

Head of Commercial Services

Role Profile

Service: Commercial Services to Education and other strategic partners
Band: SM4A
Reporting to: Director of Human Resources
Responsible for: Catering and Cleaning



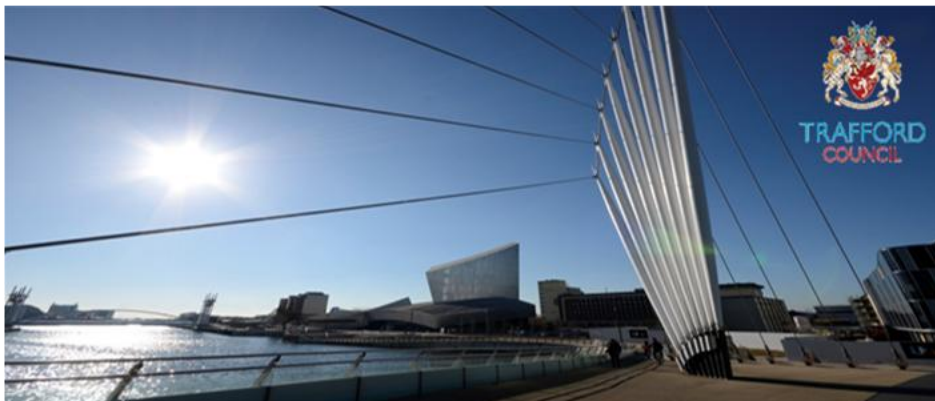
About Us

Trafford is a great place to live, work, learn and visit. From its leafy suburbs to its more urban areas, the borough takes pride in its strong, diverse communities, its cultural and sporting heritage and its position at the heart of the region's economic powerhouse.

Trafford Council and its partners in the public, private and third sectors have a Vision which sees us working together to close inequality gaps and maximise Trafford's huge potential.

Our vision: Trafford – where all our residents, businesses and communities thrive

At the heart of our vision is a common cause – we want to make Trafford a better borough. We want to make it a place where everyone has a chance to succeed and where everybody has a voice. Through our new vision, we are making a commitment to work together across different services and agencies to make the best use of our resources.



Our Culture

Trafford Council employs around 2300 non-school members of staff and as one of the biggest employers in the borough, we work hard to make Trafford Council an employer of choice. We care what you think and believe you are more than just a job role. We have a great benefits' package and a real focus on your health and wellbeing, as well as extensive learning, succession and development opportunities.

For us, it's not just about *what* we achieve as an organisation, but *how* we do it. Therefore, all employees are expected to display our **EPIC** values.

At Trafford Council we are EPIC

We EMPOWER – We inspire and trust our people to deliver the best outcomes for our customers, communities and colleagues.

We are PEOPLE CENTRED – We value all people, within and external to the organisation and give those around us respect. We will act with honesty and integrity in all that we do and create an environment that enables everyone we work with to thrive and succeed.

We are INCLUSIVE – We are committed to creating an environment that values and respects the diversity and richness differences bring.

We COLLABORATE – We build relationships, collaborate; treat people as equal partners and work together to make things happen.

About the Role

This Role Profile outlines the key tasks you will be expected to perform to give you an understanding of a typical day and the key activities that you will be expected to deliver or contribute to the delivery of.

The 'About You' section explores what qualifications, experience, skills and knowledge you will need for the role.

We are a values-based organisation, and you will need to reflect our values, as well as the requirements in 'About You' in your application.

Your Main Priorities

- Lead the development of a sustainable and commercially successful traded services offer for schools and education settings, informed by customer needs, market conditions and future growth opportunities.
- Identify and develop opportunities to increase income through existing and new traded services, ensuring a coordinated and customer-focused commercial approach across the Council.
- Support managers and services to develop commercially viable service offers, strengthen commercial capability and implement new trading opportunities.
- Promote innovation, continuous improvement and commercial best practice, ensuring services remain competitive and responsive to customer needs.
- Develop and embed a consistent commercial framework for traded services across the Council, ensuring service offers are aligned to corporate priorities, commercial objectives, performance standards and governance requirements.

