

Job description and person specification

Londonwide LMCs & Londonwide Enterprise Ltd

Job Description

Job title:	Director of Business Development
Accountable to:	Chief Executive
Responsible to:	Chief Executive
Line manager for:	Head of Workforce, Training and Innovation
Job purpose	<p>To provide focused commercial leadership during a pivotal 12-month period for Londonwide Enterprise Ltd. The role has three interlocking purposes:</p> <ul style="list-style-type: none">• To review, overhaul, and improve the performance of the existing commercial offer including training, services, and the buying group so that it operates efficiently and generates more income;• To develop a clear short-term commercial plan for immediate implementation, and a credible medium to long-term Commercial Growth Strategy that sets out how Londonwide Enterprise Ltd will develop into a genuinely income-generating, increasingly independent operation;• To put in place the leadership, management, and operational foundations that will allow the commercial function to grow sustainably beyond this initial 12-month period.
Main responsibilities	<p>1. Mission alignment and strategic leadership</p> <ul style="list-style-type: none">• Champion the commercial mission of Londonwide Enterprise Ltd in a way that is always explicitly connected to, and in service of, the broader mission of Londonwide LMCs to represent and support general practice across London.• Ensure all commercial activities are developed with an understanding of, and sensitivity to, the representative and professional context in which Londonwide LMCs operates.• Build and maintain strong relationships with and as a member of the senior leadership team of Londonwide LMCs to ensure strategic alignment, shared priorities, and mutual understanding of how commercial income supports core LMC activities• Act as an ambassador for Londonwide Enterprise Ltd across the London primary care community

2. Commercial audit and short-term planning

- Conduct a comprehensive audit of all current commercial activities: training portfolio, professional services, and the buying group — covering revenue, reach, pricing, costs, and customer experience
- Identify immediate opportunities for improvement, optimisation, and revenue growth.
- Develop a clear Short-Term Commercial Plan for implementation within the 12-month contract period.
- Establish a baseline set of commercial KPIs and a regular reporting framework for leadership and board.
- Redesign and optimise the training portfolio — content, format, pricing, and marketing — to maximise value, reach and revenue from GPs, practice managers, and other primary care professionals across London.
- Review and strengthen existing professional services to increase uptake and commercial return.
- Grow the buying group: extend its reach to more London practices, improve its supplier offer, and increase the income it generates for Londonwide Enterprise Ltd.

3. Medium and long-term commercial strategy

- Develop a credible medium-term (2–3 year) and indicative long-term commercial strategy for Londonwide Enterprise Ltd, setting out how the organisation will grow its income, broaden its offer, and reduce reliance on shared resource from the levy organisation.
- Map the commercial opportunities available — including new GP support services, additional training and education products, and expanded buying group participation.
- Set out a realistic workforce and capability plan for how Londonwide Enterprise Ltd will build in-house functions over time, as commercial income allows.
- Develop the financial model and income projections underpinning the medium and long-term strategy.

4. New commercial opportunity development

- Identify, validate, and develop new commercial service propositions, including — in collaboration with the GP Support team — new GP support services that go beyond current non-commercial provision

	<ul style="list-style-type: none"> • Build a credible pipeline of new products and services, with business cases and implementation plans for each • Develop partnerships, referral relationships, and supplier arrangements that extend Londonwide Enterprise Ltd’s commercial reach • Ensure new services are developed to complement, not compete with, the core representative and support work of Londonwide LMCs. <p>5. Income generation and financial management</p> <ul style="list-style-type: none"> • Set and manage against agreed commercial income targets across all revenue streams • Build pricing structures and financial models that generate sustainable margins • Work with shared finance expertise from Londonwide LMCs to maintain accurate financial reporting and forecasting • Ensure that commercial activities aim to generate sufficient surplus to make a meaningful contribution to Londonwide LMCs’ core operating costs • New sector appropriate revenue generation- Drive new business, conduct appropriate market research and use to inform development of new products (including professional services) and partnerships. • Market analysis- of trends, competitors, health commissioning/ procurement environment and identify new opportunities, and recommend new products or services. • Lead, mentor and embed business development practice across the organisation. • Tender for new business/income streams. <p>6. Governance, risk and reporting</p> <ul style="list-style-type: none"> • Establish strong governance and reporting frameworks for all commercial activities • Provide quarterly progress reports against agreed objectives to the Chief Executive and board • Ensure all commercial activities comply with relevant legal, regulatory, and governance requirements • Identify, assess, and manage commercial risks, escalating where appropriate.
<p>Strategic/operational scope</p>	<p>This is both a hands-on delivery role and a strategic planning role. The successful candidate will need to move at pace to improve near-term performance, while simultaneously</p>

