



COMMERCIAL MANAGER ROLES AND RESPONSIBILITIES

Reports to: Commercial Director

Function: Commercial

ROLE PURPOSE

The Commercial Manager is responsible for leading and controlling the commercial performance of assigned projects and supporting consistent commercial standards across the business. The role protects Statom Group's contractual and financial position from tender and mobilisation through project delivery, cash recovery, final account and close-out.

Working closely with the Commercial Director, Project Managers and wider operational teams, the Commercial Manager provides practical commercial leadership across contract management, CVR and forecasting, procurement, change control, cash, risk, reporting and client relationships. The role also leads and develops commercial team members and ensures that commercial information is accurate, current and capable of supporting management decisions.

This role profile operates alongside Statom Group's PDR process, role-specific technical competencies, Statom behavioural competencies and separately agreed objectives. Together these provide the framework for assessing performance, capability, development and contribution.

KEY WORKING RELATIONSHIPS

- Commercial Director and senior leadership team.
- Project Directors, Project Managers, Site Managers and operational teams.
- Quantity Surveyors, Assistant Quantity Surveyors, Graduates and Trainees.
- Pre-Construction, Estimating, Finance, Procurement, Plant, Design, Health & Safety and other Group functions.
- Clients, consultants, subcontractors, suppliers and other project stakeholders.

KEY RESPONSIBILITIES

Commercial Leadership and Project Oversight

- Lead the commercial management of assigned projects and provide clear direction on priorities, risks, recovery actions and required commercial controls.
- Maintain a current view of project performance, margin, cash, change, debt, contractual risk and final-account position.
- Challenge unsupported assumptions, inaccurate information, unrecorded liabilities, weak records and avoidable commercial leakage.
- Ensure project teams understand the commercial consequences of operational decisions and proposed changes.
- Escalate material commercial, contractual or financial concerns promptly to the Commercial Director.

Contract Management and Governance

- Review and manage client and subcontract terms, amendments, obligations and commercial risk within delegated authority.
- Ensure key contractual requirements, notice provisions, payment mechanisms, programme obligations, design responsibilities and risk allocation are understood by relevant project teams.
- Ensure contractual notices, correspondence and records are issued accurately and within required timescales.
- Manage variations, claims, extensions of time, loss and expense, contra-charges and disputes in a timely and evidence-based manner.



- Support negotiations, adjudications, mediations or legal proceedings where authorised and ensure appropriate records are maintained.
- Comply with delegated authority, approval, procurement and contract-governance requirements.

CVR, Cost Control and Forecasting

- Lead accurate and timely monthly CVRs for assigned projects, ensuring revenue, actual cost, committed cost, accruals, liabilities, change, risk, opportunity and forecast final position are properly reflected.
- Prepare and challenge project budgets, cost-to-complete forecasts and cash-flow projections using current operational and commercial information.
- Identify adverse cost and margin trends early and agree corrective or recovery actions with project leadership.
- Ensure material movements in revenue, cost, margin and forecast outcome are clearly explained and supported by evidence.
- Work with Finance and operational teams to reconcile commercial records and resolve material discrepancies promptly.

COINS, Systems and Data Integrity

- Ensure COINS and other approved Company systems are used consistently for commercial and financial project control.
- Ensure purchase orders, subcontract orders, commitments, cost coding, accruals, liabilities, applications, payments and other commercial records are accurate and current.
- Maintain complete, organised and auditable project records capable of supporting CVRs, claims, final accounts and internal or external review.
- Challenge duplicate costs, poor coding, missing commitments, unsupported manual adjustments and other data-quality issues.
- Support improvements to commercial systems, reporting, templates and controls.

Applications, Cash and Working Capital

- Ensure accurate and timely applications for payment, valuations and supporting evidence are submitted in accordance with contractual requirements.
- Monitor certification, payment notices, pay less notices, due dates, final dates for payment and cash collection.
- Challenge under-certification, late payment and unsupported deductions promptly and proportionately.
- Drive recovery of variations, additional works, retentions and other contractual entitlements.
- Work with Finance and project teams to reduce aged debt and improve cash conversion.

Procurement and Supply Chain

- Lead or oversee commercial procurement of subcontract packages, including tender issue, comparison, clarification, recommendation, negotiation and order placement.
- Ensure subcontract scopes, inclusions, exclusions, rates, responsibilities, programme obligations and commercial interfaces are clear before commitment.
- Ensure commitments remain within approved budgets and delegated authority.
- Manage subcontractor applications, payments, change, performance, contra-charges and final accounts in accordance with contract and legislation.
- Identify supply-chain financial or performance risk and escalate material concerns promptly.

