

COMMERCIAL MANAGER ROLES AND RESPONSIBILITIES

Reporting to: Franki Group Commercial Director

Role Purpose

The Commercial Manager is responsible for protecting and improving the commercial performance of projects across Franki Group UK.

The role manages project cost, value, cash flow, contractual risk, change control, forecasting, monthly CVRs and commercial reporting from contract award through to final account.

The Commercial Manager is accountable for using COINS to monitor actual and committed project spend, ensuring that costs are correctly coded, liabilities are captured and forecasts remain accurate and evidence-based.

Reporting to the Franki Group Commercial Director, the role works closely with Operations Managers, Project Managers, Pre-Construction, Finance, Plant, Procurement, Design and site teams to ensure projects remain commercially controlled and deliver agreed margin and cash targets.

KEY RESPONSIBILITIES

Commercial Management

- Lead the commercial management of assigned projects and contracts.
- Establish clear commercial controls at project mobilisation.
- Ensure project teams understand budgets, contractual obligations, commercial risks and reporting requirements.
- Monitor performance against revenue, cost, margin, cash and forecast targets.
- Identify adverse trends early and agree corrective action with the Franki Group Commercial Director and operational team.
- Maintain consistent commercial standards across Franki Group UK.
- Provide accurate and timely commercial advice to support operational decisions.

Monthly CVRs

- Lead the preparation, review and submission of monthly Cost Value Reconciliations for all assigned projects.
- Ensure each CVR accurately reflects revenue, cost, margin, cash, risk, opportunity, change and forecast final position.
- Use current operational, programme and commercial information to prepare cost-to-complete forecasts.
- Review actual and committed costs against budget.
- Challenge unsupported forecasts, overstated value, missing liabilities and unrealistic margin assumptions.
- Ensure variations, claims, delays, disruption, subcontract liabilities and outstanding commitments are included.
- Explain all material month-on-month movements in revenue, cost, margin and cash.
- Present monthly CVRs to the Franki Group Commercial Director and relevant leadership team.

- Agree clear recovery actions where performance is below forecast.
- Track actions arising from CVR reviews through to completion.
- Escalate significant margin deterioration or cost exposure immediately rather than waiting for the next monthly review.

COINS Cost Control and Spend Management

- Use COINS as the primary system for recording, monitoring and reporting project spend.
- Ensure all project costs, commitments, purchase orders, subcontract orders, accruals and liabilities are accurately recorded.
- Review actual and committed spend against budget, forecast and approved cost codes.
- Monitor labour, plant, materials, subcontractor and overhead costs.
- Identify incorrect coding, duplicate costs, missing commitments and unexplained spend.
- Ensure costs are allocated to the correct project, package and cost code.
- Reconcile COINS data with Finance, Payroll, Plant, Procurement and project records.
- Use COINS data to support monthly CVRs, project forecasts and commercial reviews.
- Challenge expenditure that is unapproved, unsupported or outside budget.
- Maintain a clear audit trail for cost movements and forecast adjustments.
- Escalate material overspend, missing liabilities or unexplained cost movements to the Franki Group Commercial Director.

Contract Review and Risk Management

- Review contracts, amendments, warranties, bonds and associated commercial documents.
- Identify contractual, financial, programme and legal risks before commitment.
- Ensure risks are documented, allocated, mitigated and escalated where necessary.
- Advise operational teams on contractual obligations, notice requirements and entitlement.
- Maintain contract risk registers and monitor mitigation actions.
- Prevent unauthorised acceptance of contractual terms or instructions.
- Escalate significant contractual or financial exposure to the Franki Group Commercial Director.

Cost Control and Forecasting

- Prepare and maintain project budgets, cost plans and commercial forecasts.
- Monitor actual, committed and forecast cost against budget.
- Review labour, plant, material, subcontractor and overhead costs.
- Challenge unexplained overspend, poor productivity and unapproved expenditure.
- Ensure all known liabilities and future commitments are reflected in forecasts.
- Reconcile commercial, operational and finance data.
- Report material changes in margin, revenue or cash promptly.
- Support project recovery planning and margin improvement.

Applications, Valuations and Cash

- Prepare or oversee accurate and timely applications for payment.
- Ensure completed work, materials, variations and contractual entitlements are properly valued.
- Monitor payment notices, pay less notices, due dates and final dates for payment.

- Challenge under-certification and late payment promptly.
- Support cash collection and resolution of payment disputes.
- Maintain accurate records of applications, certificates, payments and outstanding debt.
- Work with Finance to reduce aged debt and improve cash flow.
- Escalate material payment concerns to the Franki Group Commercial Director.

