



Crown  
Commercial  
Service

Crown Commercial Service  
Candidate Pack  
**Strategy Delivery Director**

# Welcome message from Sam Ulyatt



**Sam Ulyatt**  
Chief Executive Officer

## Dear Candidate

**If you are reading this it is because you have shown an interest in joining the senior team at Crown Commercial Service (CCS) and contributing to our mission of helping the public sector to achieve best value from its commercial and procurement activity.**

I am so proud to be the CEO of CCS and to lead it into its next phase of development. We have come a long way since our formation in 2014, and our headline impacts speak for themselves. These details and much more about CCS can be found in our [Annual Report and accounts](#) and I would encourage you to read it.

CCS has a huge role to play in enabling the government's missions and supporting the 'Plan for Change' - and in doing so supporting the government to achieve the best outcomes for the UK. The role of Strategy Delivery Director is pivotal in achieving the mission we have set for ourselves over the next five years to be a truly customer-led organisation focussed on adding value to the nation. The mission and strategy is clear; we now need a transformation-focused leader who will work right across the organisation to ensure it is successfully implemented, including leading the design of a Target Operating Model as a priority.

Not only will this role play a key part in developing the value proposition we offer to the public sector, it will support our commitment to invest in our people with programmes such as talent and leadership schemes, as well as ensuring we have an Employee Value Proposition to retain and invest in our diverse talent.

Our own CCS mission will see us optimise value for our customers and suppliers and maximise our impact by using our expertise and insight, as well as our scale and unique position. We will build an effective and efficient organisation, that is a great place to work for its people, lives its values, and takes full advantage of technology.

If you see this as an exciting and rewarding challenge then I would encourage you to apply to join me and the rest of the senior leadership team and help us to achieve our ambitions.

We welcome applications from those currently working in, or with experience of both the public and private sector. We want to explore the widest possible pool of talent for this important appointment.

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# About Crown Commercial Service

## **Crown Commercial Service (CCS) is the UK's biggest public procurement organisation and an executive agency of the Cabinet Office.**

Our purpose is to help the UK public sector realise the best value in its commercial and procurement activity. We call this value for the nation.




We are procurement experts. With over 900 staff, we help the public sector maximise every pound so precious resources can go where they're needed most. We do this by establishing and managing outstanding customer focused commercial agreements for common goods and services. Our category expertise and procurement capability mean that our customers can buy effectively and efficiently.

Our service is free for the UK public sector. Buyers can access everything from temporary staff and energy, to laptops and police cars.

Our vision is to be the preferred choice for customers and suppliers. We want CCS to be a world class, central commercial and procurement organisation, well known and trusted for:

- ◆ being easy to use and engage with
- ◆ our procurement, commercial, category and market expertise
- ◆ our data and decision-enhancing insight
- ◆ using our influence to enable greater value to be achieved across the UK

Our strategy is to increase the value the public sector gains from working with CCS year on year. We will do this through realising our strategic objectives:

-  optimise value for our customers and suppliers, with commercial products and services that make effective procurement easy
-  maximise impact by using our expertise and insight, as well as our scale and unique position. We coordinate and influence public sector buying, manage and shape supply markets, enable the government's missions and achieve the best outcomes for the UK
-  build an effective and efficient organisation, that is a great place to work for its people, lives its values, and takes full advantage of technology

Our culture is one of inclusivity and care, where we respect each other and our differences. It's one that aids collaboration, teamwork and innovation and one that embraces difference. Our values shape and drive everything we do. We listen, respect, collaborate, and trust in order to deliver with confidence.

Last financial year, we delivered £4.9 billion of commercial benefits, including factors such as cost savings and reaching carbon net zero targets.

We will achieve our goals by focussing on how best we can offer excellent value for customers.

We will continuously improve our capabilities through the development of our people, ways of working and use of customer centric digital solutions transforming how buyers and suppliers access and consume our services, through new and innovative channels.

Volume of spend through  
our commercial agreements  
last year was  
**£37.1bn**

Commercial benefits  
reported last year were  
**£4.9bn**  
for our customers



# Role information

## Join a team that brings value to the nation

Would you like to lead transformation delivery in the UK's largest public procurement organisation? Do you want to shape and execute a strategy that drives value for our customers, delivers operational excellence and ensures better outcomes for the public sector?

We're seeking an exceptional leader who will support the CEO to take the organisation into its next stage, by playing a pivotal role in accelerating the delivery of CCS's mission to become a world class, customer centric, commercial and procurement organisation.

The Strategy Delivery Director will help ensure CCS remains sharply focused on delivering value for customers and suppliers, through operationalising our strategy. They will bring to CCS a collegiate leadership style, intellectual clout, and a bias for turning strategy into action in order to enhance the delivery capability of the organisation and ensure that CCS effectively leverages the scale of public sector wide demand for common goods and services.