Change, Claims and Final Accounts

- Maintain effective change-control and variation registers and ensure potential entitlement is identified early.
- Ensure instructions, additional works, delay, disruption and scope change are properly recorded, notified, valued and pursued.
- Prepare or oversee claims and contractual submissions supported by contemporaneous records and appropriate evidence.



- Develop a clear final-account strategy for each project and drive timely agreement of client and subcontractor final accounts.
- Ensure commercial close-out is completed promptly and lessons learned are captured for future projects and tenders.

Risk Management, Reporting and Compliance

- Identify, assess and actively manage financial, contractual, programme, procurement and delivery risks affecting assigned projects.
- Provide accurate and timely commercial reports and clear recommendations to the Commercial Director and project leadership.
- Support internal, external and client audits and close agreed actions within required timescales.
- Ensure commercial decisions support applicable Health & Safety, quality, environmental, legal and Company requirements.
- Protect confidential, commercially sensitive and personal information and escalate suspected fraud, serious irregularity or material non-compliance.

Client, Stakeholder and Business Development

- Build credible and professional relationships with clients, consultants, subcontractors and suppliers while protecting Statom's commercial position.
- Act as a senior commercial point of contact on assigned projects and communicate complex issues clearly and constructively.
- Support bids, tender strategy, project handovers and business-development activity with practical commercial input.
- Identify opportunities for repeat business, value improvement and sustainable growth while considering risk, margin, cash and delivery capability.

People Leadership and Development

- Lead, manage and develop Quantity Surveyors and other commercial team members allocated to the role.
- Set clear objectives, responsibilities, performance standards and development expectations.
- Hold regular one-to-one meetings and commercial reviews and complete PDRs and development plans within required timescales.
- Review the accuracy and quality of commercial work and address underperformance, weak controls or capability gaps promptly.
- Coach team members, support professional development and succession planning, and ensure the team operates in line with Statom behavioural competencies.

Continuous Improvement

- Use project data, audits, disputes, final accounts and lessons learned to identify recurring commercial weaknesses and improvement priorities.
- Standardise effective commercial procedures, controls and templates where appropriate.
- Improve collaboration between Commercial, Operations, Finance, Procurement, Plant, Design and Pre-Construction.
- Measure whether agreed improvements deliver better margin, cash, control, accuracy, speed or client outcomes.

ROLE-SPECIFIC TECHNICAL / PROFESSIONAL COMPETENCIES

Commercial Manager level: the postholder is expected to operate independently, lead project commercial strategy, assure the work of others and escalate only material or exceptional matters. These competencies should be assessed through the PDR process alongside delivery against objectives and Statom behavioural competencies.



TECHNICAL / PROFESSIONAL COMPETENCY	WHAT GOOD LOOKS LIKE IN THIS ROLE
Commercial Management of Construction Works	Leads commercial control of multiple or complex projects, understands the interaction between cost, value, productivity, programme, risk and change, and drives corrective action where performance deteriorates.
Project Finance Control & Reporting	Produces and challenges robust CVRs, cost-to-complete forecasts, cash forecasts and profitability reporting. Ensures actual and committed cost, liabilities and forecast movements are complete and evidence-based.
Contract Practice & Administration	Applies strong working knowledge of JCT, NEC and bespoke forms relevant to Statom. Ensures obligations, notices and payment mechanisms are followed and material contractual risk is identified and managed.
Procurement & Tendering	Leads package procurement, tender comparison, negotiation and commercial recommendation. Ensures scope, price, risk transfer, programme and approval requirements are clear before commitment.
Quantification, Costing & Valuation	Challenges measurement, rates, valuations and cost assumptions and can identify unsupported value, missing scope or poor cost allocation.
Change, Claims & Dispute Management	Maintains disciplined change control, prepares or reviews claims and contractual submissions, and develops proportionate strategies for negotiation and dispute resolution.
Cash, Payment & Final Accounts	Drives applications, certification, cash collection, subcontract payment control, retention recovery and timely final-account closure.
COINS, Data & Commercial Governance	Ensures COINS and approved systems contain accurate, timely and auditable information and that delegated authority, approval and record controls are followed.
Client Care, Negotiation & Leadership	Communicates complex commercial issues clearly, negotiates from an evidence-based position and builds trusted relationships without compromising commercial discipline.

STATOM BEHAVIOURAL COMPETENCIES

The postholder is expected to demonstrate Statom Group's behavioural competencies consistently in how the role is performed. Particular emphasis for this role applies to:

STATOM BEHAVIOURAL COMPETENCY	WHAT GOOD LOOKS LIKE IN THIS ROLE
Drives Performance	Sets clear priorities and standards, follows actions through, challenges weak performance and maintains focus on margin, cash, risk, delivery and quality of information.
Understand Stakeholder Needs	Understands the pressures of clients, project teams, Finance and senior leadership and provides practical commercial advice that protects Statom while supporting successful delivery.



