

## RESOURCES COMMITTEE

Date: 24<sup>th</sup> September 2021

Subject: Head of Commercial Services

Report of: Steve Wilson, Treasurer GMCA

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### PURPOSE OF REPORT

The GMCA commercial function brings together existing business units and new functions under one corporate entity, covering GMCA, GMFRS, GMPCC and GMWDA. The function also includes the AGMA procurement hub which has transferred from Trafford Council. As part of the work to establish a single GMCA/AGMA commercial function and following concerns over procurement capacity and gaps in the capacity and capability of existing resources to support end to end commercial processes including contract management the GMCA Treasurer commissioned a high-level Service Review.

The widening responsibilities of the GMCA has meant a significant change in demand on the Procurement service, together with an increase in the types of procurement and demand around contract management support and oversight.

The GMCA Commercial function has been restructured and this includes the establishment of a Head of Commercial Services with responsibility for the areas described above. This is a new role, combining the leadership of two previous functions, namely the GMCA and AGMA Hub teams. This report sets out the role profile and seeks approval for proposed remuneration for the role

### RECOMMENDATIONS

#### Committee is asked to:

- Consider and approve the salary of the Head of Commercial Services in the range £60,000 - £65,000

### FINANCIAL IMPLICATIONS

This can be funded from existing budgets held by GMCA.

### CONTACT OFFICERS:

<u>BOLTON</u>	<u>MANCHESTER</u>	<u>ROCHDALE</u>	<u>STOCKPORT</u>	<u>TRAFFORD</u>
<u>BURY</u>	<u>OLDHAM</u>	<u>SALFORD</u>	<u>TAMESIDE</u>	<u>WIGAN</u>

Steve Wilson            GMCA Treasurer, [steve.wilson@greatermanchester-ca.gov.uk](mailto:steve.wilson@greatermanchester-ca.gov.uk)  
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Risk Management – N/A

Legal Considerations – N/A

Financial Consequences – Revenue – section 2.7

Financial Consequences – Capital – N/A

**BACKGROUND PAPERS:**

- None

## **1. BACKGROUND**

- 1.1. In June 2020, the Service Review for the function of Commercial Services within GMCA was approved. The widening responsibilities of GMCA has meant a significant change in demand on the Procurement service, together with an increase in the types of procurement and demand around contract management support and oversight.
- 1.2. The service review includes the establishment of a Head of Commercial Services with responsibility for the areas described above. This is a new role, combining the leadership of two previous functions, namely the GMCA and AGMA Hub teams. This report seeks approval to set the salary of the Head of Commercial Services in the range £60,000 - £65,000. Further details relevant to the establishment of this roles is detailed below.

## **2. COMMERCIAL SERVICES TEAM**

- 2.1. The Service Review confirmed retaining an in-house team, developing a suitably resourced procurement team to meet requirements of GMCA and GMFRS, supplementing one-off procurement capacity by use of other procurement services where appropriate.
- 2.2. The agreed review created a Commercial Team, combining the AGMA Procurement Hub and the GMCA team, maintaining the collaborative procurement as a separate workstream within the overall structure to undertake external focussed collaborative activities, with a shared leadership role.
- 2.3. The review also confirmed the appointment a Head of Commercial Services covering GMCA and the AGMA Procurement Hub, using the vacant post transferred as part of the AGMA Hub TUPE.
- 2.4. A benchmarking exercise has been carried out on a sample of comparative roles where information is publicly available. This indicated an average of £71,000 across the North West, with several comparable roles in the GM area at £65,000. The previous lead role in the AGMA hub was also £65,000.
- 2.5. The post has been subject to job evaluation through the LGA Senior Salaries Scheme to confirm the proposed salaries. The salary benchmarking against this provides a range of £65k to £71k and it is therefore proposed to set the salary at the range indicated above.
- 2.6. Whilst Committee approval is only required to establish roles above £55k, the entire structure of the Commercial Team is being presented to Committee for completeness (Appendix 1). The Commercial Team reports into the GMCA Treasurer.
- 2.7. The restructure work in the commercial team sits alongside the now completed restructure of the finance function. The combined impact of the structure work is contained within current budgets offering a small net saving against the budget.

