

Job title:	General Manager – Commercial Services
Directorate:	Commercial
Responsible to:	Executive Commercial Director
Accountable to:	Executive Commercial Director
Pay band:	8b or 8c (to be confirmed)
Location:	Swandean, Worthing
Disclosure required:	No

Job outline:

As a small team it is essential that each senior member of staff in the commercial directorate develops a portfolio of projects in addition to their lead responsibilities. It is also important that the whole team support each other in all areas, including those areas where they might not individually have lead responsibility. The overall responsibilities of the commercial directorate are to:

1. Develop and communicate the 5 year Integrated Business Plan and annual plans.
2. Build strong relationships with commissioners and take overall responsibility for contracting.
3. Oversee change management across the organisation.
4. Ensure that business is sustained and new business identified and realised.
5. Report on the performance of the organisation and hold other directorates to account for their performance.
6. Enable the executive team to access policy and statistical information on service developments

The General Manager will agree specific responsibilities related to the above as part of a portfolio of work that will change over time.

Scope & Authority:

1. Taking the lead in one or more of the following areas as part of a portfolio:
 - business planning
 - tendering
 - change management
 - performance management
 - business intelligence
2. Developing and sustaining excellent relationships with commissioners (PCT and LA and other) and the Health Oversight and Scrutiny Committee in one area. This includes being the main conduit for communications between the trust and commissioners.
3. Project managing specific projects as requested by the director.

Key Result Areas:

The General Manager will agree a portfolio of work to include one or more of the following areas:

Business planning

1. Edit highly complex and conflicting contributions to plans into a clear written style for the intended audience – Board, Monitor, commissioners, staff, or the public.
2. Ensure the executive commercial director, who is the executive sponsor for plans, is briefed on progress and any difficulties. Ensure he or she signs off plans before submission.
3. With advice from the trust's communications team to design active dissemination, providing written material and contributing directly to communications.
4. Present the planning process and plans verbally and in writing to various audiences including senior staff, other staff and service users.
5. Be aware of developing best practice in business planning across the NHS and social care.
6. Evaluate success of business planning process and content and make changes for future plans.

Tendering

1. Proactively project manage the design and production of tender submission documents by analysing the requirement and setting out and publicising the timeline for what needs to be done by whom and when.
2. Secure the input of senior staff from across the organisation into the tenders and make clear to them their expected contributions and the format they will be made in. Set out these resource commitments as part of project managing the process.
3. Edit complex and conflicting contributions to submissions to the required format.
4. Ensure the executive commercial director, who is the executive sponsor for tender submissions, is briefed on progress and any difficulties. Ensure he or she, and other relevant directors, signs off tenders before submission.
5. Ensure tenders are submitted on time in the correct form.
6. Design and undertake training for other staff in tendering.
7. Be aware of how tendering best practice is developing in the NHS and social care.
8. Evaluate the success of trust tendering processes and make recommendations to the Board on any changes required.

Change Management

1. Ensure each project has adequate sponsorship, resources, plans and milestones.
2. Ensure that the change projects are clinically and commercially viable individually.
3. Support each project going through strategic outline and full business case stages in a timely manner. This includes, where necessary, writing business cases for Board approval.
4. Ensure that each project is adequately monitored and evaluated as it is implemented.
5. Develop change management skills across the organisation including designing processes and training.

Performance Management

1. Design and produce performance reports using the agreed format.

2. Quickly identify areas of poor performance, report to the executive commercial director and other directors as appropriate, and make recommendations for improving performance.
3. With advice from the trust's communications team to design active dissemination, providing written material and contributing directly to communications.
4. Present the performance process and results verbally and in writing to various audiences including senior staff, other staff and service users.
5. Be aware of developing best practice in performance reporting and management across the NHS and social care.
6. Evaluate success of the performance reporting and management process and content and make changes to methods as required.

Business Intelligence

1. Ascertain specific issues that need business intelligence.
2. Identify the information required and access it.
3. Analyse the information obtained so as to draw out the key points relevant for business decisions.
4. Produce concise reports with key findings and recommendations on business intelligence for a variety of audiences including the Board of Directors.

Relationship with commissioners

1. Proactively build and sustain a positive relationship with all commissioners in a specified area through understanding their intentions.
2. Feedback from commissioners will show that they value the role of the post holder and the commercial directorate in terms of a positive 'can do' attitude that is responsive to their needs as local leaders for the NHS and local authorities.
3. Communicate with service managers and leaders in the area so that they understand commissioners intentions and concerns, similarly to feedback areas for development and concerns to commissioners.
4. Set up quarterly formal meetings with commissioners for the area to sign off service developments, actions in relation to performance and contractual changes.

Project management

1. Have accountability for the effective delivery of a portfolio of projects as project manager and to have contributions to other projects as agreed by the executive commercial director
2. Contribute to the development of project management methods within the trust.
3. Design and undertake training for staff in project management

Relationships

1. In addition to those indicated above to act as the commercial directorate's main line of communication to and from the corporate directorate, and the chief executives and assistant chief executives office.

Position in the Organisation & Key relationships

The General Manager reports to and is accountable to the executive commercial director.

There are three other senior staff who also report to the executive commercial director. The General Manager does not have line management responsibility for any staff, although this may change. He or she is expected to have multiple influential relationships with others inside and outside the organisation.

Person Specification

	Essential	Desirable	Evidenced by
A – Qualifications			
▪ Educated to Masters level or equivalent	✓		C
▪ Business qualification at Masters level or equivalent		✓	C
B – Knowledge/Experience			
▪ Experience of taking the lead for an organisation working with commissioners/significant large scale customers gained over at least 3 years	✓		A /I
▪ Experience of leading on several significant commercial processes (£25m plus)	✓		A /I
▪ Experience of successfully leading/coordinating tender submissions worth in excess of £1m	✓		A /I
▪ Thorough understanding of health and social care policy		✓	I
▪ Operational management		✓	A /I
C – Skills			
▪ Evidence of ability to quickly interpret, analyse and act upon highly complex and conflicting information	✓		A /I
▪ Evidence of well developed project management skills, ability to see complex tasks through to timely completion and able to evaluate and learn lessons.	✓		A /I
▪ Evidence of ability to influence senior strategic staff within the organisation and externally	✓		A /I
▪ Evidence of highly developed written and verbal communication skills.	✓		A /I
D – Approach/Values/Personal attributes – examples			
▪ Excellent interpersonal skills with the ability to persuade and influence at all levels of the organisation.	✓		A /I
▪ Can demonstrate support for the values and beliefs of the Care Group and those of the Trust	✓		I
▪ Team working	✓		I
▪ Mobility to travel across sites	✓		I
▪ Punctual and flexible across hours of work when required	✓		I
▪ Ability to work with others in a consensual but decisive manner	✓		I

A – Application

C - Certificate

I – Interview

T - Test

Approved by:

Name

Position

Date