



Commercial Director

Role summary

Reporting directly to the Deputy Chief Executive (Resources), this post is pivotal to the success of the Council's strategic change agenda by promoting, enabling and driving a culture of best practice in commissioning, procurement, and contracting. This complex role will lead the delivery of all of the Council's corporate programmes including Building Schools for the Future (BSF). These corporate programmes are key priorities for the Borough, representing crucial opportunities to improve the quality of life for residents through pan public- private sector partnership working but with due regard for the public purse. A particular challenge in the coming years will be playing a key role in the Council's strategic change agenda, which will involve large scale changes to the way that services are delivered. This will therefore require excellent networking and influencing skills in order to establish effective collaborative working relationships with the other members of the Corporate Senior Management Team, Members, the broader organisation and local, regional and national partners and stakeholders. At the same time they must be able to provide challenge to the organisation to drive continuous improvement and organisational learning combined with tough commercial acumen.

Role purpose

Lead the development and implementation of innovative approaches to organisational transformation, through ongoing improvements to corporate business practices and commercial partnerships so that the Council's capability and reputation are enhanced and programmes are delivered in a way that both maximises excellent services and value for money.

Corporate accountabilities

- To participate in the leadership and management of the Council contributing to the strategic plan, budget and policy framework as a member of the Corporate Management Team.
- To ensure that resource management and financial planning are at the heart of strategic decision making so that services are delivered as efficiently and effectively as possible and the Council's long term financial viability is assured.



- To oversee and drive organisational modernisation in line with the transformation agenda to support delivery of efficient, high quality services which enable citizen choice and a 'one Barnet' approach.
- Manage relationships with stakeholders, other authorities, partner organisations and other agencies to enhance the Council's performance, reputation and image externally and input into regional and national policy.
- Provide clear, strong and motivational leadership to create a high performance culture, both across the Council and within the Directorate that drives continual improvement, efficiency savings and high levels of citizen satisfaction.

Service excellence accountabilities

- Manage the financial, human and other resources efficiently and effectively, ensuring there are sufficient available to discharge the Directorate's functions in line with published priorities, performance standards and budget requirements.
- Determine the structures, roles and processes required to deliver services in line with plans and ensure that appropriately skilled and motivated resources are deployed at each level so that targets for performance, efficiency, customer satisfaction and value for money are met.
- Lead the development of Service Plans for the Council's Commercial Services area, based on the principles of enablement, localisation, citizen choice and best value, to ensure the Council meets its statutory obligations, corporate targets and achieves required efficiency savings.
- Act as lead professional on the commercial negotiations relating to corporate programmes (including BSF), to ensure programmes are delivered cost effectively, on time and in a way that delivers maximum benefit to the residents of Barnet.
- Represent Barnet Council in the contractual negotiations with private sector partners, to ensure the programmes are executed in a way that minimises risk to the authority and meets local needs.
- Lead the development of innovative contract management approaches that maximise the performance and improve the efficiency of the Council's programmes, ensuring value for money and compliance with best practice standards.
- Develop an evidence based approach to strategic commissioning which supports citizen choice and meets the Council's strategic change agenda priorities.



- Develop, implement and maintain a performance review strategy for contracted work to ensure the Council is assessing its success in the delivery of services against financial investment.
- Work in close partnership with the Corporate Senior Management Team, to ensure programmes deliver the capital infrastructure required to support the achievement of the service targets.
- Act as an advisor to cabinet and other stakeholders on the Council's capital investments and corporate programmes to ensure the Council delivers high quality and cost effective services to the community.
- Will approve all commercial transactions for the authority, working with service directors to establish contracts and services. The commercial director will lead all commercial activities and take responsibility for negotiating and establishing all contracts provide best value.
- The Commercial team will lead all aspects of the letting of contracts, from establishing the service need, conduction soft market testing and appropriate contract terms and conditions through to managing the procurement activities and establishing contract management arrangements.
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Key competencies

Strategic innovation – Leads strategy development for the Directorate and actively participates in defining Council-wide strategy. Creates an environment which facilitates and promotes the identification of innovative solutions to challenges and opportunities.

Change leadership – Develops and communicates a compelling vision which inspires people to embrace positive change and continually strive for improved performance.

Organisational awareness – Is politically astute and demonstrates the ability to understand diverse interest groups and power bases within Council, partner organisations and the wider community, and the dynamic between them, so as to lead services more effectively.

Impact and influence – Uses complex influencing strategies to promote achievement of the Council's objectives.

Partnership working - Champions community leadership by building effective, long-term internal and external partnerships, based on mutual trust, honest communication and shared purpose.



Citizen focus – Promotes a Council-wide focus on driving ongoing performance improvement for internal and external customers in order to improve service users' quality of life.

Continuous improvement – Leads the setting of challenging goals across the directorate to deliver continuous and enduring service improvements.

Commercial acumen – Continually scans the environment to spot and drive through opportunities on the basis of calculated commercial risks and benefits.

Key knowledge, skills and experience

- Educated to degree level with substantial and successful leadership experience of a supply chain management operation in a large corporate or public sector environment, including asset management, procurement and commercial partnerships.
- Track record of leading transformational change in a complex organisational environment.
- Demonstrable track record of successfully leading complex capital programmes.
- Experience of undertaking large scale commercial and contractual negotiations to successful conclusion.
- Proven track record of building and maintaining relationships in a multi-agency environment.
- Excellent relationship building, influencing and partnership working skills.
- Knowledge of Council structures and skills in working effectively with operational and strategic managers and elected members.
- Detailed knowledge of local government services, structures, performance management frameworks and policy.
- Ability to think conceptually and analyse complex data critically.
- Significant experience of strategy development and implementation at a senior level.
- Proven track record of budget and people management experience.