	<p>thinking clearly about the longer arc of commercial development and what it will require in terms of people, products, and partnerships.</p>
Relationships	<p>Work collaboratively with shared function colleagues in Londonwide LMCs, particularly in finance, marketing, contracting and clinical, making the most of available resource.</p> <p>To develop connections including:</p> <ul style="list-style-type: none"> • Internal colleagues especially the GP support team • LMCs • Existing Buying Group partners • Commercial associates • Partnerships & Relationships- Build high-level partnerships, manage client-relationship management (CRM) strategies, and secure new income generating contracts. • To identify and build connections with external potential partners, holders of NHS training budgets as well as practices/ Partners who have responsibility for purchasing and procurement.
Management	<p>Line management and team leadership</p> <ul style="list-style-type: none"> • Provide effective line management and professional development support to the Head of Workforce, Training and Innovation. • Support and further develop a cohesive, motivated, and high-performing commercial team from the outset, establishing clear roles. • Contribute to workforce planning for the medium term, identifying the roles and capabilities that Londonwide Enterprise Ltd will need to recruit as it grows. • Manage own activity, splitting time effectively between exploring new market/product areas and growing revenue.
Knowledge	<ul style="list-style-type: none"> • Significant senior commercial leadership experience, with a track record of growing revenue and developing new commercial offers. • Experience of negotiating and managing contracts • Excellent stakeholder management skills, with the ability to engage credibly with GPs, practice managers, NHS commissioners, and board-level colleagues • An understanding of general practice and its business models/independent contractor status.

Communication	<p>Strong relationship building, influencing and negotiation skills.</p> <p>Clearly articulates commercial offer and is a persuasive presenter.</p> <p>Regular reporting to internal colleagues and Board.</p>
The relationship between Londonwide LMCs and Londonwide Enterprise Ltd	<p>To work jointly in the interests of Londonwide Enterprise Ltd and Londonwide LMCs.</p> <p>At present, Londonwide Enterprise Ltd does not operate as a fully independent organisation. It draws on shared capacity and expertise from Londonwide LMCs, particularly in finance, marketing, and clinical expertise. This arrangement is intentional in the short term: it allows the commercial operation to develop without the overhead burden of building every support function from scratch.</p>
Place of work and Travel	<ul style="list-style-type: none"> • This role is based at the company's London offices in Tavistock Square, although regular homeworking is supported. Travel to the office (commuting) or to external meetings in a timely way is required according to business need. • If driving for work a risk assessment must be completed including details of appropriate insurance and licencing
Technical	<p>Utilise information and communications technology (ICT) including standard applications in order to fulfil the requirements of the role.</p>
Policies and procedures	<p>To be familiar with Londonwide LMCs/Londonwide Enterprise Ltd policies and procedures and act in accordance with them at all times.</p>
Appraisal	<p>Participate in the appraisal system and attend regular supervision meetings with the line manager.</p>
Data protection and confidentiality	<p>To treat information appropriate with confidentiality, complying with the requirements of the 2018 Data Protection Act and subsequent guidance implemented by the Information Commissioner's Office.</p>
Health and Safety	<ul style="list-style-type: none"> • To contribute to creating a healthy and safe environment by following the safe systems set out in the Health and Safety policy. • To be familiar with this information and to act in accordance with it.

Equality	Operate at all times within an equality framework, upholding the principles of the company's equality and inclusion policy.
Other duties	Undertake any other duties as required in order to fulfil the objectives of the post.
Review	This job description will be subject to regular review and Londonwide LMCs / Londonwide Enterprise Ltd reserve the right to amend or add to the duties and responsibilities listed. The post holder is required to be flexible in developing the role in accordance with changes in the NHS and with the changing agenda, policies and priorities of Londonwide LMCs / Londonwide Enterprise Ltd.

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Person Specification

Criteria		Essential	Desirable	How tested
1. Qualifications	Degree in Business studies, Marketing, MBA or similar or equivalent experience.		yes	A
2. Role Experience	Significant senior commercial leadership experience, with a track record of growing revenue and developing new commercial offers Understanding of the general practice and primary care landscape in London or England.	yes	yes	A,I
3. Task experience	Financial acumen: able to build business cases, set income targets, model revenue streams, and manage within resource constraints. Experience of managing or growing a buying group, group purchasing scheme, or membership commercial offer.	yes	yes	A,I
4. Management	Experience of leading and managing teams, including developing people and managing performance	yes		A,I
5. Key skills	Experience of developing training and CPD portfolios for healthcare or professional audiences Prior interim or commercial transformation experience, with evidence of establishing sustainable structures for the longer term		Yes Yes	A, I
6. Relationships	Excellent stakeholder management skills, with the ability to engage credibly with GPs, practice managers, NHS commissioners, and board-level colleagues	Yes		A, I

	<p>Experience of operating in or alongside healthcare, professional membership, representative, or public sector organisations, with a clear understanding of the constraints and sensitivities involved</p> <p>Able to operate effectively within a lean organisational structure, without large dedicated support teams, drawing on shared resource pragmatically</p>	yes	Yes	
7. Interpersonal skills	<p>Strong written and verbal communication skills, including the ability to present complex commercial strategies clearly to non-commercial audiences.</p> <p>Negotiation and influencing skills.</p>	yes		A, I
8. Strategic/operational exposure	<p>Demonstrable ability to develop and implement both short-term commercial plans and medium to long-term strategy.</p>	yes		A, I
9. Project management	<p>Experience of planning for organisational growth and development of in-house functions in a developing business.</p>		yes	A, I
10. Record of delivery	<p>Experience of growing and maintaining revenue and providing high level reporting and analysis.</p>	yes		A, I
11. Technical skills	<p>Experience of negotiating and managing contracts.</p> <p>Knowledge of procurement models in healthcare</p>	yes	yes	A, I