### **3. HEAD OF COMMERCIAL SERVICES**

3.1. It is proposed that this role is established with a salary in the range £60,000 - £65,000, dependent on knowledge and experience. The key responsibilities of this role will include:

- Lead the organisation's commercial function, providing good commercial advice identifying commercial opportunities that deliver best value through the most efficient and compliant process
- Ensure procurement activity, strategies and plans reflect the procurement priorities of GMCA. Priorities identified include corporate social responsibility, engaging the third sector, the use of local suppliers, ethical procurement, equality and diversity, encouraging innovation, developing markets and sustainable procurement
- Lead on procurement and contract management arrangements, ensuring compliant, effective and efficient procurement processes are in place and widely used.
- Lead on the development and delivery of a comprehensive Procurement Strategy for GMCA.
- Lead on the negotiation and management of strategic contracts, both capital and revenue and support the contract management arrangements for critical areas of spend, ensuring delivery of high-quality outcomes for internal stakeholders.
- Continually look for improvement, whilst ensuring compliance with legislation, policies, procedures and service levels.

### **4. RECOMMENDATION:**

4.1. Committee is asked to:

- Consider and approve the salary of Head of Commercial in the range £60,000 - £65,000

## **APPENDIX 1 – COMMERCIAL SERVICES**

Structure chart attached .

## APPENDIX 2 – HEAD OF COMMERCIAL ROLE PROFILE

### ROLE DESCRIPTION

<b>Role Details</b>	
Role Title:	<b>Head of Commercial Services</b>
Directorate:	Commercial Services
Hours:	36.25
Grade:	TBC
Location:	HQ and other sites as required

<b>Organisational Arrangements</b>	
<b>Reporting to:</b>	<b>GMCA Treasurer</b>
<b>Role Purpose</b>	<p>Lead the organisation’s commercial function, providing good commercial advice identifying commercial opportunities that deliver best value through the most efficient and compliant process</p> <p>Ensure procurement activity, strategies and plans reflect the procurement priorities of GMCA. Priorities identified include corporate social responsibility, engaging the third sector, the use of local suppliers, ethical procurement, equality and diversity, encouraging innovation, developing markets and sustainable procurement</p> <p>Lead on procurement and contract management arrangements, ensuring compliant, effective and efficient procurement processes are in place and widely used.</p> <p>Lead on the development and delivery of a comprehensive Procurement Strategy for GMCA.</p> <p>Lead on the negotiation and management of strategic contracts, both capital and revenue and support the contract management arrangements for critical areas of spend, ensuring delivery of high-quality outcomes for internal stakeholders.</p> <p>Continually look for improvement, whilst ensuring compliance with legislation, policies, procedures and service levels.</p>
<b>Responsible for:</b>	<p>Procurement and Commercial Services Manager</p> <p>Collaborative Procurement Manager</p>

