Nene Park Trust - Job Description & Role Profile

Key Role Details

Job Title: Director of Commercial Strategy & Development

Reporting To: Chief Financial Officer (CFO)

Strategic Level: Strategic Leadership Team (SLT)

Salary: £70,000 – £77,000

Location: Nene Park Trust, Peterborough

Role Purpose & Strategic Context

Nene Park Trust is entering a significant period of growth and strategic development. Building upon an established footprint of over 1.9 million visits annually, the Trust is seeking an accomplished commercial leader to shape, diversify, and deliver long-term financial sustainability while enhancing environmental, community, and social impact.

The **Director of Commercial Strategy & Development** is a pivotal executive role within the Strategic Leadership Team (SLT), reporting directly to the Chief Financial Officer (CFO). This is a newly created role, replacing the Head of Parks Consultancy, who is retiring in 2027. The post-holder has overall strategic leadership and operational oversight for the Trust's commercial development strategy, major capital project pipeline, commercial property portfolio, visitor centre retail and hospitality, consultancy operations, and strategic land partnerships (including new Country Park developments).

A core imperative of this role is to establish an end-to-end commercial opportunity pipeline—from initial market intelligence and commissioner engagement through to project development, rigorous business planning, governance, and mobilisation handover. All commercial endeavours must deliver a step-change in commercial planning and financial return while remaining strictly aligned with the Trust's charitable purpose, public benefit, and long-term values. Furthermore, the Director will future-proof income streams by anticipating and mitigating external funding risks, including government policy shifts, inflation, cost-of-living pressures, and investment competition.

Key Accountabilities & Responsibilities

Commercial Strategy, Organisational Development & Pipeline Management

- Lead the formulation, execution, and continuous review of the Trust's overarching Commercial Development Strategy, establishing a clear roadmap for income growth and diversification.
- Establish, qualify, and manage a Trust-wide commercial opportunity pipeline, including tenders, commercial frameworks, spot-purchase growth, and strategic commissioned income routes.
- Conduct market intelligence, trend analysis, and risk assessments to evaluate emerging commercial avenues and respond effectively to changing funding landscapes.
- Embed robust business planning, financial modeling, and risk mitigation across all commercial initiatives to ensure proposals withstand Board scrutiny and remain credible to operational delivery teams.
- Champion commercial awareness, capability, and accountability across staff, volunteers, and operational departments.

Strategic Partnerships, Property & Land Development

- Provide strategic oversight of the Trust's commercial property portfolio, driving long-term asset optimisation, yield management, and commercial leasing.
- Collaborate closely with internal leadership—specifically the Director of Landscape & Conservation and the Senior Surveyor—to maximize income from Natural Capital Solutions and blended finance models.
- Structure and negotiate high-level partnerships with local authorities, health-sector partners, property developers, and strategic landholders.
- Lead commercial negotiations and relationship management for new Country Park developments, public realm infrastructure, and cultural/activity-based sites.
- Identify, acquire, and manage prospective commercial operators and tenants who bring proven operational expertise to joint ventures.

Major Projects & Capital Investments

- Lead the commercial development, financial viability appraisal, governance, and mobilisation handover for major capital projects from concept to delivery.
- Oversee the development of the Trust's major projects pipeline, including key investments such as the proposed Climbing Centre, Conference and Wedding venue, visitor attractions, and commercial hospitality facilities.

- Ensure all major capital developments meet agreed return-on-investment (ROI) benchmarks, operational compliance standards, and strategic organizational objectives.

Revenue Optimisation, Retail & Enterprise Growth

- Strengthen profitability and efficiency across existing commercial channels, including Visitor Centres, retail outlets, food & beverage/hospitality, and events.
- Work in close collaboration with the Senior Leadership Team and marketing function to execute targeted campaigns and maximize core commercial sales.
- Prioritise online sales growth and optimise the utilisation of digital booking systems for events, activities, and venue hires.
- Partner with the Director of Engagement to align visitor experience goals with income and audience development targets.

