

# CANDIDATE BRIEFING PACK

**Director of Commercial Operations**

**Prepared for BCP Council**

**September 2024**



Penna

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## Welcome Letter

Dear Candidate,

Welcome to Bournemouth, Christchurch and Poole (BCP) Council, one of the UK's largest unitary authorities serving a dynamic beautiful location with huge potential. As a council, our four-year vision is for a place where people, nature, coast and towns come together in sustainable, safe and healthy communities.



Formed in April 2019, BCP Council is now the tenth-largest urban local authority in England serving diverse communities. We are the custodians of a globally recognised coastline, where people love to live, learn, work, explore, invest, relax and play. We are not only renowned for our breathtaking coastline and lively events but also for our strong sense of community and innovation. We are proud of our heritage and enthusiastic about our future. As Director of Commercial Operations, you will be at the heart of promoting the BCP area as a world-class destination.

We believe that great leadership starts with great values. My leadership team and I talk about our lighthouse behaviours and guiding principles, which embody honesty, respect, and enablement. These values are integral to everything we do as a 'first team' and feed into the council's values. We believe in being transparent and honest in our actions, showing respect for one another and those we serve, and empowering our teams to achieve their best. Your role will be to lead by example, embedding these principles in your team and across the directorate.

The Director of Commercial Operations role is about inspiring change, fostering collaboration, and making a lasting impact on our community. We value leaders who are forward-thinking, who can drive effectiveness through innovative solutions, and who thrive on working collaboratively to achieve exceptional outcomes for our people.

You will join a team of dedicated professionals who are passionate about making Bournemouth, Christchurch and Poole a better place to live, work, and visit. In this role, you will work closely with colleagues across the council and with external partners to deliver innovative projects and secure funding that supports our strategic priorities. Your ability to lead, inspire, and drive results will be key to our collective success.

If you are a visionary leader with a strong public sector background, and a track-record in commercial services, I am keen to hear from you. I am confident that this role offers a rewarding and fulfilling career opportunity, where you can help shape the future of our region.

Thank you for considering this exciting opportunity, I look forward to receiving your application.

Glynn Barton  
Chief Operations Officer  
Bournemouth, Christchurch and Poole Council

## Advertisement

**Beside the sea, beyond expectations!**  
**Director of Commercial Operations**  
**Salary: £103,914**



We are on an ambitious journey of transformation, striving to enhance our operations and better serve our vibrant communities. Our vision is forward-thinking, and we are committed to driving effectiveness and fostering collaboration across all our services.

This role is central to our mission, and we are searching for a dynamic leader who can bring our commercial services to new heights.

As the Director of Commercial Operations, you will lead a diverse directorate encompassing some of our flagship services that are the most visible to residents, visitors and investors alike. You will work closely with corporate colleagues and strategic partners to promote the Bournemouth, Christchurch and Poole area as a world-class destination, supporting the local economy, and driving our carbon-neutral ambitions, all within an agreed financial envelope.

Key to your responsibilities will be to lead a workforce of over 600 people, ensuring high standards of performance and customer service, embedding a culture of pride, passion, respect, integrity, and innovation. You will be responsible for significant commercial operations and income for the council. You will have a razor-sharp focus on financial viability and will be able to unpick complex financial detail.

We are looking for someone with a proven track record in delivering and expanding commercial services within Local Government or a similar sector. Substantial experience in strategic and operational management within a large and complex organisation is essential, along with the leadership of high-profile, innovative projects and services.

You should be an energetic and driven leader with a strong focus on results, who fosters a culture of learning and reflection. High levels of personal credibility, integrity, and emotional intelligence are essential, along with a growth mindset and proven ability to learn from mistakes. A commitment to driving inclusion and diversity is also crucial.

If you are an innovative and strategic leader ready to make a significant impact in a forward-thinking council, we encourage you to apply. Help us to elevate the success of BCP Council's commercial operations and play a vital role in shaping our future.

Interested? Contact Penna for further details:

Ali Tasker on 07514 728114 or email: [ali.tasker@penna.com](mailto:ali.tasker@penna.com)

Rachael Morris on 07840 711217 or email: [Rachael.morris@penna.com](mailto:Rachael.morris@penna.com)

To apply, please click the link: <https://execroles.penna.com/?type=1>

Please submit your CV and a cover letter outlining your relevant experience and vision for the role. BCP Council is an Equal Opportunities employer. We welcome applications from all backgrounds within the community.