## **Main Responsibilities – Role Specific:**

- Lead on the delivery of effective commercial operations, through effective delivery of procurement and contract management arrangements across GMCA.
- Develop, lead, manage, deliver and support a variety of procurement projects (across a diverse range of expenditure areas) to ensure projects are delivered on-time, on-budget, according to agreed specifications and in line with best practice principles, the GMCA Procurement Strategy and statutory and legal frameworks.
- Develop and implement a short, medium and long-term procurement strategy that contributes to GMCA achieving its operational, legal and financial obligations and mayoral priorities
- Effectively liaise and work with Directorates to develop and implement short- and medium-term category strategies and savings targets. Ensuring key stakeholders are aware of the role procurement plays in the commissioning cycle and to help establish and manage the future demands and capacity planning
- Identify, implement and maintain Key Performance Indicators for the procurement function
- Provide expert advice, training, support and systems to all staff who carry out any procurement activity to ensure best procurement activity is carried across GMCA
- Identify process and procedures to safeguard GMCA against supplier contractual, operational and commercial risks by undertaking continuing due diligence and supplier risk management profiling
- Oversee the development of a comprehensive, robust and deliverable Procurement Strategy for GMCA and ensure policies are developed, reviewed and updated to deliver the overall corporate purpose and aims
- Ensure compliant, effective and efficient procurement processes are in place and widely used, and supporting the delivery of key, strategic procurement activity across the organisation.
- Lead the negotiation and management of strategic contracts, both capital and revenue and support the contract management arrangements for critical areas of spend.
- Continually look for improvement, whilst ensuring compliance with legislation, policies, procedures and service levels.
- Enhance the abilities, capability and capacity of team members through supervising, managing, coaching and mentoring team members and the projects in which they are involved
- Provide advice, guidance and expertise regarding procurement best practice and evaluation and award criteria to the organisation
- Provide positive values-based leadership and motivation for the commercial team ensuring they receive the appropriate support, training and development to achieve their potential
- Act as programme / project manager ensuring delivery of programmes and associated projects as required.
- Lead, develop and performance manage people within your function to ensure delivery of all aspects of corporate planning and performance management
- Be responsible for the welfare, training and development of staff in accordance with relevant policies and procedures.

## **Key Requirements**

### **Education, qualifications and associations**

#### **Essential**

- Educated to degree level in relevant area or equivalent experience
- Evidence of continuous professional development
- Full membership of Chartered Institute of Purchasing and Supplies (MCIPS) through examination route. Educated to Professional Diploma in Procurement and Supply or equivalent as a minimum, minimum 5 years post qualification experience

#### **Desirable**

- Relevant management qualification e.g. Business Administration. Minimum 5 years post qualification experience

#### **Essential Knowledge and experience**

- Extensive working knowledge of corporate governance, financial, risk and environmental management, strategic planning and programme management principles and practice
- Extensive knowledge of the national, regional and local political operating climate of the FRS within the context of the Governments' devolution / modernisation agenda
- Record of successful achievement in procurement and contract management, and effective and experienced in procurement and contract management in a public sector organisation.
- A good understanding of all areas affecting corporate, social and environmental responsibility.
- A good working understanding of GMCA's policies.
- Detailed working knowledge of legislative requirements, including EU Public procurement regulations

#### **Desirable Knowledge and experience**

- Knowledge of procurement and contracting requirements of GMCA
- Experience of successful collaborative working, with a number of public sector agencies.

#### **Essential Skills & Behaviours**

- Strongly developed interpersonal skills with the ability to communicate at all levels, proven ability to inspire confidence at all levels of the organisation, and highly developed communications skills with different audiences with a variety of methods
- Motivated with ability to prioritise workloads of self and team members to meet strict deadlines
- Ability to generate and implement new ideas, alternative options and develop realistic and practical solutions
- Ability to build strong and trusting relationships with suppliers, clients, customers and colleagues
- Use strong influencing and negotiation skills to build on and create new strategic partnerships across the organisation and externally

- Experience of analysing and interpreting complex information and communicating it appropriately to a range of stakeholders
- Excellent IT skills, with ability to use a wide range of IT systems
- Ability to collate, critically appraise and present information from a range of sources using excellent analytical skills.
- Well-developed verbal and written communication skills, including report writing, presentation and facilitation, able to advise / influence at all levels.
- Ability to convey often complex information and guidance in a clear and understandable manner appropriate to the recipient
- Ability to build strong and trusting relationships with clients, customers and colleagues
- Acting as a role model for the directorate
- Able to work flexibly and independently, covering other areas of the department as required.

**Other**

- Willingness and ability to travel across county and work from other sites when required