

Job Description

A Post Details	
Job Title: Deputy Director Commercial Services	Grade: C004
Department: A-Commercial	Division: A-Division
Reports to: Director of Corporate Development	Contract Type: Permanent
Level of Vetting: Management Vetting	Numbers in Post: 1
Welsh language required No	
B Purpose of the Post	
<p>The post holder will provide strategic forcewide leadership of the organisation's Commercial and Procurement Services functions, ensuring robust governance, financial stewardship and regulatory compliance while maximising value, resilience and sustainability for the Force.</p> <p>The post holder will be responsible for:</p> <ul style="list-style-type: none"> • Acting as the Force's senior commercial authority, accountable for creating and ensuring effective commercial and procurement processes and governance that strengthen management control, mitigate risk and support operational delivery. • Leading, exploring, developing and delivering commercial collaboration with other organisations across BlueLight, public and private sectors, to deliver shared value, improve service outcomes and realise economies of scale. • Leading and assuring the delivery of complex, high-value commercial programmes including strategic supplier relationships, complex contract negotiations and dispute resolution to maximise contract value, providing expert commercial advice to Chief Officers and senior leaders. • Accountability for the identification, development, maintenance, communication and execution of integrated commercial and procurement strategies to optimise value to the organisation. • Providing strategic oversight of commercial insight, reporting and performance management, ensuring compliance with the appropriate legal and regulatory requirements, enabling informed decision-making and transparent assurance at executive board level. • Building and embedding organisational commercial and procurement capability, promoting best practice, innovation and a performance-led culture. • Positioning the Force to maximise collaborative advantage arising from police and rail reform, including Great British Railways, by shaping commercial strategies that identify opportunities presented by mergers and integration to secure long-term sustainability and innovation-led improvements. • Leading the strategic management of key corporate services including Vehicle Fleet, Uniform and Travel, overseeing programmes such as fleet electrification and associated infrastructure. • Leading the Force's response to achieving Net Zero Carbon compliance, championing cultural change, delivery of decarbonization initiatives and effective performance reporting. • Providing executive oversight of force administration services, ensuring consistent, compliant and effective delivery that supports frontline policing and corporate priorities. 	
C Dimensions of the Post	
<p>Financial – Direct or Non-Direct</p> <ul style="list-style-type: none"> • Accountable for the Force's commercial portfolio, providing strategic leadership and assurance over commercial activity with an aggregate value of c.£200m. 	

- Responsible for identifying and realising forcewide commercial efficiencies including standardisation and consolidation of spend to deliver efficiency savings in non-pay expenditure as outlined in the Medium Term Financial Plan.
- Overseeing the assurance of supplier commercial viability and market risk, ensuring robust due-diligence and risk assessment informs strategic sourcing decisions prior to contract award.
- Delegated authority for high-value commercial and procurement decisions, including approval of individual transactions up to £500k and up to £1m for Technology related expenditure.
- Strategic financial stewardship of key operational budgets, including Fleet and Uniform, with combined annual expenditure of c.£10m.

Staff Responsibilities – Direct or Non-Direct

6 direct reports, 15 non-direct reports.

Any Other Statistical Data

Contract Pipeline, Contract Performance KPIs.

D Principal Accountabilities

Strategic Commercial Leadership and Advice

- To provide strategic leadership, advice and assurance to Chief Officers and Heads of Department on all aspects of procurement, contract management and commercial governance.
- Provide authoritative advice on commercial legislation, Cabinet Office and public procurement policy, UK regulations, market dynamics and sourcing strategies, ensuring decisions maximise value for money, manage risk and withstand external scrutiny.
- Interpret and translate corporate strategy, reform programmes and service priorities into coherent commercial strategy, ensuring commercial services are developed cost-effectively to enable organisational objectives.
- Lead and develop strategic commercial partnerships across BlueLight, public and private sector organisations, identifying and delivering collaborative opportunities that create shared value, improve service outcomes and maximise economies of scale.
- Position the Force to anticipate and capitalise on collaborative opportunities arising from police reform and rail reform (including Great British Railways), ensuring the commercial function leverages mergers, acquisitions, shared services and new operating models to deliver enhanced value, resilience, innovation-led service improvement and long-term commercial sustainability.