**Closing Date: Sunday 29<sup>th</sup> September 2024**

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## Job Description

### Director of Commercial Operations

**Role Profile** Leadership Grade  
**Service/Team** Operations  
**Reports to** Chief Operations Officer  
**Number of posts** 1

#### Job Overview



#### **My job improves the quality of life for the people of Bournemouth, Christchurch & Poole Council by...**

Leading the Council's Commercial services and advising on Commercial thinking across the Council in order to meet our medium-term financial strategy ambitions.

BCP Council is delivering a step change in Commercial focus and service operations aligned to our Corporate Strategy ambitions and Medium-Term Financial Strategy. This role will build on our strong foundations as a visitor destination and drive forward income growth across all commercial services. The role and directorate will be at the heart of the future of BCP operations. Your influence will cut across the whole organisation, providing strategic commercial advice and expertise to help us become a council fit for the future.

All Services in the Directorate will move to a place of at least Full Cost Recovery with the majority returning a surplus budget to the Corporate Centre in this way supporting our residents and communities and our corporate ambitions.

The post will work hand in glove with Planning and Destination to promote BCP as a world class destination, moving us to a place where we attract high spend low impact visitors, supporting local jobs, our drive to carbon neutral and promoting us as a world class place.

You will lead horizontally the marketing of our commercial services with the Director of Marketing, Comms and Policy, ensuring we have the right strategy and resources to achieve our ambitions.

#### **Key Accountabilities and Responsibilities**

The Commercial Service Directorate will be made up of these areas: Seafront Operations, Leisure, Events, Parking, FCERM and Queen's Park Golf and Cafe. You will directly line manage the Heads of Service for these area and lead the delivery of these services, striving to maximise the surplus return to the Council, and achieving full cost recovery as a minimum for all services.

This will include supporting the Events team to move to a new commercial delivery model, reviewing all events and working to commercialise these. This will include rethinking the Bournemouth Air Festival and all other large scale events to ensure they are fit for the future.

You will be responsible for the Commercial Directorate Service Plan, Budget and Contracts. You will ensure compliance with all relevant legislation.

You will work closely with the relevant Portfolio Holder and Lead Members ensuring positive working relationships while maintaining the Officer/Member Protocol. As an Officer you will service all Councillors equally.

As required you will represent the Council in a professional manner within local government, regional, national government, voluntary and community agencies and forums and partnerships.

You will work across the Council to lead the development and promotion of proposals and bids to secure external funding to deliver BCP's priorities and support service delivery.

You will be responsible for the recruitment, management, development, wellbeing, of staff in the service Directorate to enable high standards of performance and customer service and ensure that appropriate workforce planning and performance management is in place to enable effective service delivery.

You will embed a culture of ownership of the BCP brand, driving our core values of pride, passion, respect, integrity, and innovation throughout the Service Directorate and in all your work.

### **Specific Qualifications and Experience**

- A proven track record in the delivery and expansion of commercial services and activity within Local Government or a similar sector.
- Degree and further professional qualification in a relevant subject or be able to demonstrate equivalent knowledge, skills, and experience.
- Professional competence in commercial services.
- Substantial experience of strategic and operational management within a large and complex organisation.
- Leadership of high-profile innovative projects which have a wide-ranging impact and reputational risk for the council.
- Substantial understanding of seafront, events, parking and leisure services in the local and national government context.

### **Personal Qualities & Attributes**

- An energetic and driven leader who works at pace and delivers results.
- An agile leader who builds a positive culture of learning and reflection while delivering quality services.
- A leader who has experience of achieving fast paced results in a complex and multi-site organisation
- A collaborative leader who is able to hold their opinions lightly.
- High level of personal credibility, integrity, and emotional intelligence.
- A growth mindset and proven quality of learning from mistakes.
- A sense of ease with working with conflicting views.
- Drives inclusion and diversity.

### **Job Requirements**

- Silver duty rota under our out of hours Emergency response requirements.
- Must be able to travel, using public or other forms of transport where they are viable, or by holding a valid UK driving licence with access to own or pool car.

**This job description is not exhaustive and reflects the type and range of tasks, responsibilities and outcomes associated with this post.**

## Role Profile

### Corporate Leadership

- Make a positive contribution as a member of the corporate leadership team, participating in strategic discussions and contributing to the development of the overall strategy for the council which ensures that intended outcomes for the communities of Bournemouth, Christchurch and Poole are achieved
- Set a strategic focus across the council and its partners on delivering a range of effective customer experience, including digital, to all residents of Bournemouth, Christchurch and Poole
- Participate in corporate leadership development and team-building and develop appropriate succession capacity for managed services and self
- Work collaboratively with colleagues across the council to develop corporate approaches to service delivery which add value to the residents of Bournemouth, Christchurch and Poole
- Embody and demonstrate the corporate values and ensure that the corporate vision, values and behaviours are communicated clearly, understood and delivered by all employees

