Role Profile

Head of Business Development, Tenders & Contracts

Role Purpose

To lead a high-performing, commercially focused bids and contracts function that identifies, qualifies and converts strategically aligned opportunities into sustainable growth. The role will provide clear market and competitor insight, maintain strong governance across the pipeline, and work collaboratively across the organisation to secure new business, retain existing services and develop new routes to market. It will ensure opportunities are commercially viable, deliverable and aligned with Community Integrated Care's strategic priorities.

Key Accountabilities

Bid Strategy & Governance

- Lead and motivate a high-performing bid team to identify, qualify and convert strategically aligned, commercially viable opportunities, delivering sustainable growth against agreed pipeline, conversion, revenue and retention targets.
- Maintain oversight of market developments, commissioner priorities, competitor activity and emerging opportunities, translating insight into clear recommendations for the Executive Team and proactive bid and growth strategies.
- Lead a consistent and proportionate bid/no-bid process, ensuring opportunities are assessed against strategic fit, commercial viability, deliverability, organisational capacity and risk before significant resource is committed.
- Establish clear capture plans for priority opportunities, identifying commissioner requirements, competitive positioning, win themes, evidence gaps, commercial assumptions and internal responsibilities at an early stage.
- Maintain oversight of the forward pipeline, framework activity, contract expiry dates and anticipated recommissioning, ensuring the team is focused on the strongest opportunities and takes early action where delivery against growth targets is at risk.
- Analyse growth and attrition trends, providing clear reporting and insight on net growth, conversion, contract profitability, retention and portfolio quality to support executive decision-making.
- Ensure learning from tender outcomes, commissioner feedback and competitor analysis is captured, shared and consistently applied to improve future performance.
- Provide clear leadership and governance across all bidding activity, working collaboratively with operational and corporate teams to secure timely input, resolve barriers and maintain accountability throughout the bid process.
- Maintain strategic oversight of existing and prospective frameworks, ensuring call-off and mini-competition opportunities are identified early, qualified effectively and converted into a strong pipeline of commercially viable opportunities.
- Lead a proactive approach to contract retention, working with operational and commercial colleagues to identify contracts at risk and forthcoming retenders, with clear ownership of commissioner engagement, performance evidence and the future service proposition well ahead of formal procurement.
- Provide strategic oversight of the contracts function, ensuring key contractual obligations, risks, variations, expiry dates and commercial issues are identified, recorded and escalated appropriately.
- Ensure a clear and accountable handover from contract award into mobilisation, with key commitments, assumptions, risks and contractual requirements understood by the responsible operational teams.
- Deputise for the Commercial Director and represent the function at internal and external meetings as required.

Commercial and Market Intelligence

- Translate market and commissioner insight into proactive bid strategies and clear recommendations for the Executive Team.
- Use portfolio performance, fee benchmarking, commissioner priorities and competitor insight to inform opportunity selection, strengthen commercial positioning and shape clear, differentiated value propositions.
- Work collaboratively across Operations, Quality, People, Finance, Property, TEC and other specialist functions to develop and maintain compelling, current and evidence-based organisational propositions.
- Lead the development and delivery of a compelling, evidence-based social value proposition, embedding measurable social value commitments and outcomes within bids, partnerships and service models.
- Work closely with regional leaders and Business Development Partners to translate local intelligence, relationships and growth priorities into a qualified national pipeline.
- Proactively identify and develop strategic partnerships and new routes to market, aligning national engagement activity with regional growth plans and organisational priorities.
- Lead a planned and coordinated approach to commissioner and funder engagement, pitches and presentations, strengthening Community Integrated Care's profile, building strategic relationships and improving conversion outcomes.

Systems & Reporting

- Ensure the CRM is maintained as a reliable single source of truth for opportunities, tenders, frameworks, outcomes, contract information and pipeline performance.
- Establish and embed clear standards for opportunity management, reporting definitions, data quality and forecasting across the Business Development function.
- Use technology and appropriate AI-enabled tools to improve market intelligence, tender research, content management, reporting and quality assurance, while maintaining appropriate human oversight and information governance.
- Regularly review and improve the end-to-end bidding process, using performance data and team feedback to reduce duplication, strengthen ownership and improve pace, quality and decision-making.

Leading and Managing a Team

- Lead and line manage the bid writing, contracts and data functions, ensuring roles, responsibilities and priorities are clear and aligned to the organisation's growth objectives.
- Build, develop and motivate a high-performing team, ensuring the function has the capacity, capability and commercial focus needed to deliver the growth plan.
- Set clear individual and team objectives linked to growth KPIs, regularly reviewing performance, workload and contribution against agreed expectations.
- Coach and develop team members, recognising strong performance, addressing underperformance promptly and supporting continuous professional development and succession planning.
- Create an inclusive, collaborative and accountable team culture that supports pace, resilience and consistently high standards, particularly during periods of competing tender deadlines.

Scope and Geography	This is a national role
Travel Expectation	As part of the Senior Leadership Team there may be some requirement to travel nationally.
Collaboration	It is expected that the post holder will work proactively and collaboratively with the regional teams Operational Leaders, supporting Business Partners, Managers, and Specialists, and in addition will liaise with Support Services functions.
Budgets	This role will not have any direct budgetary accountability.

Best Life Possible Success Measures

Service Quality and Innovation	• **Bid quality and compliance:** High-quality, compelling and compliant submissions are consistently delivered to deadline, with clear propositions, strong evidence and robust quality assurance.

