The Children's Trust
For children with brain injury







Head of Business Development & Commissiong – Maternity Cover

Candidate Briefing Pack



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Dear Candidate

Thank you for your interest in becoming a Head of Business Development & Commissioning at The Children's Trust.

We are the UK's leading charity for children with brain injury and neurodisability. We deliver rehabilitation, education and community services through skilled teams who work with children and young people, and their families.

We are unique, with an international reputation for the work we undertake to improve the lives of the children and families with whom we work.

We provide information and support to thousands of children with brain injury and their families annually, through education, care, therapy, and research. We provide expertise and experience in meeting the needs of children and young people with acquired brain injury, neuro-disabilities, and complex health needs.

As the Head of Business Development & Commissioning, you will report to the Medical Director & Consultant in Paediatric Neurodisability. Your role will be to lead on the creation, implementation and review of business development and services-related marketing activity to ultimately increase brand awareness, strengthen referral pipelines, meet and exceed occupancy targets and income.

This is a chance for an outstanding candidate to make a significant and lasting difference to the lives of thousands of children and families.

Kind regards

Dr Vijay Palaivel
Medical Director and Senior Consultant in Paediatric Neurodisability



The Charity

The Children's Trust supports children and young people with brain injury and neurodisability to live the best life possible. From our national specialist centre in Tadworth, Surrey, and through our community services, we provide specialist rehabilitation, education, therapy, care and family support.

Our services include:

- specialist rehabilitation for children with acquired brain injury
- a non-maintained special school, supported by residential provision for children with complex education, health, therapy and care needs
- community-based clinical support for children and young people with acquired brain injury
- online information and resources for families, including our Bumps Happen hub and publications.

Our Tadworth site provides a child and family-focused environment, including residential accommodation, therapy facilities, outdoor space and specialist equipment. We work closely with the NHS, local authorities and other partners to help children transition between hospital, home, school and community life.

The Children's Trust is also the only paediatric centre with a national specialised commissioning contract through NHS England to provide brain injury rehabilitation for children with severe brain injury. Alongside this nationally commissioned work, our services are supported through local health, care and education funding, as well as voluntary fundraising.

Our work is made possible by around 550 committed staff and more than 1,000 volunteers, bringing together expertise across nursing, care, education, therapy, retail, operations, fundraising, communications, HR, finance and other support functions.





Our Strategy: achieving our goals together

The Children's Trust exists to support children and young people with brain injury and neurodisability so they can live the best life possible.

Every year, 40,000 children across the UK experience a brain injury and about 350 sustain a severe brain injury, many with devastating consequences. Some children lose the ability to walk, talk, learn or communicate. Their lives – and the lives of their families – are turned upside down. Their chances to thrive in childhood and beyond are put at risk.

Our 2025–2030 strategy sets out how we will respond to the growing and urgent need for specialist neurorehabilitation for children and young people, deepen our impact and reach more families across the UK.

At the core of our strategy is a bold ambition: to be the UK's leading provider of paediatric neurorehabilitation, transforming outcomes through expertise, compassion and innovation.

Children, young people and families are central to everything we do. This strategy focuses on what matters most to them – their goals, potential and quality of life – while working in partnership with the wider health, education and social care system to create lasting change.

Over the next five years, we will expand and strengthen our services, invest in life-changing neurotechnology, future-proof our outstanding school, and build a sustainable organisation that can help more children, sooner.

By 2030, we want to look back with pride at how far we have come. We want to see how many more children and families we have helped to achieve their goals, whether that's future career aspirations, learning to walk again, being able to speak, or playing with siblings.

"This strategy reflects both the scale of the challenge we face and the strength of our ambition. Demand for specialist neurorehabilitation is growing, and our responsibility is clear: to build on our decades of expertise, invest in innovation and work in partnership across the system to help more children achieve the best possible outcomes, now and in the future."