Procurement and Governance

- Hold executive accountability for the design, ownership and delivery of procurement strategies, policies, processes and governance arrangements, including the corporate procurement strategy and the Force-wide pipeline of major procurement activity.
- Provide strategic oversight and direction of all procurement activity, ensuring timely, compliant and value-driven delivery of procurement elements within organisational programmes and projects.
- Lead the Force's approach to competitive procurement, ensuring alignment with Cabinet Office guidance and regulatory requirements, and providing assurance over transparency and value.
- Maintain oversight of external market developments, innovation and best practice, ensuring the Force's procurement and commercial approach remains modern, agile and fit for future operating models.
- Embed a high-performance commercial culture across the organisation, promoting accountability, innovation and continuous improvement in procurement and contract management practices.

- Act as professional head for commercial and procurement capability, setting standards for skills, learning and development, and assuring appropriate professional accreditation, CPD and compliance with policy across the function.

Contract and Supplier Management

- Provide strategic leadership of contract and supplier management across the Force, overseeing analysis of third-party spend and driving optimisation of cost, value and performance through effective commercial and contractual arrangements.
- Provide assurance of complex, high-value commercial programmes, including oversight of contract mobilisation, performance recovery and formal dispute resolution to protect organisational value and continuity of service.
- Embed effective contract management disciplines, enabling improved outcomes, resilience and risk mitigation.
- Assure the maintenance and effective use of a comprehensive corporate contracts register, supporting governance, transparency and informed decision-making.
- Act as a cultural champion and thought leader for commercial contract management, promoting best practice, continuous improvement and a performance-focused approach to supplier relationships.
- Ensure the provision and continuous improvement of contract management policy, supply-chain resilience measures, continuity and disaster recovery planning.
- Oversee the development of contract managers through formal training and ongoing CPD, ensuring capability is aligned to organisational risk and complexity.

Commercial Activity

- Define and execute the Force's overall commercial procurement programmes, delivering specific operational plans and agreed objectives, improving supplier performance, mitigating risk and maximising contract value.
- Lead on the provision of commercial advice to innovation and transformation initiatives.
- Lead strategic and complex contract negotiations and demonstrating commercial acumen in the negotiation and drafting of contracts that promote lower costs and higher service levels.
- Lead analysis of organisational needs and production of innovative solutions through identifying and benchmarking key trends, savings and procurement opportunities that act as a catalyst for new initiatives and strategies.

Compliance

- Ensure the design and operation of robust commercial processes, governance, reporting and insight, providing effective management control and compliance with legal and regulatory requirements.
- Lead the development and utilisation of commercial insight, data and performance reporting to inform strategic decision-making and strengthen executive assurance.
- Assure the completion and oversight of Fraud Risk Assessments in high-risk areas such as Fleet and Uniform.
- Oversee the design, implementation and monitoring of procurement processes within the e-Procurement system, ensuring consistency and control.

Fleet and Uniform Service Management

- Hold outsourced suppliers and collaborative partners to account for the delivery of high-quality services in excess of the 95% availability KPIs.
- Ensure strong and effective budget management against a c.£10m budget.
- Lead the transition to battery electric vehicles and associated charging infrastructure by 2032.

- Ensure the vehicle ordering pipeline delivers new vehicles aligned to the replacement cycle ordering 9-17 months ahead of need.
- In collaboration with suppliers/partners, transform the service offering through the development of new products and capabilities to enhance service provision.
- Ensure effective governance of Force Fleet and Uniform boards, chairing on behalf of the Director of Corporate Development where required and providing assurance to senior leadership.

Net Zero Carbon Strategy

- Hold strategic ownership of the Force's Net Zero Carbon (NZC) delivery, accountable for the commercial contribution to achieving a reduction of 4,203 tonnes of CO2e by 2030, embedding carbon reduction into commercial strategy, investment decisions and performance reporting.
- Ensure opportunities for carbon reduction are identified and implemented.
- Lead on the annual carbon footprint remeasure, update to NZC strategy and reporting into the Force Executive Board and BTPA annual report.