### Managing, Leading and Developing Others

- Act as a strategic leader building strong, visible and collective leadership between cabinet, senior officers and partners which builds a culture of high performance, inspires people and supports the delivery of BCP objectives which meets the needs of Bournemouth, Christchurch and Poole communities
- Provide inspirational leadership and management to engage diverse teams to deliver best practice
- Cultivate talent by embedding effective succession planning as part of an integral part of the strategic planning process; connecting to the long-term goals and objectives of the council
- Support the overall management of the service that promotes equality of opportunity and collaborative working within staff teams, ensuring that staff are aware of the requirement to deliver a fair and non-discriminatory service
- Seek and develop strategic external partnerships to achieve positive outcomes for the council and local residents

### Innovation and Problem Solving

- Lead and support initiatives or projects to facilitate transformational change, drive and sustain performance and deliver continuous cost and service improvement in support of a digital, collaborative commercial approach
- Take advantage of challenge, pressure and opportunity to transform the efficiency and effectiveness of service delivery and embed an adaptive culture in an environment that needs to make effective use of limited resource
- When faced with challenge or resistance, make evidence-based judgement and decisions

- Lead the strategic development of the broad marketplace including shaping and stimulating markets to access appropriate and relevant public, private and voluntary sectors capabilities to deliver the best possible outcomes for the communities of Bournemouth, Christchurch and Poole

### Relationships and Managing Self

- Resilient and resourceful to manage multiple conflicting priorities.
- Work effectively in a political environment and establish positive relationships with Councillors, senior managers, staff and external partners, to instil confidence, trust and credibility about the delivery of the service
- Accountability for managing personal professional development

### Accountability

- Direct accountability for the delivery and performance of designated services against current and future strategic objectives and service outcomes
- To be commercial and accountable for the delivery of the agreed budget, to deliver agreed objectives in line with the council's financial regulations, procurement rules and commercial strategy
- Make evidence based and outcome focussed decisions on council policy and activity within the democratic processes of the council. Use proactive risk management to ensure service quality

### Job Requirements

- Participate in the council's emergency incident duty officer rota and other corporate initiatives as directed