Mike Thiedke, Chief Executive, The Children's Trust

Our strategic goals to 2030

Our Goals:

- Goal 1 Delivering safe, effective and high-quality services
- Goal 2 Enhancing and expanding our neurorehabilitation services
- Goal 3 Future-proofing our education offer
- Goal 4 Investing in our people
- Goal 5 Strengthening our finances

You can find out more about our strategy: achieving our goals together here



Job Description

Job Title	Head of Business Development and Commissioning (13 months maternity cover)
Reporting Manager	Medical Director
Direct reports	Senior Commissioning Managers
Level	Head of Dept
Contract Type	Fixed Term
Contract Dates	Starting 1 February 2027 – ending 31 March 2028
Location	Tadworth, Surrey
Salary	£64,983 per annum
Probationary Period	Five months – this is a regulatory requirement for all new employees of The Children's Trust.
Hours of Work	37.5hrs per week
Working Pattern	Monday to Friday a combination of 8.30am-4.30pm and 9am-5pm to meet office needs. This role will require travel across the country – including supporting at and attending events, all of which may require overnight stays. Expenses will be covered.
Hybrid Working	Available for this role - 1 day per week work from home. This is a non-contractual informal arrangement; the role holder must be flexible and may be asked to change days to come into the office. Anything outside of this is considered flexible working e.g. fixed day working from home.
Notice Period (after Probation)	12 weeks
DBS	Enhanced with Child Barred List

Job Purpose

The Head of Business Development & Commissioning (HoBD&C) plays a critical role in the successful coordination and delivery of children's placements at The Children's Trust. You will lead the strategic and operational management of individual placements, ensuring robust business and pathway processes are in place and embedded across the placements team and wider multidisciplinary workforce. This includes ensuring that all placements are appropriately managed, funded, and aligned with the child's clinical and care needs.



You will be responsible for securing appropriate funding for all placements, ensuring full cost recovery, and contributing significantly to income generation through budgeting, forecasting, and strategic business development. A key part of the role is driving core business growth by identifying and developing new opportunities to meet and where possible, exceed income targets.

The postholder will lead and develop the business development, placements and commissioning team members, offering clear guidance, direction, and support for ongoing professional development. You will manage key accounts and referral pipelines, working to ensure seamless commissioning processes and proactive engagement in frontline business development. This includes building and maintaining trusted relationships with local authorities, commissioners, international embassies, NHS colleagues, and families.

The role will also involve attending external events, supporting the implementation of our key accounts plan, and representing The Children's Trust to external partners and referrers as a credible and strategic ambassador for the organisation.

Duties and Responsibilities

Placement Management

- Oversee all bed planning activities, including coordination of admissions and discharges. Monitor the impact of delays and capacity changes, escalating issues and factoring in staffing implications to optimise bed occupancy.
- Chair and coordinate internal admission and discharge panels, ensuring decisions are timely, well-informed, and communicated appropriately to all relevant stakeholders.
- Oversee the development, implementation, and continuous improvement of policies, procedures, and systems that support the full placement journey from enquiry and referral through to admission, case management, discharge, and transition.
- Maintain oversight of processes relating to changes in tier, status, and placement type (day/residential), ensuring these are proactively identified, actioned, and reviewed to support quality of care and business continuity.

Commissioning and Contract Management

- In collaboration with the Medical Director, manage and maintain pricing and costing models that reflect each child's holistic needs while ensuring full cost recovery for the organisation.
- Oversee the annual inflation uplift process, taking into account market trends and organisational priorities. Implement mechanisms for funder notification, negotiation,



tracking, and internal reporting.

- Oversee contract position across all placements, managed by the Senior Commissioning Managers, ensuring robust processes are in place to govern the responsibilities of each party involved, minimising and mitigating risks to The Children's Trust whilst maintaining the best interests of the child. Where relevant, escalate to and work alongside colleagues in the legal team to manage contract variations and disputes.
- Support the finance team in billing activities, particularly in the recovery of unpaid fees, by ensuring alignment with key account management processes and commissioner engagement plans.
- Collaborate closely with clinical and operational teams to ensure that commissioned activity, KPIs, and service level expectations are consistently met. Lead reporting activity, both internally and externally, and support the development and implementation of remedial plans where needed.
- Take the lead on strategic and block contract negotiations, working alongside the Medical Director, Executive Team, and other senior stakeholders to secure sustainable funding arrangements that meet both organisational and commissioning priorities.

