Director of Commercial Growth

Job Description

Hours:	28-35 hours per week (between 9am-5pm, Monday-Friday)
Contract:	Permanent - subject to our standard six-month probationary period
Location:	Presence in London will be necessary (this is not a work from home role)
Salary:	£60,000 per annum (pro-rated if part-time)
Responsible to:	Chief Executive Officer (CEO)
Part of:	Executive Team

Purpose of Role:

Age UK Wandsworth is a local and completely independent charity that has worked for over 60 years to promote the wellbeing of all older people in the London Borough of Wandsworth. We offer a variety of services with the goal of helping older people to age well in Wandsworth.

Our charity has been consistently growing for the last 7 years under our CEO and our next strategic step is to diversify income generation so that we can better serve the needs of older people whilst ensuring our charity's longevity. This is a unique and exciting opportunity to combine your senior strategic commercial experience with our charity's core purpose and translate commercial success into meaningful organisational impact.

This brand-new role will be ideal for an emotionally intelligent leader who recognises that they are a "starter" as well as a "finisher". You will be creative and have innovative, commercial ideas for growth in our sector. You will also have the resilience, drive and momentum to focus on the detail and execute the successful delivery of new services and commercial activities. This is not a managerial role to begin with - this is for someone who "can do".

You will most likely be someone with transferrable skills and senior leadership experience in business or commercial development, or a related field. Non-profit knowledge is useful, but not essential, as we appreciate you will be a quick study to have thrived in your most recent roles.

Overview of responsibilities:

1. Set and personally run Age UK Wandsworth's ambitious commercial strategy step by step, identifying and acting on new opportunities for growth, innovation and partnership whilst our charity continues to evolve and thrive in this changing climate.
2. Bring a variety of opportunities (e.g. charged for services, retail, mergers) together under your inspirational leadership to deliver longer-term, sustainable income and exceptional client experiences, whist remaining aligned to our values and objects.
3. Harness local data and client insights, sector expertise and market intelligence to diversify and strengthen income streams, expand audience reach, deliver outstanding results and maximise the value of the Age UK Wandsworth brand as a successful, independent charity.
4. Work collaboratively across our Executive Team and wider organisation to build strong relationships with colleagues and stakeholders, ensuring that all growth activity supports strategic priorities, enhances client engagement and aligns with our charity's objects.

Main responsibilities:

1. Leadership

- Be an active member of the Executive Team, helping to shape Age UK Wandsworth's overall strategy, culture and priorities alongside the CEO, the Executive Team and the Board of Trustees.
- Lead, motivate and develop any staff and volunteers who report to you, building a team that performs well, spots growth and development opportunities and puts clients at the heart of what we do.
- Promote a commercial and entrepreneurial mindset across the charity, while making sure growth activity always reflects our values and charitable objects.
- Act as a visible ambassador for the charity, representing Age UK Wandsworth with partners, funders, businesses and the local community. You will be comfortable working with a range of people from clients to C-suite alike.
- Lead change with emotional intelligence. Bring colleagues along with you and help teams adapt as new services and income streams are introduced.

2. Commercial strategy and planning

- Develop, deliver and regularly review a commercial and growth and development strategy for Age UK Wandsworth, in line with the charity's wider strategic plan.
- Turn the strategy into clear annual business plans with measurable targets, timescales and resource needs.
- Find, assess and prioritise new growth and development opportunities, using robust business cases, options appraisals and financial modelling.
- Balance short-term income with long-term sustainability, so the charity has a diverse and resilient income base.

3. Charged-for services

- Lead the design, launch and growth of charged-for services that meet the needs of older people, such as home help, befriending, handyperson, wellbeing services, etc, and generate income to reinvest in our charitable work.
- Use client and staff insights and market intelligence to find unmet demand and test new service ideas.
- Develop pricing models that are sustainable, competitive and fair to clients.
- Make sure charged-for services are delivered to a consistently high standard, with clear service standards, quality monitoring and client feedback processes.
- Make sure services meet all relevant regulatory, safeguarding and consumer protection requirements, including any registration requirements for care-related services.
- Review the performance and viability of each service regularly and recommend whether to grow, change or cease.
- Work with service coordinators so that charged-for services complement our free and funded services and don't undermine them.

4. Commerce

- Lead the charity's retail and trading activity, including any future charity shops, online sales platforms and other commercial ventures.
- Develop a retail strategy that grows income, improves efficiency and strengthens the charity's presence on local high streets and online.
- Explore new commercial opportunities, such as e-commerce, branded products, events and income from corporate or community partnerships.
- Oversee stock generation and donated goods and maximise Gift Aid on donated goods where appropriate.
- Set and monitor financial and operational targets for retail and trading activity and take action to improve underperforming areas.
- Make sure trading activity follows charity law and HMRC rules on charity trading. Advise on setting up or using a trading subsidiary where needed.
- Make sure retail and commercial activity reflect the charity's values, supports volunteering and gives customers and donors a positive experience.