Consultancy & New Enterprise Growth

- Direct the strategic and commercial growth of the Trust's environmental, land management, and park development consultancy services.
- Formulate a scalable growth plan that expands customer acquisition, maximises profitability, improves client retention, and leverages the Nene Park Trust brand.
- Co-lead the development of innovative income streams in collaboration with the SLT, exploring place-based development and emerging green economy opportunities.

Core Funding & Fundraising Alignment

- Support the Director of Development and Partnerships in identifying, structuring, and securing core and project funding.
- Ensure commercial relationships with corporate partners, sponsors, and investors complement the Trust's broader fundraising strategy.

Organisational Leadership, Team Management & Governance

- Serve as a core member of the Strategic Leadership Team (SLT), contributing to broader corporate governance and strategy.
- Act as an objective, trusted advisor to the CEO, CFO, and Board of Trustees on all commercial, investment, and property matters.
- Direct line manage a team of experienced Project Managers and commercial specialists, fostering a high-performance, empowering, and inclusive culture.

- Lead multi-disciplinary cross-departmental teams through a collaborative matrix approach, building effective peer relationships across non-commercial directorates.
- Represent the Trust with authority, credibility, and high emotional intelligence in external high-level negotiations and stakeholder stewardship.

Key Performance Measures & Success Indicators

The Director will be expected to deliver against agreed annual and strategic objectives, including:

- Growth in commercial income and profitability.
- Diversification of income sources.
- Delivery of the commercial development strategy.
- Value and conversion rate of the commercial opportunity pipeline.
- Return on investment from major projects.
- Growth in consultancy revenues.
- Occupancy, yield and performance of commercial assets.
- Strategic partnership development and retention.
- Cross-organisational engagement with commercial priorities.

Person Specification & Candidate Profile

Essential Experience

- Significant senior commercial leadership experience within business development, enterprise, commercial property, infrastructure, visitor attractions, leisure, or place-based development.
- Proven track record of delivering substantial revenue growth, income diversification, and commercial profitability.
- Demonstrated experience preparing, presenting, and defending robust business cases, investment proposals, and strategic plans to Board-level stakeholders.
- Experience structuring and leading complex commercial negotiations, joint ventures, tenant agreements, and strategic partnerships.
- Proven capability in managing large-scale capital, property, or commercial development projects from concept through to mobilisation.
- Successful experience in direct line management of professional teams alongside collaborative matrix team leadership.
- Strong track record of rigorous financial management, budget control, and data-driven commercial decision-making.

Essential Knowledge & Skills

- Exceptional commercial acumen, strategic vision, and analytical problem-solving capability.
- In-depth understanding of business operations, sales and marketing tactics, customer research methods, and performance reporting.
- Advanced financial analysis, business planning, and risk management capabilities.
- Outstanding stakeholder management, influencing, and negotiation skills, characterized by high emotional intelligence and adaptability.
- Ability to balance commercial revenue targets with organizational mission, charitable ethics, and public benefit.
- Strong project, programme, and portfolio management capability.

Desirable Experience

- Leadership experience within the charity, environmental, heritage, visitor attraction, public sector, or place-based development sectors.
- Working knowledge of Natural Capital Solutions, environmental services, or blended finance models.
- Experience collaborating with local authorities, health-sector bodies, property developers, or strategic landholders.
- Proven track record in growing commercial consultancy operations and brand-led service development.
- Experience operating successfully within a trustee-governed or non-profit governance environment.

Qualifications

- Degree-level qualification (BSc/BA/MSc/MA) in Business Administration, Finance, Commercial Property, Project Management, or a related field (or equivalent professional experience).
- Postgraduate or relevant professional qualification in commercial management, property, or leadership highly desirable.

Personal Attributes & Behaviours

- Commercially ambitious, entrepreneurial, and innovative.
- Values-led, purpose-driven, and committed to environmental and social impact.
- Collaborative, empowering, and influential leader with excellent interpersonal skills.
- Resilient, adaptable, and comfortable leading through complexity and change.
- Credible, authoritative, and articulate when engaging with staff, volunteers, trustees, and high-level external partners.