Key duties

- Lead business development activity across the traded services portfolio, driving customer retention and new business growth.
- Develop and implement a Commercial Services Strategy aligned to the Education Directorate and Council priorities.
- Develop pricing strategies and trading models that are competitive and with the opportunity to create income generation.
- Ensure services remain responsive to changing school and academy requirements.
- Build and maintain strong relationships with service managers, school leaders, academy trusts and key stakeholders, including elected officials to maximise commercial opportunities.

- Develop and manage robust financial and performance frameworks, taking a commercial lens approach and supported by clear management information and reporting that tracks results, demonstrates value and drives continuous improvement.
- Development of a strong framework for the development of bids, proposals, presentations and responses to tender opportunities.
- Analyse market trends, competitor activity and service performance to inform business decisions and future service development.
- Develop and maintain performance measures and reporting arrangements to monitor income against targets, customer retention, service quality and market share.
- Support the Council to exit from markets where it is not commercially astute to continue being a primary provider, developing robust decommissioning frameworks and wrap around support for existing customers.
- Maintain awareness of national, regional and local developments affecting local government, education and traded services, identifying opportunities to improve services and grow income.
- Ensure that all viable traded services are aligned to corporate objectives and are aligned to financial regulations and people management requirements.
- Carry out any other duties appropriate to the level of the post.

About You

About You

Qualifications and Professional Development

- Degree level qualification or equivalent relevant experience, together with an appropriate professional qualification.
- Evidence of continued professional, managerial and personal development.
- A proven track record of senior leadership within a commercial, customer-focused or service delivery environment in local government or a similarly complex organisation.
- A successful track record of leading change, service improvement and organisational development.

Experience and Knowledge

- Significant experience of developing and delivering commercially sustainable services, income generation opportunities or business growth strategies.

- Proven experience of providing strategic advice and assurance to senior stakeholders.
- Experience of building effective relationships with elected members, colleagues, customers, partners and stakeholders to improve service performance and achieve organisational objectives.
- Evidence of successful financial and resource management, including budget planning, performance monitoring and the management of competing priorities.
- Experience of using customer insight, market intelligence and performance information to inform service development and decision-making.
- An understanding of the challenges and opportunities facing local government and public services in a changing and financially constrained environment.
- Knowledge of the education sector, including schools, academies and multi-academy trusts, and their approach to purchasing services

Skills and Abilities

- Strategic thinking and analytical skills, with the ability to evaluate complex information and translate it into practical action.
- Strong communication skills, including the ability to prepare and present clear reports, business cases and presentations for a range of audiences.
- Ability to identify opportunities for innovation, service development and growth, and to lead transformational change.

Special Conditions

- Willing and able to travel to sites within Trafford and beyond where required.
- Attendance at occasional evening meetings, school events and stakeholder forums as required.
- Politically restricted post.

Date prepared/revised	July 2026
Prepared/revised by	SW/CG/NK/SS
Job Evaluation	

Health and Safety

To operate safely within the workplace with regard to the Council's health and safety policies, procedures and safe working practices. To be responsible for your own Health and Safety and that of other employees.

Equalities & Diversity

To work within the Council's Equalities and Diversity Policy, embracing through personal example, open commitment and clear action that diversity is positively valued, resulting in access for all by ensuring fair treatment in employment, service delivery and external communications.

Customer Care

To continually review, develop and improve systems, processes and services in support of the Council's pursuit of excellence in service delivery.
To recognise the value of its people as a resource.

Training and Development

To identify training and development needs with your manager, taking an active part in your Personal Development and Review Plan. To access development opportunities as they arise and share learning with others and where appropriate, actively encourage a learning environment and development within others.

Policy

To work at all times within the established policies and practices of the Council, within the framework established by the Council Constitution and associated guidance.

Information Governance

Confidentiality is of prime importance. In the normal course of duties, the post holder will have access to personal and or sensitive information relating to service users, staff and contractors, as well as information of a commercially sensitive nature. Such information should not be communicated to anyone outside or inside the Council unless done in the normal course of carrying out the duties of the post. Disciplinary action will be considered where a breach of confidence and or data breach has been established.

All information obtained or held during the post-holders period of employment that relates to the business of the Council and its service users and employees will remain the property of the Council. Information may be subject to disclosure under relevant legislation.

To ensure information is shared safely and complies with information governance standards and associated legislation.