Strategy development and implementation

- Support development and implementation of the organisation's overarching strategy and subsequent business development strategy to drive referrals and income generating activity, leading where required on relevant modelling, scenario mapping, landscape analysis etc.
- Stay abreast of the commissioning landscape, both public (NHS – national, regional and local, and local authority) and private sector (insurance, medico-legal, international and self-pay) ensuring our commissioning processes, contracting and associated arrangements and processes align accordingly.
- Support the Senior Commissioning Managers, Business Development Marketing Manager and wider leadership team in monitoring and analysing the scale of potential demand; the activities of competitors; and the markets in which The Children's Trust operates to identify opportunities to improve our service offering, and highlight risks, providing mitigation options to reduce exposure.
- Champion the work of The Children's Trust externally to keep stakeholders, taking a senior role in building and maintaining relationships to enhance and maximise opportunities aligned to our strategy, objectives and priorities.

Business Development

- Lead on development of the organisation's Business Development Strategy as directed by the Medical Director, working in collaboration with the Business Development Marketing Manager, Senior Commissioning Managers Lead Analyst and Impact



Manager, and other directors & leads as required, ensuring all services are considered for maximising opportunities to promote our work and grow our reach.

- Support development and implementation of the organisation's key account strategy (which forms part of the Business Development Strategy), working in close collaboration with the Business Development Marketing Manager. Where required, provide hands-on management of allocated key accounts.
- Specifically lead on management of the organisation's contractual relationship with NHS England and associated regional NHS Boards, and local ICBs, harnessing support from colleagues to ensure effective relationship management. This will include the management of reporting (monthly, quarterly, and as required), facilitating and chairing meetings, leading on contract negotiations supported by Medical Director, and ensuring performance is optimised to maximise contractual benefits.
- Work closely with senior leadership team colleagues, Head of Communications & Marketing, and Business Development Marketing Manager where relevant to manage communications with professional audiences (through key account/relationship management) and those accessing our services. This will include scoping and creating sensitive and confidential messaging, ensuring appropriate sign-off, alignment to organisation-wide communication plans and effective distribution. Manage, monitor, and escalate response as required.
- Support the Senior Commissioning Managers to promote effective working relationships both internally and externally.
- Promote the work of The Children's Trust, as required externally at meetings and conferences.

Business Planning and Budget Management

- Take full ownership of the relevant income and expenditure budgets, ensuring delivery against agreed financial requirements and targets.
- Work collaboratively with frontline directors and service leads to align operational delivery with planned activity levels, budgeted occupancy, and income goals.
- Develop accurate, timely, and realistic income forecasts, clearly reporting performance against target. Where there is financial risk, lead the development and implementation of mitigation strategies in collaboration with the Medical Director, Senior Commissioning Managers, Lead Analyst and Impact Manager, and other relevant colleagues.
- Contribute to and support the development of robust business cases particularly those related to service growth or expansion of capacity by providing financial modelling, scenario planning, and regular monitoring. Collaborate closely with the Business Development Marketing Manager and other stakeholders as appropriate.



Leadership

- Produce and present high-quality reports on core business activity for the Senior Leadership Team (SLT), relevant committees, and the Board. Collaborate with the Senior Commissioning Managers, Business Development Marketing Manager, and Lead Analyst and Impact Manager, ensuring all outputs are reviewed and signed off by the Medical Director.
- Chair the Placement Business Meetings (PBM), ensuring effective agenda setting, oversight of key performance metrics, and follow-through of agreed actions.
- Provide strong leadership to direct reports, motivating and supporting them to achieve high performance aligned with The Children's Trust's values, policies, and strategic goals.
- Communicate organisational strategies and priorities clearly to your team, ensuring consistent understanding and alignment with wider objectives.
- Lead on induction, training, coaching, and development of team members. Conduct regular performance and development reviews, supporting professional growth and continuous improvement.
- Adhere to the policies and procedures of The Children's Trust.
- Maintain professional boundaries and professionalism at all times.
- To undertake other or additional duties that are within your skills and abilities, as the organisation may reasonably require from time to time.

Professional Standards

- To undertake all mandatory training in line with The Children's Trust policy.
- Read and implement all policies, procedures, and risk assessments pertinent to working practice and keeps up to date with policy changes as they occur.
- To ensure strict confidentiality at all times, only releasing information to those acting in an official capacity and with appropriate authority.
- Maintain up to date knowledge and expertise on use of relevant computerised equipment and applications.
- Prepare appropriately for Performance and Development Reviews, identifying learning objectives and setting targets, identifying opportunities for professional development in order to meet continuing professional development requirements.
- Adhere to the policies and procedures of The Children's Trust.
- Maintain professional boundaries and professionalism at all times.



