**JOB DESCRIPTION**

**Job Title: Managing Director of SW London Procurement Service**

**(SWL PS)**

**Grade:** VSM

**Salary**: c. £115K

**Hours:** 37.5

**Responsible to: Executive Director – Host Trust**

**Accountable to: SWL PS Board**

**JOB SUMMARY**

The Managing Director of the SW London Procurement Service will lead procurement across the four acute trusts in the SW London STP geography. This is a senior position that will require finely tuned business skills to deal with the many challenges faced by this role in support of Partner Trusts. The principal roles of the Director will be to provide the leadership, management and communication skills in the development and integration of all procurement activity in order to provide a shared procurement service to support all Partner Trusts. He or she will manage the supplier base to rationalise spend and make efficiencies. It is essential that the Service is cost-effective and remains closely aligned to the business priorities and requirements of each Partner and contributes to the cost improvement programmes of all participating organisations. The Director will ensure that each Partner Trust expenditure complies with all statutory and mandatory regulations governing procurement rules within the NHS, including the Trust’s own Standing Financial Instructions along with mandatory EU procurement legislation. The post holder is expected to influence all discretionary spend within each Trust to ensure value for money.

An important and significant aspect of this role is to build and maintain enduring, effective and business-like working relations with suppliers, consultants, clinicians and senior managers across the Partner Trusts so that customer service levels are set and maintained along with contributing to challenging year on year cost improvement programmes.

# MAIN DUTIES AND RESPONSIBILITIES

**Integration**

1. To develop integrated plans of procurement activity across the Partner Trusts with the clear intent of removing all levels of duplication or wasted activity and ensuring that processes and procedures are harmonised in accordance with lean and cost-effective principles. The integration plan, supported by a consultation document, is to have agreed milestones and deliverables at each stage.
2. To review and implement, where possible, an integrated end-to-end procurement system, that has full connectivity with trust financial systems, will minimise transaction costs, allow the deployment of requisitioning capability to end-users, provide greater transparency of purchasing activity to enable effective controls to be applied to expenditure activity where appropriate to do so.
3. To establish and maintain joint Service operating processes and procedures.
4. To establish and manage a rationalisation and standardisation programme across Partner Trusts with the main driver of reducing total costs.
5. To establish and manage a Joint Procurement Work-plan that is aligned to Partner Trust targets and objectives. Ensuring that project management best practice is adopted so that relevant rigor, gateway processes and outcomes are achieved to time and budget.
6. To evaluate the suitability of relevant ICT systems and web-enabled technology to minimise transactional costs and support the step change in service delivery. Provide leadership in the roll out of e-commerce solutions to all relevant areas of the member Trusts and track relevant benefits against the investment business case.

**General Management**

1. To develop and lead SWL PS to become a commercially-focussed, dynamic organisation, which delivers innovative solutions to achieve significant and sustainable cost improvements for its constituent members.
2. To manage and deploy a multi-skilled team of staff that manages commercial opportunities and provide goods receipt, distribution, materials management, strategic sourcing, supplier and contract management with an emphasis on customer service, professionalism, responsiveness, flexibility and transactional efficiency.
3. To strategically lead and effectively manage the procurement, e-commerce and supply chain agenda for all commercial services and commodities across the Trusts. Ensure compliance with the member Trust’s standing orders and financial instructions, EU legislation and contract law.
4. To establish and maintain effective communication channels with principal users of the Service and the supplier-base and to specifically target procurement service resources to directly support front-line services in their work and sharing of best practices.
5. To collaborate with other Government Agencies and NHS Trusts in establishing consortium relationships to procure goods and services where joint commitment will yield enhanced value for money and avoid duplication of contracting activity, including but not limited to Department of Health, Crown Commercial Services, NHS Supply Chain and successor organisations, London Procurement Partnership etc.
6. To work collaboratively to influence Partners and modify embedded cultural change so that inclusive planning and delivery of the strategic aims of each member trust are achieved.
7. To ensure that appropriate support is provided to internal and external audit and that the service is developed to achieve progressive improvements in service maturity.
8. To ensure that contract negotiations are conducted in an appropriate way and to personally take responsibility for contract negotiations that warrant such intervention.
9. To establish a robust and proactive process to evaluate the output of the Service and to routinely report performance outputs to Service sponsors via the appropriate governance channel.
10. To establish a culture of continuous improvement by routinely undertaking appraisals, setting objectives and personal development plans, and managing individual performance of the Service senior managers, establishing appropriate performance targets for procurement and supply chain as part of the member Trust’s annual planning process, monitoring progress against these targets.
11. To develop adequate training and support for all staff involved in the procurement and supply chain process so that the procurement and purchasing skills of all those people dealing with suppliers are raised to a high degree of professionalism.
12. To provide strategic and policy guidance for procurement, supply chain and e-commerce matters for key stakeholders.
13. To enable prioritised change through the implementation of process improvements, product and equipment standardisation designed to deliver value and improve service standards and outcomes.
14. To lead supplier development programmes to ensure effective contract management for all goods and services. Evaluating opportunities, developing strategies, setting priorities, leading negotiations and co-ordinating all related activity to establish a core group of partner suppliers.
15. To develop a strategic framework which ensures policies, strategic and operational practices, provide effective procurement of clinical and non-clinical products, services and associated equipment.
16. To develop and evaluate highly complex business cases that impact on the long term strategic plans of the member Trusts, including service level agreements between the member Trusts and other NHS or commercial organisations, ensuring that the services are adequately priced, risks are measured and managed in an appropriate manner, and that relevant member Trust benefits are tracked.
17. Produce and deliver a highly complex contracting programme that is shaped by the Trust’s strategic key objectives. Provide added value system integration solutions to maximise the benefit of supplier electronic trading through e- tendering and electronic reverse auctions.
18. Monitor and measure the performance of the procurement and supply chain function against key Carter metrics and the result areas outlined in the cluster procurement and commercial strategy and produce regular reports for relevant Trust Committees and Boards.