Driving a 'customer first' ethos and delivery innovation, they will be intrinsic to helping the CEO deliver her vision for the organisation. Delivering digital capabilities will be key to supporting customers and suppliers, ensuring we have in place products, services, and channels to deliver value.

This is an exciting time to join CCS as we support and help the government to deliver the [Plan for Change](#). We are a passionate organisation that cares about the work that we deliver for the public sector. We are focused on maximising the value we provide for customers, suppliers and citizens.

## Directorate Overview

The successful candidate will lead the Strategic Delivery Directorate, (circa. 24 FTE initially comprising of Communications and Marketing and Project Management). This is a new directorate that will deliver on CCS's newly established strategy that requires transformation, both digital and non-digital, across CCS. It will connect strategy and investment decisions, guiding them through to delivery in an enterprise wide execution plan. It will ensure the Digital Services Directorate receives the necessary business information for consistent digital improvements, while considering non-digital changes to achieve tangible results for CCS and customers.

## Role Summary

Reporting to the Chief Executive Officer, the role holder will be accountable for translating CCS's strategy into deliverables that drive operational excellence for the wider organisation. This role will maximise CCS's impact on public procurement by expanding our reach, enhancing our influence and ensuring better outcomes.

The role holder will join the Executive Committee and partner with them to continuously improve the CCS operating model with a focus on driving customer value. They will oversee the delivery of the enterprise programme, driving CCS's progress towards becoming a world-class procurement organisation that delivers true value for money.






Further information on CCS can be found in our [digital brochure](#)

## Key responsibilities and accountabilities

- ➔ As a member of the Executive Committee, be a key leader to execute and operationalise CCS strategy, connecting directorates to promote an integrated approach to change, and offer thought leadership to inform prioritisation of key initiatives
- ➔ Drive transformational change and oversee an enterprise-wide roadmap, while strengthening the Project Management Office for governance, reporting and benefits realisation
- ➔ In partnership with the CEO develop a Target Operating Model that will set the foundations for CCS to reach its commercial ambition of doubling its revenue for 2030 to £80 billion
- ➔ Be CCS's Head of Profession for Project Management unifying project and portfolio delivery at an executive level
- ➔ Align commercial, customer excellence, and digital functions to optimise effectiveness and efficiency across directorates. Partner with the Chief Digital Information Officer to ensure a holistic approach to digital delivery
- ➔ Be an inclusive leader and develop a high-performing, cross-functional team that fosters a culture of delivery, accountability and collaboration to drive continuous improvement and transformation
- ➔ Be an advocate for CCS transformation both internally and externally, enhance communication, and inspire confidence in CCS's strategic delivery agenda through inspiring trust and transparency
- ➔ Lead on building the CCS brand across our customer and stakeholder base

# Person specification

## Essential criteria (Assessment will be based on applications)

-  proven senior leader who inspires confidence, drives collaboration, continuous improvement and fosters a culture of delivery and accountability
-  experience of leading and embedding significant strategic change in a public sector or corporate complex environment
-  skilled in aligning strategy with transformation, operations delivery, organisational processes and design, turning ambitions into action plans
-  excellent stakeholder management, influencing and communication skills, with the ability to collaborate, influence and inspire at all levels
-  analytical skills with proven ability to use data to drive decisions

## How you will be assessed

At the longlist meeting the panel will review your CV and statement of suitability and assess your evidence against the essential criteria. Longlisted candidates will be invited to a preliminary interview with Russell Reynolds Associates, and shortlisted candidates will then be invited to leadership assessments and competency based interview, which will consist of a scenario exercise and an in-depth discussion on your evidence provided in your CV / personal statement. Additionally, if shortlisted, you will also be assessed on how your answers demonstrate the following [behaviours](#):

- ◆ seeing the bigger picture
- ◆ communicating and influencing
- ◆ making effective decisions
- ◆ working together

## Grade and salary

This role is A Senior Civil Servant 2 (SCS2) with a pay scale of £98,000 - £149,000. Successful candidates who are existing civil servants will be offered remuneration in line with standard Civil Service rules on level transfer or promotion.



We are an **Inclusive Companies member** and have achieved the **MIND Gold award** for successfully embedding mental health into our policies and practices, demonstrating a long-term and in-depth commitment to staff mental health.