STATOM BEHAVIOURAL COMPETENCY	WHAT GOOD LOOKS LIKE IN THIS ROLE
Builds Trusted Relationships / Networks	Builds credible relationships across functions and with external stakeholders, communicates clearly, follows through on commitments and challenges constructively.
Commercial Judgement	Makes timely, evidence-based decisions that balance margin, cash, entitlement, risk, programme, client relationship and long-term value.
Bigger Picture View	Connects project decisions to wider business performance, capacity, reputation, pipeline and financial position and avoids local decisions that create wider exposure.
Open to Change	Uses data, lessons learned, feedback and technology to improve commercial practice and adapts positively when business priorities or project conditions change.

Framework reference: Statom Group Behavioural Competencies - Statom Group Induction V2026.

PDR AND PERFORMANCE FRAMEWORK

- This role profile, the role-specific technical/professional competencies, Statom behavioural competencies and separately agreed objectives together form the performance framework for the role.
- Individual objectives and performance measures will normally be agreed through the PDR process and may be reviewed or updated to reflect business priorities, project requirements and the postholder's stage of development or scope of responsibility.
- Specific annual objectives are kept outside the contract of employment so that they can evolve without requiring a contractual variation.
- Performance assessment should consider the quality and sustainability of outcomes, including accuracy, integrity, governance, risk management, collaboration and professional conduct, rather than relying on a single financial or output measure.
- Evidence may include project commercial records, CVRs and forecasts, applications and payment information, procurement and change records, audit outcomes, stakeholder feedback, PDR evidence, development progress and delivery of agreed actions.
- Where the employee participates in a discretionary bonus arrangement, these measures may inform the individual performance assessment but do not create or guarantee any bonus entitlement.

INDICATIVE PERFORMANCE MEASURES

The measures below provide a structured basis for PDR assessment. Weightings are indicative and may be adjusted to reflect the role, project allocation, development stage and business priorities.

Financial Performance, CVR and COINS Control - 30%

Measured against:

- accuracy and timeliness of monthly CVRs;
- accuracy and completeness of project spend, commitments and liabilities recorded in COINS;
- project margin and profitability;
- accuracy of cost-to-complete forecasts and explanation of material movements;
- early identification of overspend, unrecorded liabilities and adverse commercial trends.

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 and recovery of retentions;
- timely agreement of client and subcontractor final accounts.

Contract, Risk and Procurement Control - 20%

Measured against:

- quality and timeliness of contractual notices and change control;
- quality of procurement, subcontract orders and scope definition;
- management of claims, disputes and contractual exposure;
- quality of risk identification, mitigation and escalation;
- compliance with delegated authority and approval processes.

Governance and Project Support - 10%

Measured against:

- accuracy and timeliness of commercial reporting;
- quality of tender and project handovers;
- completion of audit and review actions;
- stakeholder feedback;
- delivery of agreed commercial improvements.

Leadership, Statom Behaviours and People - 15%

Measured against:

- accountability and commercial judgement;
- communication and collaboration;
- quality of decision-making;
- development of team capability and PDR completion;
- integrity, professional standards and continuous improvement.

EDUCATION, QUALIFICATIONS AND CAPABILITY

Essential / Required

- Significant commercial management or quantity surveying experience within construction, civil engineering, groundworks, structures, remediation or a comparable specialist contracting environment.
- Strong knowledge of CVRs, cost control, forecasting, applications, variations, subcontract management and final accounts.
- Strong working knowledge of construction contracts, payment mechanisms, notices, claims and dispute management.
- Experience leading or developing commercial team members and working closely with operational teams.
- Strong negotiation, analytical, communication and stakeholder-management capability.
- Practical competence using COINS or a comparable construction commercial management system.

Desirable / Development

- Degree or equivalent qualification in Quantity Surveying, Commercial Management or a related discipline.
- MRICS, MCIOB or other relevant professional membership or chartered status.
- Experience of complex claims, adjudication, mediation or other formal dispute-resolution processes.
- Experience managing commercial performance across multiple projects or business units.



GENERAL ACCOUNTABILITIES

- Comply with Statom Group policies, procedures, professional standards, delegated authorities and reasonable management instructions relevant to the role.
- Take reasonable care for personal Health & Safety and that of others who may be affected by the postholder's actions or omissions and support safe, compliant project delivery.
- Maintain confidentiality and protect commercially sensitive, client, supply-chain and personal information.
- Use Company systems and records accurately and in accordance with data-protection, information-security and record-retention requirements.
- Raise material commercial, contractual, financial, safety, compliance, conduct or integrity concerns through the appropriate route.
- Undertake other reasonable duties consistent with the level and purpose of the role as business requirements evolve.

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	