revenue back into the services we provide, and the communities we serve. While we are not a formal part of the NHS, we work alongside colleagues from local NHS hospitals and services to deliver expert care to a range of communities. Our award-winning services are diverse and include: community nursing; services for people with learning disabilities; physiotherapy; community mental health services; social work; wellbeing and health improvement services; services for children and young people and community pharmacies. We provide these services either within the person's home, or from one of 12 locations based across the southwest.

Livewell Southwest is an employee-led organisation, and the largest community health and social care enterprise in the UK. We employ more than 3,000 members of staff who live and work in the local area and champion their progression, development and commitment to providing outstanding care.

As a social enterprise, we re-invest all of our revenue back into services – allowing us to continually deliver better care to the communities we serve.

Read more about us [here](#)

1. JOB DETAILS

Job Title:	Commercial Development Manager
Band:	8c (£74,290 - £85,601)
Base:	Hybrid working (Plymouth/home/travel)
Responsible to:	Director of Finance

2. JOB PURPOSE

This is a strategic post within Livewell Southwest which will work closely with the Executive Team and Board of Directors making recommendations for new business opportunities. On a day-to-day basis the post will report directly to the Director of Finance.

The aim of the Commercial Development Manager is to identify and mobilise activity which will generate new income streams for the organisation and broaden the base of services that it provides.

This will be done by identifying opportunities to establish new activity or through acquisition of existing business. Any new activity or entities will be hosted either within the CIC or in a wholly owned subsidiary company.

The post holder will need to work independently to generate opportunities for consideration by the Livewell Southwest CIC Board. The postholder will be expected to develop and present full business cases to Board for sign off. Once approved the postholder will lead and be responsible for the successful implementation of new businesses. The post holder will then be responsible for ongoing reporting into the CIC Board on the success and profitability of these ventures

The post holder will lead and be responsible for determining and establishing the best corporate structure for the activity to be hosted in. The activity will be complimentary and additional to the day-to-day core business of Livewell Southwest and will enhance the organisation's impact.

3. KEY RESPONSIBILITIES:

To lead and be responsible for formulating, developing, and implementing the organisation's Commercial Strategy and developing the associated policies, procedures and governance arrangements. This is to ensure that this aligns with the wider organisation strategy and is delivered successfully

To lead and be responsible for the identification and delivery of a wide range of new and commercial opportunities for the organisation which are in line with the vision, values and objectives of Livewell Southwest.

To lead and be responsible for undertaking a full market analysis and identifying the scope of opportunities for the organisation.

To lead and be responsible for the production and presentation of full business cases including making recommendations to board for sign off.

To lead and be responsible for the financial, legal and procurement elements of new business as well as demand and capacity modelling and contract management. This will include highly sensitive and complex information that will require strong interpersonal and communication skills.

To lead and be responsible for the production, leadership and oversight of high quality financial and commercial information, business support and advice to the Executive team and Livewell Board.

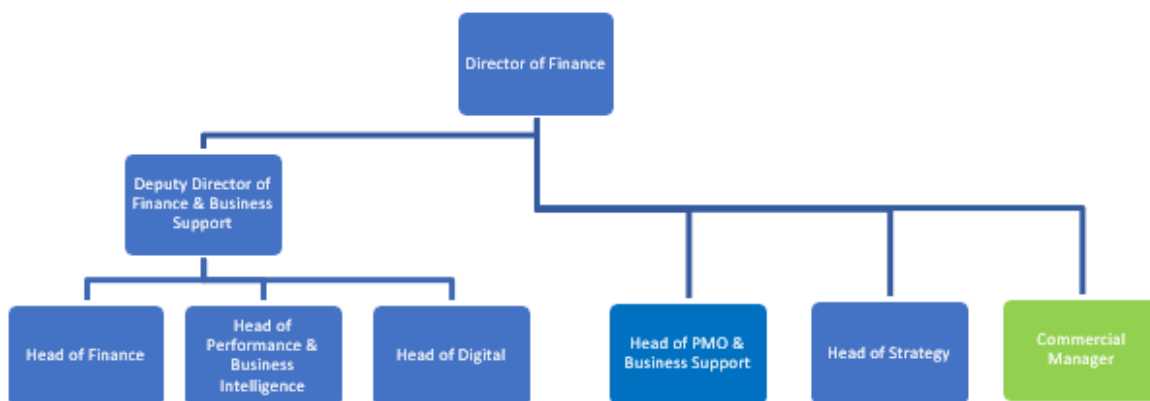
Communicate effectively to address concerns, solicit feedback and foster collaboration for any projects.

Build and maintain effective and strong relationships with internal and external stakeholders including government agencies, commercial agents, healthcare professionals and community representatives.

To lead, develop and coach the commercial team and relevant staff within Livewell Southwest. Establish links with external organisations for specialist advice where needed.