Managing People

- Line management of direct reports, providing clear leadership, performance management and professional development in line with BTP policies and procedures.
- Provide strategic oversight of corporate administration services within the commercial portfolio, ensuring consistent, compliant and efficient delivery that supports operational policing and organisational priorities.
- Support and develop direct reports and their teams to build resilience and capability.
- Work collaboratively across Finance, Commercial and Estates Senior Leadership Team to develop the wider portfolio and support integrated ways of working across each department.

E Decision Making

Make decisions

The post holder is required to:

- Develop and assess opportunities for making savings on non-pay spend.
- Interpret and implement the requirements of procurement legislation.
- Interpret and implement the requirements of BTPA Code of Governance and Cabinet Office Spend Controls.
- Provide commercial approval and sign off of all major procurement strategies.
- Ensure the application of change control processes to contracts.
- Provide approval of income and revenue generation as required (£50k per transaction).
- Assess the impact and cost benefit of internal and external audit recommendations and implement agreed recommendations.
- Advise budget holders and managers on the most appropriate contractual terms before they enter major contracts.
- Advise the Director of Corporate Development on the appropriateness of procurement authorities set out in the BTP Letter of Delegation.
- Provide procurement delegation approvals as required up to £1m.
- Ensure alignment of vehicle orders with NZC commitments (£5.2m pa).

Significant say in decisions

- Member of the Force Executive Board – BTP focused.
- Member of DfT Group Commercial Board – DfT Family focused.
- Member of National Police Procurement Executive – 43 Home Office Forces.

F Contact with Others

Internal

Chief Officer Group, Heads of Department, Divisional Commanders, Budget Holders.

External

BTPA Executive, BTPA Members, External Auditors, Department for Transport, DfT ALBs, Other Police Forces, External Suppliers.

G Essential Criteria**Qualifications and Training:**

- A member of Chartered Institute of Purchasing (MCIPS) or equivalent.

Experience:

- Experience in a senior position within a Procurement, Commercial or Contract Management function.
- Experience of strategic procurement in a complex and/or geographically dispersed organisation.
- Sound understanding and proven experience of the delivery of efficiency in a procurement environment.
- Sound understanding of the provision of service management in a blue light context.
- Experience of fostering effective strategic supplier relationships through efficient planning, development and management.
- Experience of robust contract management, including escalation, breach and dispute resolution.
- Track record of building strong relationships with a wide range of internal and external organisations, partners and stakeholders working together to deliver successful outcomes.
- Extensive experience of collaboration across both public and private sectors.
- Experience of staff leadership/management.

Skills:

- Strong negotiation skills within a commercial environment and a good understanding of commercial priorities and the realities.
- Ability to influence executive and senior stakeholders and build relationships across complex disciplines.
- Ability to confidently lead the identification, planning and delivery of cost management, negotiation strategies and techniques.
- Ability to balance commercial pace with appropriate governance rigour in all procurement and commercial initiatives.
- Experience of delivering e-Procurement systems and tools, electronic requisition to pay systems, contract management.
- Ability to embed a culture of value for money within the Commercial Department and across the organisation.
- Ability to source and deliver new approaches and ideas and encourage a culture of innovation focused on adding value.
- Ability to translate complex commercial/financial matters to non-commercial/financial managers both in verbal and written communications.
- Ability to adopt clear processes and standards for managing performance at all levels, maintain effective performance in difficult and challenging circumstances and be a role model to support and energise teams to build confidence in their ability to deliver outcomes.

Knowledge:

- Awareness of reform across both policing and rail and the associated opportunity and impact on the commercial function.

- Awareness of the challenges facing public sector services and the role that procurement can play in delivering efficiency savings and ensuring effective service delivery.
- Excellent knowledge of procurement and contract law and related UK regulations.
- Strong understanding of category management and how it can be applied to public sector services and purchasing.

Desirable criteria:

Qualifications and Training:

- Project or Programme Management Qualification e.g. APM, MSP

Experience:

- Understanding of central government or public sector financial reporting frameworks including Managing Public Money (MPM)
- Management of projects and capital accounting.
- Management of Fleet and Uniform delivery.
- Understanding of NZC and the delivery requirements placed on an organisation.

Skills:

- Budget management experience gained in a medium sized or large organisation.
- Management and use of financial systems.

H Additional Information

For Panel to complete only:

Policy & Reward Team - Approval: Pauline Okirie

Date:12/05/2026