## Benefits

- ◆ generous pension scheme
- ◆ a discretionary non-contractual performance related bonus
- ◆ working remotely in addition to working in advertised office location
- ◆ minimum 25 days annual leave to a maximum service related 30 days excluding bank holidays
- ◆ generous leave provision for life events such as maternity and paternity leave
- ◆ access to benefits platform offering retail discounts

## Location

89% of CCS's staff are based outside of London. Liverpool, Birmingham, Norwich and Newport are preferred locations for the successful candidate to be based. London will also be considered, but candidates will be expected to travel across all CCS sites regularly. CCS offers hybrid working, blending a combination of all workplace options (including home) with an office identified as a base and which remains the contractual place of work.

## Working flexibly, delivering outcomes

CCS is a flexible business with a smarter working model where our colleagues benefit from a mix of home and office working. The successful candidate will be expected to work from one of the office locations listed. Our current office attendance approach requires a minimum of 26 days per quarter (approx two days per week, which may be subject to change) in CCS office locations or off site meetings with suppliers, customers, partners, networking / industry events. This is pro rata for those who work part time. Our smarter working principles mean that our people have the advantage of both office and offsite based collaboration and learning, as well as working from home. This way of working allows us to honour our commitment to being a responsible business, offer flexibility and better work life balance as well as ensuring we deliver our business with confidence and in accordance with our CCS values.

## Working arrangements

This position is full time. Job shares will be considered.

## Reports to

The Chief Executive Officer.

## Contract type

This role is being offered on a permanent basis, with a minimum assignment duration of three years. An assignment duration is the period of time a Senior Civil Servant is expected to remain in the same post to enable them to deliver on the agreed key business outcomes. The assignment duration also supports your career through building your depth of expertise.

As part of accepting this role you will be agreeing to the expected assignment duration set out above. Please note this is an expectation only, it is not something which is written into your terms and conditions or indeed which the employing organisation or you are bound by. It will depend on your personal circumstances at a particular time and business needs, for example, would not preclude any absence like family friendly leave. It is nonetheless an important expectation, which is why we ask you to confirm you agree to the assignment duration set out above.



# The recruitment process

## How to apply

The recruitment process is being undertaken by Russell Reynolds Associates on behalf of CCS. Please submit your full application by email to [responses@russellreynolds.com](mailto:responses@russellreynolds.com). Please quote the role title and assignment code P2501-131L in the subject heading of the email. All applications will be acknowledged. The closing date for applications is 23:59 on 30 March 2025.

### Your submission should include:

- ◆ a CV (no longer than two pages) setting out your career history, with key responsibilities and achievements. Please ensure you have provided reasons for any gaps within the last two years.
- ◆ a Statement of Suitability (no longer than two pages) explaining how you consider your personal skills, qualities and experience provide evidence of your suitability for the role, with particular reference to the criteria in the person specification.
- ◆ a completed [Diversity Monitoring Form](#). We strive to do the right thing and find a better way through listening to the needs of our customers and our employees. We offer inclusion and diversity training for all of our employees, with a view to building an inclusive working environment and offering the opportunity for development.

Please submit all documents so that the panel will have all the required information on which to assess your application against the criteria in the person specification.

## Indicative timeline

Milestone	Date
Closing date for applications	30 March 2025
Longlist meeting	w/c 7 April 2025
RRA conducts in-depth interviews with longlisted candidates	w/c 14-21 April 2025
Shortlist meeting	w/c 28 April 2025
Candidate assessments for shortlisted candidates: Staff Engagement Exercise, Individual Leadership Assessments	w/c 5 May / w/c 12 May 2025
Informal conversations with key stakeholders	w/c 12 May 2025
Final panel interviews	w/c 2 June 2025

If you have any queries or wish to speak with someone before submitting an application, please contact [responses@russellreynolds.com](mailto:responses@russellreynolds.com)

Please note that due diligence will be carried out on shortlisted candidates. Candidates should expect this to include searches of previous public statements and social media, blogs or any other publicly available information.

## Review of applications

All applications will be reviewed by the selection panel who will consider the evidence provided by candidates against the essential criteria for the role.

Unfortunately, we are unable to provide feedback for candidates rejected at this stage due to volumes, but all candidates will be advised of the outcome of their application.

## Staff engagement exercise

Shortlisted candidates will be asked to take part in a staff engagement exercise. These assessments will not result in a pass or fail decision. Rather, they are designed to support the panel's decision making and highlight areas for the panel to explore further at interview.

## Individual leadership assessment

Candidates shortlisted will be asked to undertake an Individual Leadership Assessment (ILA) with our preferred partners (P4C).

The ILA is designed to measure your personality in the context of work, and explore how you are likely to behave in different situations. The personality assessment can be helpful to indicate the level of fit between your personality and working style, and the job role and its requirements.

The ILA requires you to complete five psychometric tests (online) and undertake a one and a half hour assessment with a psychologist. This is followed by a narrative report which will be shared with the panel in advance of your interview.