Identify and make recommendations for the most appropriate corporate structure to host any new commercial activity. If outside of the CIC this will mean working with relevant colleagues to ensure that there is the correct infrastructure in place including terms and conditions and pay structures.

4. DEPARTMENTAL POSITION



5. SCOPE AND RANGE

Livewell Southwest (LSW) has set out clear specifications around commercial activity, which may be pursued by LSW alone, or in partnership with other providers and suppliers, both from the local system, and nationally. These include:

- Material change to the scope or scare of LSW’s existing portfolio of services.
- New commissioned activity
- Commissioned services that are outside of LSW’s core geographies
- Non-commissioned activities

The strategy is intended to cover business development and commercial activities in Livewell Southwest CIC, Livewell Southwest Group (to be rebranded) and Plymouth Dental Services Ltd. Where an alternative structure is identified to be the best fit then this will also be considered.

Business development & commercial strategy: on a page



LSW’s ambition is to identify several business development and commercial opportunities each year. Stage 1 of the opportunity assessment process aims to perform a high-level review of opportunities to identify those that warrant a more detailed assessment and is designed to provide a high-level steer on whether each opportunity is strategic, feasible and deliverable.

Stage 2 performs a much more detailed assessment of the opportunities, with information gathered on the operating environment and market, development of the operating model and how this will drive financial contribution and risk. Activity at this stage will inform decision making and will include:

- Market research and analysis
- Service vision and operating model design
- Quality and Equality Impact Assessment
- Financial Model
- Social Value
- Business case development

Once an opportunity has received the green light for mobilisation, stage 3 will involve a wider set of internal stakeholders and subject matter experts to ready the new service or contract for implementation. Stage 4 marks the implementation or launch of the new service or contract with the primary focus on a seamless launch from the perspective of staff, customers and stakeholders.

Stage 5 is conducted after implementation and mitigating actions have been put in place to respond to any operational issues arising. It will evaluate whether project objectives were met, how effectively the project was run, identify lessons for the future and the actions required to maximise the benefit of the project outputs.

5. MAIN DUTIES/RESPONSIBILITIES

5.1 Responsibility for People Management

The postholder will provide line management for the commercial team and people from across different professions with different skills and expertise when working on the same objectives.

The post holder will identify and develop resources needed to expand the Commercial Team will be responsible for all aspects of staff management including – recruitment, appraisal, performance management, disciplinary procedures etc.

The post holder will transfer expertise and knowledge as appropriate, throughout the team and organisation wide. This will include developing and delivering formal communication briefings and training to update on progress in key projects and objectives.

The post holder will work closely with other relevant colleagues to draw on the expertise needed to develop business cases and to mobilise activity and lead and support colleagues to develop demand and capacity modelling to inform the business cases, target operating model and design of the new business.

The post holder will work with teams and colleagues at a senior level to deliver outcomes and applying excellent reporting and transparency mechanisms. They will lead on communication with relevant stakeholders which will mean conveying sensitive and contentious information in a clear and concise manner.

5.2 Responsibility for financial and/or physical resources

The post holder will prepare and present business cases which will set out up-front investment requirements.

The post holder will be responsible for securing approval for the investment from Board and ensuring that the resources are managed in line with the plan. This may be significant sums of money, (in the region of £250k – £2m, dependent on the project) for which the postholder will have budgetary responsibility.

The post holder will lead and be responsible for complex financial negotiations in relation to acquisition opportunities within a financial envelope agreed by board.

The post holder will be expected to establish activities that will generate turnover and surpluses – initially to cover the costs of the commercially focussed roles and later based on annually agreed targets.

The post holder will hold budgetary responsibility for the commercial team and oversee and undertake complex financial modelling to understand the viability of proposals.

5.3 Responsibility for administration

Use the highest level of interpersonal and communication skills to support and guide the Board in decision making and understanding investment requirements through the presentation of complex information and development of business cases. This will be core to seeking approval to progress with identified opportunities and will often contain highly sensitive information.

Use computer software daily to generate reports including the use of statistical analysis, formulae and queries.

Provide routine oversight and assurance on progress against delivery of the strategy and against any opportunities.

Ensure that work is communicated clearly and consistently across relevant partners and both internal and external stakeholders.

Lead all commercial aspects of Livewell and be an advisor to the Livewell Executive and Board.

Establish key performance indicators for commercial activities and provide regular progress reports.

Lead and oversee the procurement of all supply chains including specialists' consultants, legal advisers and financial advisors.

5.4 Responsibility for people who use our services

Ensure that the organisations strategic aim of 'people at the centre of what we do' is at the heart of any decision making. This will include linking with people with lived experience to gain their input and feedback into the development of any commercial work.

Ensure that opportunities identified have a strategic fit with the organisation's overall strategy and are therefore helping the organisation to achieve its objectives for people.