Change Control and Variations

- Ensure changes, delays, disruption and additional works are identified promptly.
- Maintain accurate change-control and variation registers.
- Ensure contractual notices are issued within required timescales.
- Prepare or oversee quotations, substantiation and commercial submissions.
- Ensure project teams maintain supporting records, including instructions, programmes, labour, plant and site information.
- Negotiate variations and protect the Company's entitlement.
- Track agreed and unagreed changes through to settlement.
- Avoid work proceeding without appropriate instruction or commercial protection wherever reasonably possible.

Subcontractor and Supplier Management

- Support the procurement and commercial management of subcontractors and suppliers.
- Ensure packages have clear scopes, terms, pricing and responsibilities.
- Prepare or review subcontract orders and commercial documentation.
- Monitor subcontractor cost, change, performance and payment.
- Assess applications and issue appropriate payment documentation.
- Manage disputes, contra-charges and final accounts fairly and contractually.
- Ensure subcontract commitments remain within approved budgets.
- Support effective and commercially sound supply chain relationships.

Project Reporting and Governance

- Produce accurate and timely monthly commercial reports.
- Report on revenue, cost, margin, cash, applications, debt, change, risk and final account position.
- Maintain complete and auditable commercial records.
- Participate in project reviews, forecast meetings and operational performance meetings.
- Ensure actions have clear owners and deadlines.
- Support internal and external audits.
- Comply with delegated authority, approval and procurement processes.
- Protect confidential and commercially sensitive information.

Final Accounts and Project Close-Out

- Develop and maintain a final account strategy for each project.
- Ensure final account records and supporting evidence are maintained throughout delivery.
- Prepare and negotiate client final accounts.
- Agree subcontractor and supplier final accounts.
- Resolve outstanding variations, claims, contra-charges and payment issues.
- Support the timely release of retention and other outstanding sums.
- Complete commercial close-out promptly after operational completion.
- Capture lessons learned for future projects and tenders.

Claims and Dispute Management

- Identify potential claims, disputes and contractual exposure early.
- Prepare or support extension-of-time, loss-and-expense and other contractual submissions.
- Maintain contemporaneous records and robust supporting evidence.
- Work with the Franki Group Commercial Director and operational teams to develop commercial strategy.
- Support negotiations, adjudications, mediation or legal proceedings where required.
- Coordinate with external legal and professional advisers when authorised.
- Seek practical and commercially proportionate resolution.
- Protect the Company's contractual and financial position.

Operational and Pre-Construction Support

- Work with Pre-Construction and Estimating teams to review tender assumptions, pricing and risk.
- Support tender adjudications and commercial handovers.
- Ensure tender qualifications, exclusions and commitments are understood by delivery teams.
- Provide commercial input into programme, procurement and operational decisions.
- Advise Operations on the cost and contractual implications of proposed actions.
- Support project recovery plans and margin improvement.
- Apply lessons learned from completed and underperforming projects to future tenders.

People Leadership and Development

- Lead, manage and develop Quantity Surveyors and other commercial team members.
- Set clear objectives, responsibilities and performance standards.
- Hold regular one-to-one meetings and commercial reviews.
- Provide coaching, feedback and technical support.
- Review the accuracy and quality of commercial work.
- Recognise strong performance and address underperformance promptly.
- Complete PDRs and development plans within required timescales.
- Support recruitment, succession planning and professional development.
- Ensure the team operates in line with the Group's behavioural competencies.

Continuous Improvement

- Identify opportunities to improve commercial controls, reporting and contract management.
- Standardise effective commercial procedures and templates.
- Use data to identify trends in margin, cash, change and project risk.
- Review the causes of commercial loss and apply lessons learned.
- Improve collaboration between Commercial, Operations, Finance and Pre-Construction.
- Support the implementation of effective commercial systems and digital tools.
- Measure whether improvement actions have delivered sustainable results.

BEHAVIOURAL COMPETENCIES**Leadership and Accountability**

- Takes ownership of commercial performance and drives actions to completion.
- Makes timely, evidence-based decisions.
- Holds teams accountable for accurate information, records and forecasts.
- Escalates risks early and does not allow unresolved issues to drift.
- Acts with integrity and protects the interests of Franki Group UK.

Strategic and Commercial Thinking

- Understands how contractual and operational decisions affect margin, cash and risk.
- Balances commercial protection with practical project delivery.
- Identifies opportunities to improve value and reduce exposure.
- Uses reliable data to support decisions.
- Maintains focus on both project outcomes and long-term client relationships.

