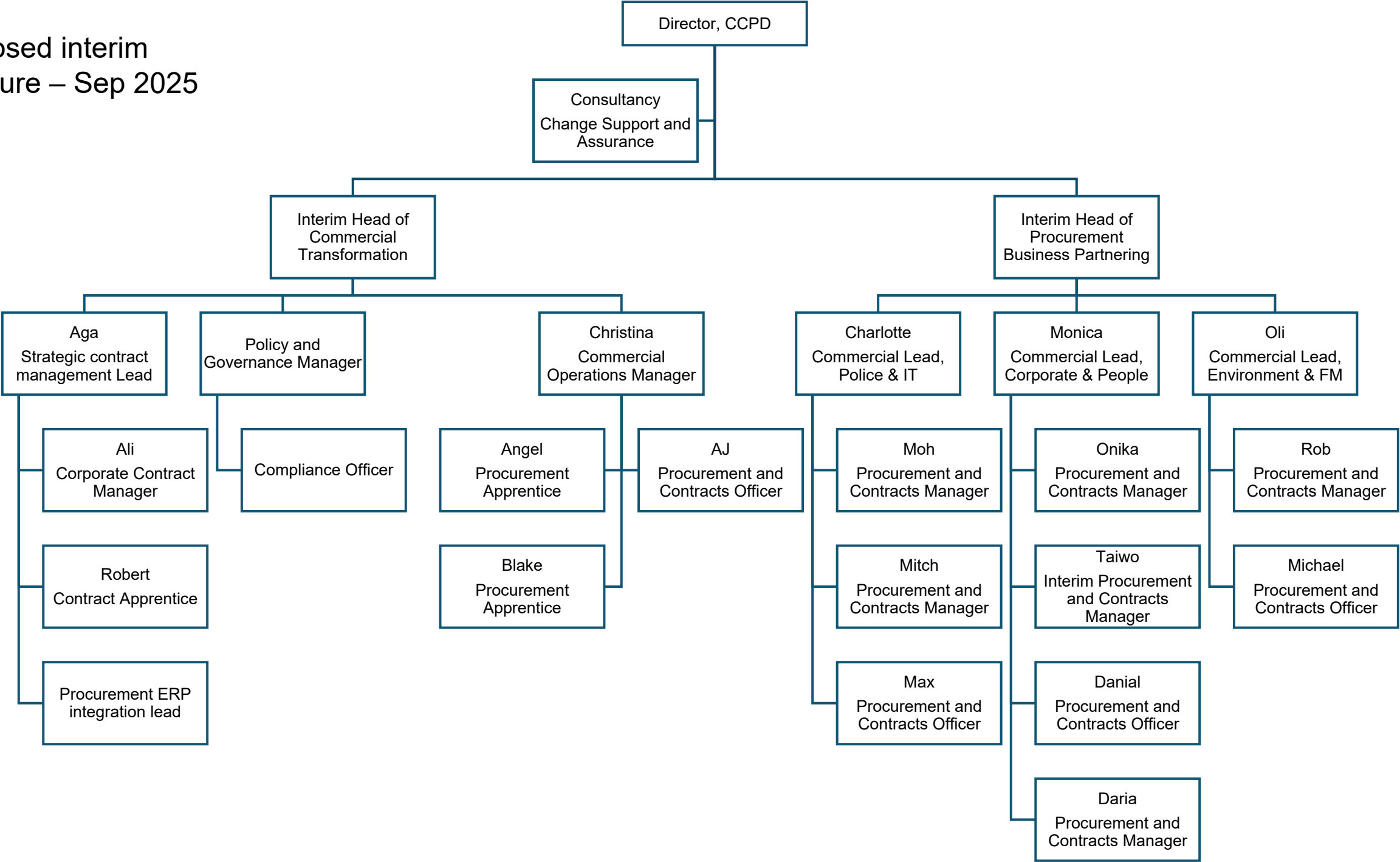


Proposed interim
structure – Sep 2025



Head of Commercial Transformation

Responsibilities

- Develop the commercial improvement and transformation programme
- Programme manage delivery of improvement/transformation
- Support development of a robust business case for the proposed new contract management model
- Develop new Procurement Policy that exploits freedoms within the Procurement Act 2023
- Develop options for future Commercial team structure
- Business Process Reengineering and mapping – automation of transactional procurement
- Develop the technology roadmap based on a principle of digital by design
- Manage interdependencies with ERP implementation
- Develop assurance framework to track spend behaviour and manage noncompliance

