

# Job Description

## Head of Commercial Operations – Commercial Operations

**Role Profile** Leadership Band P  
**Service/Team** Commercial Operations  
**Reports to** Director – Commercial Operations  
**Number of posts** 1  
**Post number** 113652

**My job improves the quality of life for the people of Bournemouth Christchurch and Poole by** delivering a focussed commercial approach that that drives income to contribute to a sustainable financial future and supports council services

### Job Overview

Under the general direction of the Director of Commercial Operations develop and lead a customer focussed, commercial approach throughout the service.

Responsible for maximising business development opportunities and income generation, reducing the overall operational cost of commercial services to the council whilst ensuring the corporate and community objectives are met.

Responsible for the design and delivery of the commercial operations focus within the service working closely with services across Commercial Operations and the wider council.

Act as an advocate for the commercial operations service within Bournemouth, Christchurch & Poole

Provide support to wider council services in relation to commercial approaches to help support corporate objectives and improve the overall financial position.

Be a key member of the Commercial Operations Management Team.

### Key Responsibilities

Supporting the Director of Commercial Operations in the leadership delivery of the Council's objectives.

Develop robust plans for the commercialisation of services looking at business development opportunities, income generation, grant funding, strategic & service partnerships, delivering year on year financial improvements on operational budgets.

Drive the delivery of commercialisation plans, maximising standards of service delivery to the customer whilst minimising the overall cost to the Council.

Shape the vision for the operations of commercial services within the directorate which enables and motivates staff and partners, providing a clear sense of direction.

Manage, procure and review contracts as necessary, through the procurement process as required, to deliver quality and value for money for the service.

Initiate, lead and oversee a large number of projects to maximise business development and income generation to ensure each project has clear purpose, scope, outcomes and communication, and is managed and delivered to time and budget.

Streamline operations to enhance efficiency, reduce costs, and improve overall performance.

Foster a culture of continuous improvement and excellence within the commercial operations team and embed this culture within all commercial operations across the service.

Ensure the effective planning and delivery of sales, marketing, and customer service strategies.

Develop and lead delivery of a training and development programme to enhance commercial knowledge and experience within the service areas.

Oversee budgeting, forecasting, and financial planning for commercial operations including management of operational budgets within delegated authority and the councils' financial regulations ensuring that projects and programmes are delivered on time and at full cost recovery.

Develop a data led approach to monitor key performance indicators (KPIs) to measure the success of commercial activities.

Conduct thorough market analysis to identify trends, opportunities, and competitive threats, providing regular reports on commercial performance to the senior management team, highlighting achievements and areas for improvement.

Develop new working methods and practices, implement change and use meaningful measures of performance that are robust to inform service reviews.

Ensuring the Council leads the way in best practice for its commercial services.

Be responsible for the recruitment, management, development and wellbeing of staff in the relevant service area 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.

Keep continually updated with all new government legislation and industry best practice to implement changes when required to ensure the compliance of BCP Council.

Lead on commercial approaches to respond to the climate crisis including an enhanced plant-based approach to catering options.

Lead on the resolution of contentious, complex or escalated issues in a highly persuasive, supportive and sensitive way.

Ensure that the Council's procedures and all relevant regulatory codes of practice or statutory guidelines are followed and actively engage in the auditing of services to provide robust systems to protect finances, minimise risks, ensure staff are operating legally and that health and safety obligations are met.

Liaise with statutory and voluntary bodies, members, parishes, the community, the commercial sector and other public sector bodies to assist with the development of commercial operations within the service.

Liaise with Government departments, local MPs and Councillors on matters for which the service is accountable.

You will work closely with the relevant Portfolio Holders to ensure positive working relationships while maintaining the Officer/Member Protocol. As an Officer you will service all Councillors equally and within area of responsibility be accountable for Elected Member and Senior Officer liaison.

Champion partnership working with a broad range of external organisations to enable the development and delivery of effective outcomes through collaborative, joined-up working.

Support and advocate the Council's transformation programme; always looking for opportunities to engage.

Deputise for the Service Director as required at corporate meetings and external networks.

Represent the service and the council in multi-agency forums, working parties, local, regional and national bodies to contribute to the exchange of information and the promotion of best practice.

Interpret national policies for local meaning and application, develop and implement local policies, processes and procedures to ensure that the council meets its obligations in line with statutory guidance and legal framework.

Contribute to the formulation and development of service wide strategic and operational policies.

To represent the council where appropriate in a professional manner that safeguards the reputation of the council; promoting a positive perception of the service and developing a culture of providing excellent customer care to all service users.

## Specific Qualifications and Experience

- Degree in a relevant subject such as business management or be able to demonstrate equivalent advanced knowledge, skills and experience in the management of a commercial operations
- Substantial experience in both strategic and operational management of commercial services within a large and complex organisation with appropriate knowledge of the industry and associated best practice.
- Significant experience in supply chain management
- Experience in conducting commercial negotiations at senior management level with delivery partners and customers
- Proven track record of driving revenue growth and operational efficiency.
- Experience and or knowledge of working in a public sector environment

- Strong analytical and strategic thinking skills.
- Demonstrable experience in procuring and managing major contracts.
- Management qualification or equivalent experience.
- Experience of leading high-profile innovative programmes & projects which have a wide-ranging impact and reputational risk.
- Experience of working with and delivering operations inline with the lean sig sigma process
- Proven leadership skills including the management and development of large teams.
- Understanding of the local and national context for commercial services
- Significant proven budget management experience.
- Experience of media management.
- Experience of partnership and relationship management, including at a local and national level.

## 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
- Excellent leadership, communication, and interpersonal skills.
- A collaborative leader who listens and reflects on views from others.
- Proficiency in business management software and tools.
- A growth mindset and proven quality of learning from mistakes.
- Drives inclusion and diversity.

## Job Requirements

- Act as the media spokesperson for the service as and when required.
- 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.