Health and Safety

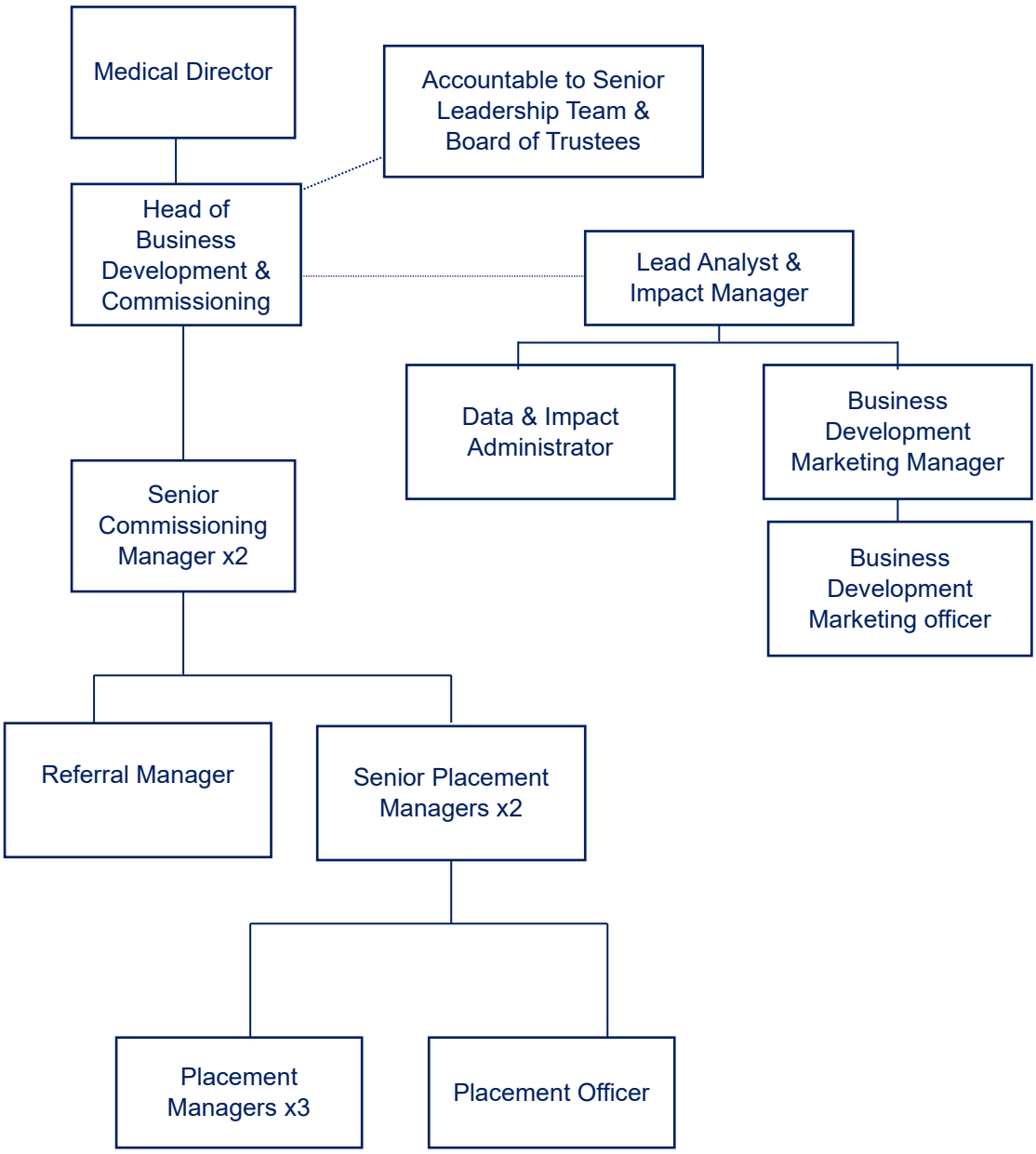
- Adheres to all Health and Safety guidelines, principles, and regulations to perform your role and comply with The Children's Trust policies and procedures.
- Promotes the health and safety of others.
- Uses the incident reporting and risk assessment system (Vantage), to identify and report risks and incidents/actions if directed.
- Responsible for identifying and mitigating risk within the work environment.