	• **Tender performance:** Agreed conversion targets are achieved across bids, frameworks and other routes to market, with learning from outcomes used to improve future performance. • **Market insight and innovation:** Market, commissioner, competitor and policy intelligence is translated into clear recommendations that strengthen opportunity selection, service development and competitive positioning. • **Social value:** A strong, evidence-based social value proposition is embedded within bids and partnerships, with measurable commitments and outcomes for people and communities.
Career Opportunity	• **High-performing team:** A motivated, capable and commercially focused team delivers against clear individual and collective objectives linked to the organisation's growth KPIs. • **Capability and development:** Team members receive regular coaching, constructive feedback and meaningful development opportunities, with clear succession and capability plans in place. • **Capacity and performance:** Team capacity is aligned to priority opportunities, strong performance is recognised and underperformance is addressed promptly and fairly.
Community Engagement	• **Collaborative growth:** Strong relationships across operational, regional and corporate teams create shared ownership of bids, retention and growth opportunities. • **Commissioner and funder engagement:** Proactive engagement strengthens Community Integrated Care's profile, reputation and strategic relationships, generating new opportunities and supporting improved conversion. • **Strategic partnerships:** Partnerships and new routes to market are developed in line with national priorities and regional growth plans.
Sustainable Economics	• **Sustainable net growth:** Agreed revenue, retention and net growth targets are achieved through strategically aligned, commercially viable and deliverable opportunities. • **Pipeline strength:** A healthy, qualified forward pipeline provides sufficient coverage against growth targets, with early corrective action taken where delivery is at risk. • **Commercial quality:** Opportunities demonstrate clear strategic fit, sustainable fee levels, appropriate contribution and an acceptable balance of risk and return. • **Retention and attrition:** Contracts at risk and forthcoming retenders are identified early, with clear plans to protect strategically and commercially valuable services and reduce avoidable attrition. • **Robust forecasting and reporting:** CRM data, pipeline forecasts and performance reporting are accurate, current and provide reliable insight for executive decision-making. • **Risk management:** Material commercial, contractual, operational, workforce and mobilisation risks are identified, challenged and mitigated before commitments are made.

Qualifications, Experience, and Knowledge

- Educated to degree level or above in a Business-related subject (Desirable).
- Evidence of Continuing Professional Development (Essential).
- Professional Qualification in Business/Leadership Management (Desirable).
- Experience of competitive tendering processes, working within or leading a bid team with the ability to prioritise and convert opportunities (Essential).
- Broad experience of working jointly with commissioning partners (Essential).
- Significant experience of understanding tender budgets, financial planning, and risk management in operations and business development opportunities (Essential).
- In-depth understanding of public sector commissioning (Desirable).
- Experience of leading tendering processes through to contract award (Desirable).
- Experience of working in a complex and adaptive environment (Essential).

- Excellent knowledge of the care sector including regulatory and contractual frameworks, government legislation (Essential).
- Good knowledge of proposed changes in government legislation – understanding the impact on health and social care services (Desirable).

Competencies, Skills, and Abilities

- Proven track record of leading and converting high-value, complex bids, tenders, frameworks and other growth opportunities within social care, health or a similarly regulated sector (Essential).
- Strong commercial judgement, with the ability to assess strategic fit, financial viability, risk, deliverability and potential return, balancing quality and outcomes with sustainable growth (Essential).
- Demonstrable experience of delivering against growth, pipeline, conversion and retention targets, with the ability to take corrective action where performance is off track (Essential).
- Strong market awareness and horizon-scanning capability, with the ability to interpret commissioner priorities, competitor activity, policy developments and emerging routes to market (Essential).
- Ability to develop clear, evidence-based value propositions, competitive differentiators, win themes and social value commitments that respond to commissioner and funder priorities (Essential).
- Proven ability to lead, motivate and develop a high-performing team, setting clear expectations, managing capacity and addressing performance issues effectively (Essential).
- Strong analytical capability, with the ability to interpret portfolio performance, pipeline data, fee benchmarking, market intelligence and commercial information and translate this into clear recommendations (Essential).
- Ability to build effective relationships and work collaboratively across operational, regional and corporate functions, influencing senior stakeholders and creating shared ownership of growth (Essential).
- Excellent written and verbal communication skills, with the ability to review and strengthen complex submissions and present compelling proposals to commissioners, funders and senior decision-makers (Essential).
- Strong decision-making and prioritisation skills, with the confidence to recommend that opportunities are pursued, paused or stopped based on evidence (Essential).
- Ability to plan and lead multiple complex bids and workstreams with competing deadlines, maintaining pace, quality and attention to detail (Essential).
- Confident use of CRM, reporting and appropriate technology or AI-enabled tools to support pipeline management, research, content development and quality assurance (Essential).

Personal Attributes

- Commercially astute, ambitious and results-focused, with the drive to identify and convert sustainable growth opportunities (Essential).
- An engaging and credible leader who creates clarity, pace, accountability and motivation within their team (Essential).
- Strategic and forward-looking, with the ability to anticipate market change and translate organisational ambitions into practical action (Essential).
- Confident and constructive in challenging assumptions, resolving barriers and influencing decisions at all levels (Essential).
- Collaborative and able to build trusted relationships across different functions, regions and external organisations (Essential).
- Resilient and adaptable, with the ability to remain effective through sustained change, competing priorities and demanding tender deadlines (Essential).
- Committed to innovation, continuous improvement and using insight and technology to improve performance (Essential).
- A genuine commitment to Community Integrated Care's values and to improving outcomes and opportunities for people who draw on support (Essential).
- Honest, inclusive and accountable, demonstrating sound judgement and integrity (Essential).
- Flexible in relation to working hours and able to travel as required by the role (Essential).

Behaviours and Values

At Community Integrated Care “how” you approach your work is just as important as “what” you do. With that in mind, we have outlined the key behaviours that we look for at each level in our charity. This role aligns with level 2 in our guide to behaviour.

Job Evaluation

Internal Evaluation Level: 2