5. Mergers and acquisitions

- With the CEO, develop the charity's approach to mergers and acquisitions as part of the wider growth strategy, with clear criteria for which opportunities to pursue.
- Identify and assess potential mergers, acquisitions, transfers of services and other forms of consolidation with charities, social enterprises or businesses that could strengthen Age UK Wandsworth's reach, services or financial position.
- Lead strategic, financial, legal and operational due diligence, working with the CEO, Chair of the Growth and Development Committee and professional advisers.
- Prepare business cases, options appraisals and recommendations for the CEO and Board of Trustees, setting out the benefits, risks and impact on older people.
- Lead negotiations and manage the transaction process through to completion, including any consultations with staff, volunteers, clients and other stakeholders.
- Plan and oversee the integration of merged or acquired organisations and services, protecting continuity for clients, staff and volunteers and sensitively bringing together cultures, systems and processes.
- Review how completed mergers and acquisitions perform after completion, to check that the expected benefits are delivered and to inform future decisions.

6. Partnerships

- Identify and develop joint ventures, strategic alliances and delivery partnerships that open up new income and service opportunities.
- Build and manage relationships with businesses, public sector bodies, health and care partners and other voluntary organisations.
- Develop corporate partnerships and commercial contracts that benefit both the charity and our partners.

- Look for opportunities to bid for or win contracts and commissioned services that fit our purpose and capabilities.

7. Data, insight and market intelligence

- Use local data, client feedback and research to understand the changing needs of older people in South London and spot gaps in provision.
- Monitor market trends, competitor activity and developments across the charity, health and social care sectors to inform decision-making.
- Put in place systems for gathering and analysing commercial and client data, making sure it is used ethically and in line with data protection law.
- Use insight to shape new services, pricing, marketing and client experience.
- Make sure all commercial activity delivers an excellent and consistent client experience that reflects the charity's values.

9. Financial management and performance

- Set and manage budgets for your areas of responsibility, working closely with the Head of Finance to ensure accurate forecasting and reporting.
- Set clear key performance indicators (KPIs) for growth and commercial activity and monitor performance against targets.
- Report regularly on progress, risks and results to the CEO, Executive Team and Board of Trustees.
- Make sure income generated leads to real organisational impact and show the link between commercial success and outcomes for older people.

10. Governance, risk and compliance

- Work with the CEO and Trustees, preparing papers and presentations and giving expert advice on commercial matters.
- Identify, manage and report on risks linked to growth activity, including financial, reputational, legal and operational risks.
- Make sure all commercial activity complies with charity law, Charity Commission guidance, trading rules, consumer protection, data protection and any other relevant regulation.
- Make sure contracts, partnership agreements and commercial arrangements are properly negotiated, documented and reviewed.

11. Collaboration and stakeholder relationships

- Work collaboratively with the Executive Team and other colleagues so that growth activity supports strategic priorities and adds to, rather than competes with, existing services.
- Build strong internal relationships and share commercial knowledge and skills across the charity.
- Develop and maintain relationships with key external stakeholders, including local authority and NHS partners, local businesses, community groups and the wider network of other local independent Age UKs.

12. General

- Protect the charity's reputation by making sure growth activity is ethical, transparent and appropriate for older people.
- Work with colleagues to develop marketing and communications that promote commercial services, grow audience reach and attract new clients, customers and supporters.
- Provide cover and deputise for the CEO in cases of absence, as required.
- Follow Age UK Wandsworth's policies and procedures, including safeguarding, equality, diversity and inclusion, health and safety, and data protection.
- Take part in supervision, appraisal and training, and keep professional knowledge up to date.
- Carry out any other reasonable duties that match the seniority of the role, as determined by the CEO.

This job description will be reviewed on a regular basis and may be subject to change, particularly as the needs of the organisation change. It is a deliberately comprehensive job description, so that prospective candidates can see the full, exciting scope of the role and the CEO and Board of Trustees will agree with the postholder which *areas will be focused on as priorities, as and when opportunities arise*.

All staff and volunteers at Age UK Wandsworth are required to undergo DBS checks and to regularly participate in safeguarding training.