Senior Leadership Structure Chart

**Chief Executive  
Graham Farrant**

**Chief Operations Officer  
Glynn Barton**

Director of  
Commercial Operations  
**Vacancy**

Director of  
Environment  
**Kate Langdown**

Director of Customer  
and Property  
**Matti Raudsepp**

Director of Planning and  
Destination  
**Wendy Lane**

Director of Investment and  
Development  
**Amena Matin**

**Corporate Director for  
Children's Services  
Cathi Hadley**

Director of  
Corporate Parenting &  
Permanence  
**Nicole Mills**

Interim Director of  
Education and Skills  
**Sharon Muldoon**

Director of  
Quality, Improvement and  
Governance  
**Rachel Gravett**

Director of Safeguarding and  
Early Help  
**Juliette Blake**

Interim Director of  
Children's Commissioning  
**Karen Starkey**

**Corporate Director for  
Wellbeing  
Jillian Kay**

Director of  
Adult Social Care  
**Betty Butlin**

Director of  
Commissioning  
**Phil Hornsby**

Director of  
Public Health (Joint)  
**Sam Crowe**

Director of Housing &  
Communities  
**Kelly Deane**

**Directors reporting to the  
Chief Executive**

Director of Law and  
Governance  
**Janie Berry**

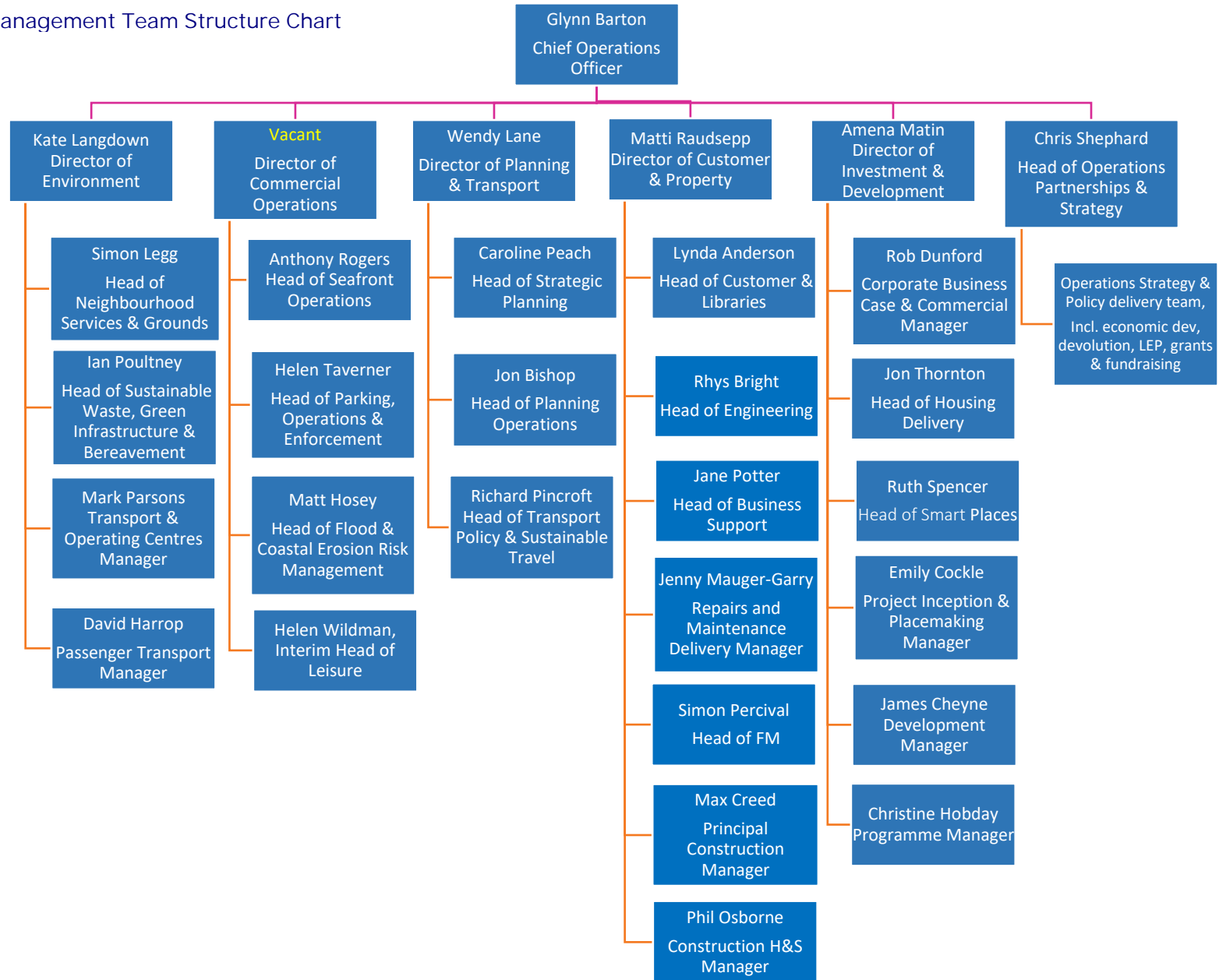
Director of Marketing,  
Comms and Policy  
**Isla Reynolds**

Director of  
People and Culture  
**Sarah Deane**

Director of  
Finance  
**Adam Richens**

Director of  
IT and Programmes  
**Sarah Chamberlain**

# Departmental Management Team Structure Chart



## How to Apply

This guidance contains important information to help with your application:

- Please apply by submitting a CV and Covering Letter (no more than four sides of A4 in length per document aligned to the person specification). Please also include your contact details.
- Please ensure your full employment history is outlined in your CV; and that where there are essential criteria, competencies and/or qualifications you make clear how you meet these. We may wish to verify this information during the recruitment process.
- Please provide the details of two referees. Note that we will only approach referees for candidates proceeding to final selection and only with your permission. Please clearly indicate whether we can approach each referee before the selection date.
- Please share with us in your supporting statement, the values and behaviours that you bring to your leadership, and how you will transfer your skills and experience into this role.
- Please complete the Equal Opportunities Monitoring Form when you upload your details.
- Please return your application by the closing date – no applications will be accepted once the long listing process has begun.
- Following long listing, you will be contacted directly by a Penna consultant to update you on the status of your application.
- At any point throughout the process our retained consultants at Penna will be happy to help you with information, insight and guidance about the process and our clients.

The following timetable sets out the key dates in the recruitment process:

Date	Activity
<b>Closing Date</b>	Midnight, Sunday 29 <sup>th</sup> September 2024
<b>Shortlist Meeting (Candidates are not required to attend)</b>	3 <sup>rd</sup> October 2024
<b>Final Panel Interviews</b>	Provisionally booked for 11 <sup>th</sup> October 2024

To apply for this role, please click the following link: <https://execroles.penna.com/?type=1>

For further information or confidential discussion, please contact:

Ali Tasker on 07514 728114 or email: [ali.tasker@penna.com](mailto:ali.tasker@penna.com),  
Rachael Morris – 07840 711217 – [rachael.morris@penna.com](mailto:rachael.morris@penna.com)