Wellbeing and Emotional Resilience

- Maintains a positive approach and outlook when dealing with change and overcoming challenges and problems.
- Recognises own limitations, develops realistic goals, and uses support network resource when or if necessary.
- Treats challenges and problems as a learning experience.
- Remains organised and focused when under pressure.
- Responds appropriately and effectively to all constructive feedback.
- Motivates self and others.



Organisation and Structure





Person Specification

Selection Criteria:		Essential or Desirable
Education & Qualifications	• First degree in relevant field or demonstrable equivalent experience.	**Essential**
Experience	• Experience in a similar role, with significant experience of managing similar complex business processes and commissioning arrangements. • Working with multidisciplinary team ideally in healthcare sector. • Experience of negotiating and securing funding and contracts with the ability to demonstrate strong influencing skills. • Evidence of managing and reporting finance and associated modelling activity in a structured way, to senior stakeholders. • Experience of managing complexity and fluctuating demands. • Experience in contract negotiation and management, particularly healthcare and social care related contracts. • Evidence of and confidence in, managing ambiguity and rapid change.	**All Essential**
Skills & Knowledge	• Excellent written and verbal communication skills. • Demonstrable knowledge of public sector health/social care/education commissioning landscape. • Leading, coaching, and motivating a high-functioning team. • Proven relationship management skills. • Proven ability to build teams, problem-solve and delegate. • Strong analytical skills (market data/research, funding streams). • Personal and professional authority and resilience, with the ability to successfully influence a variety of audiences. • Able to prioritise own workload and to use own initiative. • Ability to work to tight deadlines and with multiple stakeholders. • Strong knowledge of Microsoft Office and computer database packages.	**All Essential**
Personal Qualities	• Commitment to the vision and values of The Children's Trust. • Flexible and 'can do' attitude to competing commitments in workload. • Highly motivated and reliable. • Ability to cope working in a demanding environment. • Commitment to maintaining personal wellbeing and the wellbeing of colleagues. • Resilient and confident when managing challenging negotiations, competing priorities and complex situations. • Collaborative and able to work effectively across the multi-disciplinary teams.	**All Essential**



Safeguarding

The Children's Trust is committed to safeguarding and promoting the welfare of children and young people. To achieve our commitment, we will ensure continuous development and improvement of robust safeguarding processes and procedures that promote a culture of safeguarding amongst our workforce.

The Children's Trust has policies on safer recruitment, the recruitment of ex-offenders and criminal record checks. Please refer to the People Team for further information. It is an offence to apply for a role in regulated activity with children and young people if the applicant is barred from engaging in regulated activity relevant to children and vulnerable adults.

Equity, diversity & Inclusion

The Children's Trust is committed to achieving equity, diversity and inclusion (EDI) across all levels of the organisation. For further information, see: https://www.thechildrenstrust.org.uk/about/statement-equity-diversity-Inclusion
To help us achieve our ambition to give children and young people with brain injury and neurodisability the opportunity to live the best life possible, we want to accurately reflect the UK's diverse population. We want equity, diversity and inclusion to be at the heart of everything we do, and our people, services and culture to reflect the diverse needs of all. Through our diversity and inclusion strategy, we have made a commitment to increase the diversity of our charity and create an inclusive culture. We have networks across the organisation working to ensure that these aims are met - including an LGBTQIA2S+ group, Ethnic Diversity Group, and Spark – our broad EDI group. Read more about our EDI work

We welcome applications from all who share our ambition regardless of background. We will strive to ensure that any reasonable adjustments are made in respect of interview and working arrangements.

Our Promises

Our Promises capture our strengths and aspirations. They guide the way we act, interact and come together to achieve our goals. The journey we took to reach our Promises has been an important one. A highly collaborative and iterative process that has seen each word shaped by our people – our volunteers, employees, partners, trustees, and suppliers. Perhaps most importantly, at the core of this process are our children, young people, and their families. This journey has given us a critical opportunity to give children and young people a voice. As a result, our Promises have been genuinely enriched by them. That's because how we work and carry out our role is as important as what we do, and that's why as part of The Children's Trust, we all need to live by our five Promises.