Delivering Results

- Produces accurate and timely CVRs, forecasts, applications and reports.
- Drives recovery of variations and contractual entitlements.
- Resolves commercial issues promptly.
- Maintains control across competing projects and deadlines.
- Delivers measurable improvements in margin, cash and project close-out.

Building Relationships and Collaboration

- Works effectively across Operations, Pre-Construction, Finance, Plant, Procurement, Design and site teams.
- Builds trusted relationships with clients, consultants and subcontractors.
- Communicates complex commercial issues clearly.
- Challenges assumptions professionally and constructively.
- Maintains a relationship-first approach without compromising commercial discipline.

Developing People

- Sets clear expectations and provides constructive feedback.
- Develops technical and commercial capability within the team.
- Identifies future leaders and succession needs.
- Supports professional qualifications and career development.
- Recognises good performance and addresses underperformance fairly.

Continuous Improvement

- Reviews commercial outcomes and applies lessons learned.
- Challenges weak records, recurring losses and ineffective controls.
- Improves systems, reporting and commercial governance.
- Shares learning across projects and teams.
- Measures whether corrective action has delivered sustainable improvement.

PERFORMANCE AND BONUS MEASURES

Financial Performance, CVR and COINS Control – 30%

Measured against:

- accuracy and timeliness of monthly CVRs;
- accuracy and completeness of project spend recorded in COINS;
- quality of cost coding and committed-cost reporting;
- project margin and profitability;

- accuracy of cost-to-complete forecasts;
- early identification of overspend and unrecorded liabilities;
- explanation of material cost and margin movements; and
- completion of actions arising from CVR reviews.

Cash and Commercial Recovery – 25%

Measured against:

- accuracy and timeliness of payment applications;
- certification and cash collection;
- recovery of variations and additional works;
- reduction in aged debt;
- release of retentions; and
- timely agreement of client and subcontractor final accounts.

Contract and Risk Management – 20%

Measured against:

- quality of contract reviews;
- timely issue of contractual notices;
- accuracy of risk and change registers;
- quality of supporting records;
- reduction in unidentified or unmanaged exposure; and
- effective resolution of claims and disputes.

Governance and Project Support – 10%

Measured against:

- accuracy and timeliness of commercial reporting;
- compliance with approval and delegated authority processes;
- quality of tender and project handovers;
- completion of audit actions;
- stakeholder feedback; and
- delivery of agreed commercial improvements.

Leadership Behaviours and People – 15%

Measured against:

- accountability;
- commercial judgement;
- collaboration;
- communication;
- decision-making;
- development of team capability;
- integrity; and
- continuous improvement.

A serious failure in conduct, integrity, compliance, contractual governance, CVR accuracy or financial control may reduce or remove the behavioural element and may affect the overall bonus outcome, regardless of reported margin.

BONUS GOVERNANCE

Any bonus should remain non-contractual and discretionary. Assessment should take account of individual performance, agreed objectives, behavioural contribution, business performance, profitability, affordability, cash flow and the Group's overall financial position.

ESSENTIAL EXPERIENCE AND CAPABILITY

The successful candidate should have:

- significant commercial management or quantity surveying experience within piling, foundations, civil engineering, construction or a related specialist sector;
- experience managing the commercial performance of multiple projects;
- strong knowledge of monthly CVRs, cost control, forecasting, applications, variations and final accounts;
- practical experience using COINS or a comparable construction financial management system;
- experience reviewing and managing construction contracts;
- strong understanding of contractual notices, claims and dispute management;
- experience managing subcontractors and supply chain accounts;
- strong commercial judgement and analytical capability;
- effective negotiation, communication and stakeholder-management skills;
- experience leading or developing commercial team members; and
- the ability to work closely with operational teams while maintaining robust commercial control.

DESIRABLE

- Degree or equivalent qualification in quantity surveying, commercial management or a related discipline.
- Membership or chartered status with RICS, CIOB or another relevant professional body.
- Experience in piling, foundations or geotechnical engineering.
- Strong working knowledge of NEC, JCT and other standard forms of construction contract.
- Experience supporting adjudication, mediation or complex contractual disputes.

ROLE REVIEW AND ACKNOWLEDGEMENT

This document sets out the principal accountabilities and expected standards of the role. It is not intended to be an exhaustive list of every task or objective. Responsibilities, priorities and performance measures may be reasonably adjusted to reflect business requirements, development and project allocation, provided any material change to the fundamental nature of the role or contractual terms is managed appropriately.

Employee name	
Employee signature / date	
Manager signature / date	