**Role Title:** Head of Business Development and Commercial

**Department:** Early years (Childcare)

**Job Level:** 9

About the role

Lead business development and commercial activities within the Early Years business, ensuring safe and optimised delivery of commercial performance, business development and long term growth plans to deliver quality, financial, customer, people and member targets in a robustly governed way.

Develop Commercial and Business Development strategy within Early Years strategy and 5-year business plan, working with senior stakeholders, to develop and implement strategies that enhance operational and commercial performance, drive growth, and maintain high standards of care and education.

Engage as a senior leader in National Businesses and the broader Society.

Occasionally role holder may be required to perform other duties or tasks as may be reasonably requested by the Society.

What you’ll be doing

* Responsible for leading commercial performance and business development, proactively ensuring robust, structured & timely delivery of initiatives and driving continuous improvement. Lead key strategic and tactical commercial initiatives, recommending necessary trade-off decisions for optimum outcome.
* Support COO in business plan and growth strategy. Implement agreed strategies working with appropriate stakeholders
* Lead creation & delivery of integrated commercial strategy to drive commercial performance and targets delivery, balancing site level activity with estate-wide activity. Define priority sites for lead-gen and occupancy driving activity, taking account of site stability, quality and resourcing alongside conversion ratios
* Drive continuous improvement & optimisation in response to performance and external context
* Establish and manage adoption of revenue management and trading techniques in Early Years business. Lead trading process, identifying emerging trends and create solutions to emerging commercial issues across the full commercial mix. Work with Head of Nurseries to ensure deliverability into nurseries (eg resourcing levels/ processes).
* Accountable for identifying growth, new business and ancillary revenue streams within context of Early Years strategy. Lead full feasibility evaluations, build case as appropriate, gain sign off and lead implementation of initiatives. Monitor and evaluate impact, adapting activity as required
* Lead and deliver pricing strategy, including annual fee increases, tactical initiatives and strategic moves in the context of the market and price elasticity analysis
* Lead commercial partnerships for Early years, creating & evaluating new models to deliver growth. Lead terms discussions as required and lead initiative delivery with key stakeholders
* Lead portfolio strategy including investment planning and maintenance/refurbishment cycle requirements alongside new site investment to ensure nursery standards are maintained in support of business plan delivery. Identify trade-offs to deliver optimum outcome. Build and secure business case sign off for investments, in collaboration with key stakeholders.
* Lead design and delivery of new site & initiative launch plans. Assess activity success & adapt plans as required.
* Lead creation, delivery & optimisation of proactive multi-channel consumer marketing, PR and content across Brand and tactical activities. Work with broader Midcounties teams on cross-trade initiatives, central PR & reputation management.
* Lead definition of brand standards & specs and ensure standards are fit for purpose and regularly reviewed
* Drive Member-focus and activation, ensuring clear plans and alignment with Midcounties’ Membership strategy
* Deliver wide-spread insight into business performance, including trends, drivers, best practice and corrective/ optimisation action planning. Regularly benchmark performance and actively identify actions to improve. Create analysis and models to inform insights and decision making, including assessment of performance and potential opportunities, break even analysis and impact of initiatives. Analyse integrated dashboard (Pickle) to identify trends & opportunities for action
* Manage budgets and revenue performance to proactively optimise EBITDA delivery. Actively contribute to budgeting and ongoing financial forecasting.
* Establish & maintain activity ‘master plan’ for Early Years, ensuring visibility across the group of key milestones, replanning when milestones move and ensuring business readiness across the senior team
* Review key commercial metrics and narrative into performance. Oversee commercial reporting insight and narrative in trading reports and management reports etc
* Inspire & lead a high performing team with clear accountabilities and strong performance management. Coach and develop the team, empowering and holding them to account, continually reviewing performance against objectives, targets and personal development objectives. Ensure similar approach through the line, overseeing performance management
* Work collaboratively within National Businesses and across Midcounties in the best interests of our members
* Lead and embed a culture of compliance across all elements of the business, ensuring that every area of the business complies with statutory obligations as well as Midcounties’ policies & procedures. (eg. EYFS, H&S, training, absence, recruitment etc). Ensure strong Financial controls and adherence to governance, risk & compliance, health & safety, legal and regulatory controls. Ensure all activity is delivered in a safe and timely manner, including on time delivery of audit actions

About You

* Good leadership, team working and performance management experience essential, along with financial acumen, sales & profit optimisation and experience of working in a Group organisation.
* Ability to think strategically. Proven success in delivering both strategic and short term results in a commercial environment. Ability to turn strategy into actionable plans through to delivery
* Highly numerate, analytical and data driven with drive & curiosity to make a difference. Excellent financial & commercial acumen and proven ability to use multiple data sources to make decisions & deliver results
* Proven success in driving commercial performance in a multi-site environment
* Ability to work under pressure, manage multiple priorities and meet deadlines
* Very collaborative style, able to influence at and gain commitment from all levels up to CEO. Engaging & approachable with strong EQ & listening skills. Able to present complex matters in an understandable way.

Scope

Reports to: Chief Operating Officer

Budgetary Control: Revenue targets (c£55m), cost and EBITDA

Contacts (internal/external):

Internal- responsible for Commercial & Business development team; Executive & CEO team; Finance; People team; full Early Years team; National Businesses leadership team; Property; legal & insurance; IT; Data team

External- Will need to be able to liaise professionally, effectively and efficiently -marketing & PR agencies; media owners; potential commercial partners; commercial delivery partners; workplace nursery clients; external advisors