Person specification

- **Proven experience leading large-scale procurement transformation programmes**, including strategy development, process redesign, and technology implementation across complex organisations.
- **Strong commercial acumen and strategic thinking**, with the ability to align procurement transformation initiatives with broader business goals and deliver measurable value.
- **Expertise in change management and stakeholder engagement**, with a track record of successfully influencing senior leaders and cross-functional teams to adopt new ways of working.
- **Deep understanding of procurement best practices, digital tools, and emerging trends**, including e-sourcing, spend analytics, supplier collaboration platforms, and ESG considerations.
- **Exceptional leadership and team development skills**, with experience building high-performing procurement transformation teams and fostering a culture of innovation and continuous improvement.
- **Relevant professional qualifications or certifications** (e.g., MCIPS, Lean Six Sigma, PMP) and a strong academic background in business, supply chain, or a related field.
- **Cross sector experience desirable**

Head of Procurement Business Partnering

Responsibilities

- Line management of Commercial Leads
- Develop pipeline and category strategies
- Develop dashboard reporting for key stakeholders
- Develop ways of working to support business partnering including stakeholder engagement plan
- Review and reshape category boards
- Develop Commercial Service reporting framework
- Produce and deliver team capability development plan
- Lead market engagement and shaping activity and provide coaching to others
- Embed Responsible Procurement in systems, processes and ways of working

Person specification

- **Extensive experience in strategic sourcing and category management**, with a proven track record of delivering cost savings, value creation, driving social value and supplier innovation across multiple spend areas.
- **Strong stakeholder management and business partnering skills**, with the ability to build trusted relationships at all levels and influence decision-making in complex, matrixed environments.
- **Expert knowledge of supplier market dynamics, contract negotiation, and risk management**, including experience managing high-value and high-risk supplier relationships.
- **Demonstrated ability to lead cross-functional sourcing initiatives**, aligning procurement strategies with business needs and driving collaboration across departments.
- **Excellent analytical and commercial skills**, with the ability to interpret data, assess market trends, and develop sourcing strategies that support long-term business objectives.
- **Relevant professional qualifications or certifications** (e.g., MCIPS, MBA) and a strong academic background in procurement, supply chain, or a related discipline
- **Excellent knowledge of Public Procurement regulations**

Split of responsibilities – Policy and Governance

Commercial Policy and Governance Manager

- Develop the new COL procurement policy and governance framework ensuring alignment with legislation, organisational objectives, Responsible Procurement priorities and best value principles.
- Lead the stakeholder engagement and governance approval process for the new Procurement Policy framework
- Build procurement capability across the organisation, delivering training and guidance on policy, governance, and assurance processes.
- Design new assurance framework to proactively tackle instances of non-compliance and ensure clear lines of accountability
- Provide expert advice and assurance to senior leaders and departments on procurement governance, legal obligations, and policy interpretation.
- Monitor procurement performance and compliance, using data and audits to identify risks, inefficiencies, and improvement opportunities.
- Engage with internal and external stakeholders to promote accountability, innovation, and social value through procurement.

Policy and Compliance Officer

- Provide first stage advice in instances of non-compliance
- Manage the non-compliance register (waivers)
- Manage Commercial Service FOIs
- Maintain information on COLnet
- Undertake sample audits on low value spend and PARs
- Analyse spend data to identify areas for targeted intervention
- Draft and maintain templates and guidance materials

ERP and procurement systems

Responsibilities

- Support creation of new processes in relation to procurement activities in the new SAP ERP system
- Assess the existing processes in Oracle and work with stakeholders to ensure that the processes in SAP meet the appropriate standards
- Propose ways to automate processes in SAP S/4HANA environment, propose any integrations that would allow automation
- Review the proposed procurement processes and configuration in SAP S/4HANA ensuring compliance with appropriate procurement legislation
- UAT – performing all testing of the new processes and workflows in SAP S/4HANA test environment , ensure testing regime is observed extensively and report on any issues to the appropriate stakeholder
- Ensure effective build and manipulation of contract data both in Jaggaer & SAP Systems
- Support leadership to agree the reporting requirements for procurement
- Review any documents as requested by the systems integrator and wider Programme SAPphire team
- Wider support in relation to system automation and process redesign

Experience

- Demonstrable technical knowledge & experience of SAP S/4HANA system implementation, integration, configuration and process design
- Experience in designing, establishing & configuring efficient and automated procurement process flows within SAP S/4HANA
- Experience in UAT testing of the system ensuring there is a robust testing regimen for procurement processes
- Demonstrable experience in Jaggaer Sourcing & Contracts+ system, including administration, configuration and integrating Jaggaer with ERP systems and associated system architecture
- Experience in system integrations, especially, between Jaggaer and SAP 4HANA public cloud
- Solid understanding of procurement legislation in the context of public sector procurement , especially, Procurement Act 2023 and its reporting requirements
- Ideally experience in the Oracle ERP system to enable smooth transition to SAP
- Ability to influence senior stakeholders and manage relationships within the programme