Person Specification

Experience

Criteria	**Essential (E) / Desirable (D)**
Senior leadership experience in business development, commercial development, M&A or a related field	E
A track record of creating and delivering a commercial or growth strategy that brought in significant, sustainable new income	E
Experience of finding, developing and launching new services, products or income streams, from first idea through to successful delivery	E
Experience of writing strong business cases, options appraisals and financial models to support investment decisions	E
Experience of leading, motivating and developing teams, including leading people through change	E
Experience of building and managing strategic partnerships, joint ventures or corporate relationships	E
Experience of negotiating and managing commercial contracts	E
Experience of setting and managing budgets, setting KPIs and reporting on performance to an executive team and/or board	E
Experience of leading or taking a major part in mergers, acquisitions, transfers of services or other consolidation, including due diligence and integration	E
Experience of working in the charity, voluntary, social enterprise, health or social care sectors	D
Experience of retail, trading or e-commerce, including charity retail or donated goods	D
Experience of designing, pricing or running charged-for or consumer-facing services	D
Experience of bidding for or winning public sector contracts or commissioned services	D
Experience of working with or reporting to a board of trustees or non-executive directors	D

Knowledge

Criteria	**Essential (E) / Desirable (D)**
A good understanding of commercial principles, including pricing, market analysis, business planning and financial performance	E
Understanding of the risks involved in growth activity (financial, reputational, legal and operational) and how to manage them	E
Understanding of data protection requirements and the ethical use of client and commercial data	E
Understanding of the needs of older people and the challenges they face	D
Knowledge of charity law, Charity Commission guidance and HMRC rules on charity trading, including trading subsidiaries and Gift Aid on donated goods	D

Knowledge of the regulations that apply to care-related services, such as CQC registration, safeguarding and consumer protection	D
Knowledge of the health and social care landscape, including local authority and NHS commissioning	D
Knowledge of London, including local communities, partners and the local market	D

Skills and Abilities

Criteria	**Essential (E) / Desirable (D)**
Strong strategic thinking, with the ability to turn a long-term vision into clear, measurable annual plans	E
Creativity and fresh commercial ideas for growth that fit a charity setting	E
Strong delivery skills, with the ability to manage detail, several projects at once and deadlines, and to see projects through to completion	E
Strong financial skills, including budgeting, forecasting and interpreting financial information	E
Excellent negotiation and influencing skills, with the ability to build trust with a wide range of stakeholders	E
Excellent written and spoken communication, including writing clear board papers and giving confident presentations	E
The ability to use data, client insight and market intelligence to inform decisions	E
The ability to represent the charity at executive level and act as a credible, visible ambassador	E
The ability to work collaboratively across teams so that commercial activity supports, rather than competes with, free and funded services	E
Excellent IT skills, including Microsoft Office, AI and CRM	E

Personal Qualities

Criteria	**Essential (E) / Desirable (D)**
A commitment to Age UK Wandsworth's values and charitable purpose and to improving the lives of older people	E
A high level of emotional intelligence, with the ability to bring people along and lead change sensitively	E
Both a "starter" and a "finisher": entrepreneurial and full of ideas, with the drive to deliver them	E
Resilience, energy and the ability to keep momentum going in a changing environment	E
An ethical, transparent approach to commercial activity that protects the charity's reputation and puts clients first	E
A quick learner who can adapt to a new organisation and the changing sector	E
A commitment to equality, diversity and inclusion	E
A commitment to safeguarding and promoting the welfare of older and vulnerable adults	E

Recruitment

Your application

Please send us the application documents that are specified on our website.

CVs will not be considered. Nor will agencies.

For the Supporting Statement, we ask that you answer the following three questions:

a) Age UK Wandsworth relies heavily on statutory contracts and grants alongside a small trading base. Tell us about a time you successfully either built from ground up or scaled a new commercial revenue stream from a low starting point to reduce an organisation's reliance on a single funding source. What were the numbers and how did you manage the financial risk?
b) Many local Age UKs generate income through paid-for services for older residents, such as our own handyperson service, while maintaining free services for those in financial hardship. How would you design and price a commercial service in Wandsworth that appeals to self-funding residents, without alienating vulnerable service users or compromising safeguarding standards?
c) Based on your research into Age UK Wandsworth and the local area, what do you see as our single biggest untapped commercial opportunity over the next three years, whether through paid-for services, partnerships, trading or any underused assets? What would your first three steps to action your idea be?

Key Dates

- Closing date: 4pm on Thursday 14 January
- Shortlisting and invitations to interview: Friday 15 January
- Stage 1 Interview with Exec. Team: Friday 22 January - 549 Old York Road
- Stage 2 Interview with Exec. Team and a Trustee: Friday 29 January - 52 East Hill