

## Role profile

<b>Role title</b>	Head of Commercial and Commissioning
<b>Reports to</b>	Strategic Director – Joint Waste Solutions
<b>Team</b>	Operations
<b>Grade</b>	SH9
<b>Date role profile created</b>	February 2024
<p><b>Role summary</b></p> <p>This role is a member of the senior leadership team that is collectively responsible for the successful management, development and growth of our organisation. This role will work alongside the Operations Team, managing the strategy, commercial and procurement functions for the team. This will include working with the current Service Provider, as well as planning the organisation's response to policy changes that will impact the future design and delivery of the services and undertaking preparation on behalf of the joint contract authorities for the re-procurement of services in the future.</p> <p>The role includes:</p> <ul style="list-style-type: none"> <li>• Reviewing the existing partnership arrangements to develop a suitable model for the future including negotiating a revised inter-authority agreement.</li> <li>• Evaluating the current service delivery model and developing a strategic options appraisal to determine the most suitable model for future service delivery. The postholder will need to give careful consideration to a range of factors including emerging policy, the strategic aims and objectives of each of the joint contract authorities, and commercial, industry and market knowledge to develop the strategic options appraisal.</li> <li>• Developing local policy across the joint contract authorities to deliver the aims and objectives of the Joint Municipal Waste Management Strategy and the Resources and Waste Strategy.</li> <li>• Leading on the development of a procurement strategy and / or transition plan, and associated documents.</li> <li>• Reviewing service delivery to develop a future specification of services which ensures that service design complies with legislation, regulations and health and safety requirements while offering value for money.</li> <li>• Leading on the procurement and mobilisation of a new contract or the transition from a contracted service to a local authority company / in-house service.</li> <li>• Leading on the identification of strategic, commercial and operational risks that may affect performance or service delivery and putting mitigations in place.</li> <li>• Modelling both strategic and operational scenarios with a view to understanding commercial implications and making recommendations to the</li> </ul>	

team and/or through the appropriate governance mechanisms recognising the potential impacts on policy and / or service provision.

- Acting as the authorities lead during commercial discussions with the service provider / contractor.
- Listening to other views across the partnership and taking these on board when developing proposals to improve service provision and / or contractual arrangements. Considering the implications of proposals on the local authorities' strategies and policies. Working with the local authorities to develop new policies as required.
- Actively participating in local governance processes, leading presentations and briefings and managing relationships with key stakeholders including elected members and members of the Contract Partnering Board.
- Commissioning appropriate internal and external technical and specialist support required to enable delivery of projects.
- Financial management of budgets for legal and consultancy support.
- Support of county-wide and service specific initiatives that are designed to deliver service improvements.

The role will also be expected to be actively involved in the development and delivery of our annual programme of work, and other internally delivered projects as well as support the service provider in planning and delivering their annual improvement plan.

### **Work context**

Surrey's 11 district and borough councils and the county council work together as the Surrey Environment Partnership to manage waste from the county's homes and tackle other environmental issues. Since the formation of the partnership in 2009 a range of initiatives have been undertaken to reduce waste and improve recycling including the introduction of separate food waste collections. As a result, Surrey has the third highest recycling rate of England's two-tier authority areas and the partnership's work has been recognised as ground-breaking and innovative.

Additionally, four of the councils, Elmbridge, Mole Valley, Surrey Heath and Woking, also work together to deliver waste collection and street cleaning services in their areas through a joint contract.

Joint Waste Solutions is the local authority partnership team that develops and delivers the countywide SEP work programme and also manages the joint contract. The team's vision is to become a trusted authority in waste prevention, recycling and street cleaning, delivering high quality services and tangible outcomes that make a positive difference and help to secure a sustainable future.

### **Line management responsibility** if applicable

At present, this post has no direct line management responsibilities but they may be required to build and lead a project team to undertake a competitive dialogue tender process to procure a new contractor to deliver waste collection and street cleaning services for the joint contract authorities.

	<p>The Head of Commercial and Commissioning will work with experts from across the joint contract partnership on a project-by-project basis, covering disciplines such as legal, financial and procurement expertise. They will also be responsible for sourcing and managing consultancy support.</p> <p>It is envisaged that they would manage a team to establish the new service delivery arrangement be that through a contracted-out service, or a local authority company.</p> <p>The Head of Commercial and Commissioning would be responsible for leading the team to procure / arrange the new service model and transition from the current contractor into the new arrangement.</p>
<b>Budget responsibility</b> if applicable	<p>Responsible for the existing contract legal and consultancy support budget (c£80k per annum).</p> <p>Responsible for a consultancy budget to procure the new contract on behalf of the joint contract authorities (c£200k per annum).</p> <p>Support with budget forecasting and budget setting of the contract (c£17m per annum).</p>
<b>Person specification</b>	<p>Education, qualifications and training</p> <ul style="list-style-type: none"> <li>• Degree educated or equivalent qualifications/ experience in a relevant discipline.</li> </ul> <p>Knowledge and experience</p> <ul style="list-style-type: none"> <li>• Substantial experience of working at senior management level with responsibility for managing, motivating and developing a team.</li> <li>• Significant experience of working within a commercial environment.</li> <li>• Knowledge and experience of working in waste management and street cleaning (desirable).</li> <li>• Demonstrable experience of modelling commercial scenarios and their impacts.</li> <li>• Substantial experience of managing complex change initiatives.</li> <li>• Experience in complex and strategic project management.</li> <li>• Experience of managing high value or complex procurements and/or service transitions.</li> <li>• Knowledge of procurement regulations, contract and commercial law.</li> <li>• Experience of leading commercial negotiations.</li> </ul>

	<ul style="list-style-type: none"> <li>• Experience of dispute resolution and commercial claims.</li> <li>• Experience of partnership working at a strategic level (desirable).</li> <li>• Knowledge of local government processes and practices (desirable).</li> <li>• Experience of working with local government elected members (desirable).</li> <li>• Experience of Power BI (desirable).</li> </ul> <p>Skills and abilities</p> <ul style="list-style-type: none"> <li>• An ability to think innovatively and initiate proposals for the development of services and commercial opportunities in light of strategic aims.</li> <li>• Strong attention to detail, without ever losing sight of key objectives and the big picture.</li> <li>• An ability to demonstrate high-quality commercial negotiation skills.</li> <li>• An ability to model commercial scenarios and their impacts.</li> <li>• Strong analytical and numeracy skills, with a proven ability to manage, interrogate and evaluate large complex data sets.</li> <li>• Excellent communication skills, including report writing and presentation skills.</li> <li>• An ability to cope with complexity, and to communicate clearly and accurately.</li> <li>• Understanding and experience of local government and political sensitivity would be an advantage.</li> <li>• An ability to work effectively in partnership with a wide range of people and organisations.</li> <li>• Ability to develop excellent working relations, gain the confidence of and influence senior directors, elected members, employees and stakeholders.</li> </ul>
<b>Other requirements/ information</b>	<ul style="list-style-type: none"> <li>• This is a politically-restricted post.</li> <li>• It is a fast-moving environment where some out of hours working may be required.</li> <li>• Some travel will be required as part of the role.</li> </ul>
<b>Location</b>	Working with agile working.