## Informal Conversation

Shortlisted candidates will also have the opportunity of an informal conversation with the Chief Executive Officer, Sam Ulyatt. This isn't a formal part of the process but an opportunity to gain greater insight into the role. This is optional but highly recommended.

## Final panel interview

Shortlisted candidates will be invited to attend a final panel interview at our CCS offices in Birmingham. You will be advised of the format. Interviews are expected to take place in-person and will last for approximately 50 minutes.

Feedback will be provided to all candidates who have been through individual leadership assessments and final panel interview.

The Assessment Panel will consist of:

- ◆ **Panel Chair:** [Stephen Cohen](#), Civil Service Commissioner
- ◆ **CCS Vacancy Holder:** [Sam Ulyatt](#), Chief Executive Officer
- ◆ **CCS representative:** [Steve Weiner](#), Non-Executive Director
- ◆ **Independent Panel Member:** [Suzanne Newton](#), Director General (Change Delivery), HMRC

# Diversity and Equality of Opportunity

**Diversity of opportunity is something the Crown Commercial Service cares passionately about.**

The CCS values **Listen**, **Respect**, **Collaborate** and **Trust** are just one part of our commitment to creating a culture where staff feel included and valued, regardless of their background.

We believe a diverse and inclusive workforce is good for everyone. We want to make sure our Executive Team are diverse and we are attracting people from different backgrounds and experience to address the balance and make it more representative.

Applications are encouraged from all candidates regardless of ethnicity, religion or belief, gender, sexual orientation, age, disability, gender identity. We particularly welcome applications from women, those with a disability and those from a black or ethnic minority background.



# Additional information

## Disability Confident scheme

As a Disability Confident employer, we are committed to interviewing all applicants with a disability who provide evidence of meeting the minimum requirements necessary for the post, as set out under 'Essential Criteria' in this applicant pack.

To be eligible, your disability must be within the definition laid down in the Equality Act 2010. A disabled person is defined by the Equality Act 2010 as someone who has a physical or mental impairment that has a substantial and long-term adverse effect on their ability to perform normal day-to-day activities. For the purposes of this policy, these words have the following meanings:



'substantial' means more than minor or trivial



'long-term' means that the effect of the impairment has lasted, or is likely to last, 12 months (there are special rules covering recurring or fluctuating conditions)



'normal day-to-day activities' include everyday things like eating, washing, walking and going shopping.

## Reasonable adjustments

As a Disability Confident employer we are committed to ensuring that candidates with disabilities are provided with the adjustments that they require as part of the recruitment process. If you require a reasonable adjustment, please contact [recruitment@crownccommercial.gov.uk](mailto:recruitment@crownccommercial.gov.uk)

## A Great Place to Work for Veterans initiative

This vacancy is part of the A Great Place to Work for Veterans initiative. Read the [A Great Place to Work for Veterans initiative](#) for more information.

## Reserved for UK nationals

Certain posts, notably those concerned with security and intelligence, might be reserved for British citizens, but this will not normally prevent access to a wide range of developmental opportunities within the Civil Service. This is not a reserved post.

For further information read whether you are [eligible to apply](#)

## Security

The successful candidate will be required to undertake [SC clearance](#) and will be issued with a conditional offer and be able to start with SC pending.

## Conflicts of interest

Candidates must note the requirement to declare any interests they may have that might cause questions to be raised about their approach to the business of the department. They are required to declare any relevant business interests, shareholdings, positions of authority, retainers, consultancy arrangements or other connections with commercial, public or voluntary bodies, both for themselves and for their spouse/partner.

The successful candidate will be required to give up any conflicting interests and their other business and financial interests may be published.

## Complaints

Our recruitment processes are underpinned by the principle of selection for appointment on merit on the basis of fair and open competition as outlined in the Civil Service Commission's Recruitment Principles details of which can be found at <http://civilservicecommission.independent.gov.uk>

If you feel your application has not been treated in accordance with the Recruitment Principles, and you wish to make a complaint, you should contact [recruitment@crownccommercial.gov.uk](mailto:recruitment@crownccommercial.gov.uk) in the first instance.

If you remain unsatisfied with the response you receive you can then contact the Civil Service Commission at [info@csc.gov.uk](mailto:info@csc.gov.uk)

## Reserve lists

If the panel deems more than one candidate to be appointable after the final panel interviews, we may hold candidate details on a reserve list for six months. If we are then recruiting future vacancies in the Civil Service requiring the same skills and experience, opportunities may be offered to candidates on the reserve list without a new competition.

## The Civil Service Code

All civil servants are subject to the provisions of the [Civil Service Code](#), which details the Civil Service values, standards of behaviour and rights and responsibilities.





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