5.5 Responsibility for implementation of policy and/or service developments

To be responsible for the design, development and implementation of the Commercial and Business Development strategy (policy). This will include developing the associated policies, procedures and governance arrangements. These should have a clear fit with the overall CIC strategy and policies should align with other corporate policies

Ensure that new activity is implemented in line with the CIC's values and vision and there are clear governance arrangements in place.

Set own and lead the delivery of the commercial strategic objectives

6. COMMUNICATIONS AND RELATIONSHIPS

The post hold will effectively communicate in a variety of ways and levels depending on the intended audience. Those in regular communication include

- Livewell Southwest Board and Executive team
- Non-Executive Directors within Livewell Southwest

- Assistant Directors
- Medical Staffing
- Directorate Managers
- Support services across Livewell Southwest
- Trade Union Representatives
- External suppliers
- Primary Care
- Third sector organisations
- Commissioners
- Professional Leads
- External organisations to Livewell Southwest across the wider Devon system and regionally
- Commercial agents

7. PHYSICAL DEMANDS OF THE JOB

The post holder would be required to have periods of prolonged concentration and to also respond quickly to problems, questions and/or interruptions that require an immediate response. Work will involve analysis and reporting of performance information and the post holder will need to be able to travel at short notice.

8. ADDITIONAL INFORMATION FOR ALL POSTS

The post holder is required to comply with all relevant policies and procedures pertinent to their post. Current versions can be found on the intranet or via your manager. The areas listed below are those Livewell Southwest currently places particular emphasis on. Failure to follow correct policies and procedures may result in disciplinary action.

8.1 Risk Management

In accordance with the Risk Management Strategy, employees will participate, whenever required, with the risk management process. They will support line managers by attending mandatory and statutory training, completing incident/accident forms for every adverse event or near miss that occurs, report all defects and complaints, and communicate any dangerous situation to individuals potentially at risk.

8.2 Health and Safety at Work

You must co-operate with those in authority and others in meeting the statutory requirements and in following policies and procedures. A copy of the Health and Safety Policy is available from the intranet or from the Risk Management Department.

You are reminded that in accordance with the Health and Safety at Work Act 1974 you have a duty to take reasonable care to avoid injury to yourself and to others affected by your work activities.

You will be notified where your post carries a requirement for immunisation.

You may be required to be able to undertake physical intervention training and participate in physical intervention as part of a physical intervention team and Basic Life Support (BLS).

8.3 Infection Control

Livewell Southwest is determined to eradicate healthcare-acquired infection and puts a great deal of emphasis on the responsibility of all staff to ensure their own personal and others compliance with Infection Control (including Hand Washing) Policies. All staff must comply with infection control policies and guidance, attend relevant updates and report issues of concern to their immediate line manager (if no action or explanation received, then it is the individual's responsibility to escalate their concerns to the Director of Operations or Chief Executive's Office).

8.4 Safeguarding Children and Adults

All employees have a duty to safeguard and promote the welfare of children and adults and are required to act in such a way that at all times safeguards their health and wellbeing. Familiarisation with and adherence to national and local safeguarding adults and children policies is an essential requirement upon all employees. Livewell Southwest has specific safeguarding policies and in addition, employees also have a responsibility to practice and work within the multi-agency policy developed by the Safeguarding Adults Board and the Safeguarding Children Board. Staff are also required to participate in related mandatory/statutory training.

8.5 Research

For clinical posts at bands 5 and 6, there is an expectation that engagement in research will be part of this role. Therefore, an awareness of the value and relevance of research is expected and the post holder should either support existing research within their specialty area as appropriate or identify opportunities to raise awareness of research possibilities. For clinical posts at band 7 and above, the post holder will be required to actively participate in complex audits using research methodology, or participate as required in clinical trials or equipment testing, and will demonstrate high level involvement in local ongoing research projects.

8.6 Sustainability and climate change

All staff are expected to take responsibility for the reduction of carbon emissions within their area of the organisation. In particular this may relate to reducing energy consumption, making low carbon travel choices, consideration of goods and services being purchased, and waste reduction.

8.7 Other

This Job Description is not exhaustive and may change as the post develops, but such change will not take place without consultation between the post holder and their manager. Job descriptions should be reviewed at least annually at the appraisal meeting.

The Working Time Regulations apply to all employees of Livewell Southwest. In particular, Livewell Southwest will not permit staff in all employments to work in excess of 48 hours in any one week except where there are exceptional service needs where an absolute limit of averaging over a reference period of 17 weeks would apply.

Livewell Southwest has adopted NO SMOKING and NO ALCOHOL policies for staff, which applies to all posts. Details of the policy are available on request and will be included in the statement of main terms and conditions of service of staff appointed.

Person specification

Job title: Commercial Development Manager

Band: 8c

Criteria	Essential (minimum standard required)	Desirable (enhance the ability to carry out the role)	Measurement
Qualifications	<ul style="list-style-type: none"> • Relevant Master's level postgraduate qualification or significant equivalent experience • Management Qualification in related field/industry and/or ongoing evidence of strategic leadership and management • Demonstrates commitment to own continuous professional development (CPD) 	<ul style="list-style-type: none"> • PRINCE 2/PRINCE 2 Agile/MSP 	
Knowledge	<ul style="list-style-type: none"> • Deep understanding of how commercial functions operate and proven experience of leading transformation and change improving commercial capability and introducing new tools and processes • Proven understanding of business case development, contract management and procurement processes • Proven understanding of legal and regulatory requirements relevant to commercial activities in healthcare. • Senior level technical knowledge and experience of advising on complex transactions and commercial options 		
Experience	<ul style="list-style-type: none"> • Proven experience in commercial leadership roles within healthcare or related industries • Involvement in complex commercial strategy and transactions. 	<ul style="list-style-type: none"> • Commercial experience in large scale transformation programmes 	

	<ul style="list-style-type: none"> • High level of relevant professional and technical experience related to the delivery of commercial advice and complex transactions including market engagement • Experience of working with board and executive level colleagues and capable of engaging effectively with staff across organisation to deliver the right outcomes. • Experience of and previous involvement with organisational change/transformational programmes • Extensive, senior strategic level experience in a commercial capacity in a large complex organisation • Experience of working in a continuous improvement culture including the provision of value for money and service development • Experience of providing relevant and up to date commercial insights that help influence and shape superior commercial outcomes • Proven experience of working with multiple agencies and managing and engaging multiple external stakeholders and • Experience of dealing with a range of complex issues within a demanding and political stakeholder environment. • Experience of delivering through people in terms of leading, developing and influencing others, evidence of significant people management skills and involvement with staff negotiations 		
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	<ul style="list-style-type: none"> • Experience of leading the growth of projects and businesses, from concept to launch and development 		
<p>Specific skills</p>	<ul style="list-style-type: none"> • An outstanding communicator, both in person and in writing, with the ability to present advice and information in a clear and logical way and effectively communicate on highly complex matters. • A commercial and results-driven mindset evidenced by proven success of developing and managing significant income generating projects and partnerships • Strong evidence & knowledge of commercial business modelling and business case development • Proven ability to produce accurate and detailed reporting and analysis • Strong persuasion and influencing skills with the ability to present ideas and proposals effectively at Board level. • Proven ability to deal with conflict and achieve consensus in a balanced and open-minded way • Balances risks and benefits to find effective delivery solutions • Evidence of ability to understand customer needs and use them to innovate and generate new business ideas • A natural talent for building relationships with a variety of stakeholders. • A proven negotiator with an understanding of the wider implication of decisions and experience of alliances and partnership working 		

	<ul style="list-style-type: none"> • Demonstrate resilience • Strong innovative thinker • Excellent negotiation, communication, and stakeholder management skills • Ability to make decisions autonomously when required, often in the absence of complete information • Ability to think strategically and analyse complex problems whilst interacting in a complex, multidisciplinary environment • High level analytical skills • Advanced level with information technology using Microsoft Office Packages (Outlook, Word, Excel, Teams and PowerPoint) 		
Additional requirements	<ul style="list-style-type: none"> • Ability to travel when required in a timely manner • Ability to concentrate for extended periods of time with VDU and desk-based work 		
Values and Behaviours	<ul style="list-style-type: none"> • We will expect your values and behaviours to mirror those of the Organisation 		

How to Apply

For a confidential conversation, please contact our recruitment partner Public Leaders Appointments:

- Anna Jay, Managing Director
- anna@publicleadersappointments.com
- 07904 236 348

In order to apply, please submit a CV, supported by a covering letter of no more than 3 sides of A4 outlining your motivation for applying for this role and Livewell Southwest and highlight how your skills, knowledge and experience meet the requirements of the role of Commercial Development Manager, as set out in this brief.

Please also provide the following:

Contact details for two references. Referees should be people who can comment authoritatively on you as a person and as an employee and must include your current or most recent employer. Referees will not be contacted without your prior consent.

Equality, diversity and inclusion are all integral to our organisational ethos and values. It is critically important to us that every Livewell Southwest employee works in an inclusive environment which has a culture of mutual regard and respect. Our Equality, Diversity and Inclusion strategy reaffirms our deep commitment to this and sets out our core principles and priorities for development in the coming years. We welcome and encourage applications from people of all backgrounds.

Applications should be sent to anna@publicleadersappointments.com with reference 'Livewell'

Timetable

- Closing Date for Applications: Midday, Friday 7th February 2025
- Interviews (Plymouth): Wednesday 26th February 2025