# Financial Management

1. To be accountable and responsible for the delegated operating budget.
2. To notify the appropriate Partner Trust Finance Director immediately of any impropriety or business activity that is being conducted outside of their SFIs.

1. To pro-actively use your professional expertise in the co-ordinating and managing of all Trust tendering and quotation activity for goods and services and the development of the necessary systems.

**Tendering**

1. To provide advice on developing contract and tender specifications to budget holders and other stakeholders, including management, technical, specialist and clinical staff [via face to face meetings, telecommunication, and email] across the Trusts, thus ensuring a clear and unambiguous statement of needs. Approve specifications that warrant such attention and oversee the development of standard tender and contract documents.
2. To ensure that the Service establishes a central point of contact for the receiving and the responding to questions and queries from tenderers concerning tender and contract issues with regard to services and supplies.
3. To employ contract law in the compilation of official Trust documents relating to tenders.
4. To utilise business and financial skills to lead in the preparation of written financial and administrative reports, including tender evaluations and tender reports for Trust Board/Chairman’s action, presenting recommendations on purchases, derived from the tender process, requiring Trust Board approval.
5. To ensure that all contracts meet the needs of the users.
6. To implement the use of a standard e-tendering and e-quotation tool across Partner Trusts.
7. To ensure that Information Governance standards routinely form part of tenders that involves and/or includes access to patient records/information.

**Contract Management**

1. To ensure that a range of vendor assessment techniques to initiate and lead the evaluation of contract performance including assessing contract amendments, price and past performance reviews of each contract and approval of price variations are deployed.
2. To disseminate and compile information pertaining to the Procurement Work Plan, to establish priorities, assign workload to team members and ensure contracts undertaken and reviewed in a timely and efficient manner.
3. To demonstrate continuous effort to improve operations, decrease turnaround times, streamline work processes, and work cooperatively and jointly produce and update the Procurement Work Plan to meet key strategic objectives. Seek to use innovative ways of undertaking contracts and tenders including assessment, adoption and use of new technologies.
4. To build expertise in the participating Trusts to enable them to undertake more robust contract management.
5. To establish effectively and timely reviews of the performance of let contracts to ensure that contract deliverables are being routinely achieved.
6. To ensure the Key Performance Indicators (KPI’s) for all managed contracts are reviewed and work in conjunction with the governance team to build the performance of these into the Trust scorecard.
7. To be responsible in ensuring that a provision of a high quality customer service, pertaining to procurement, is maintained at all times.

**Logistics Management**

1. To establish internal supply chains across all Partner Trusts that operate cost efficiently and effectively and meet best and better practise within the NHS.
2. Ensure that the SWLPS Supply Chain is optimised, robust and meet the needs of services regardless of model of delivery (internally and by PFI partners). This will include supply chain systems, processes and resources.

**Business Analysis and Cost Improvement Programmes**

To oversee the routine analysis of Partner Trusts’ non-pay expenditure and to establish programmes to deliver improved value for money by constructing plausible and thereafter delivering cost improvement programmes in conjunction with each Partner business division. To be responsible and accountable for the delivery of such cost improvement programmes.

**Research and Development**

To establish and manage research and evaluation of new and existing procurement techniques, including cost and process benchmarking, researching markets, supply chains, competition and supply and service options. Make recommendations for deployment of these new techniques and support tools as deemed appropriate.

**Communications**

1. To establish effective channels of communication across the Trusts by the use of all available means to achieve maximum reach.
2. To actively build relationships with colleagues across the Partner Trusts, including finance, management, technical, workforce, specialist and clinical staff in order to enhance their understanding of the value of effective procurement and to work towards the Procurement and Supplies Department being recognised as a centre of expertise and excellence, and the first point of contact for all procurement matters.
3. To work with external organisations to improve the Trusts procurement and value for money. Where appropriate to actively participate in cooperative and collaborative contract initiatives. In particular, to work with London Procurement Partnerships (LPP) to build and strengthen procurement capability and performance in South West London.
4. To facilitate professional training sessions; either individually, or in conjunction with other departments, to expand and develop the knowledge and understanding that customers have of the procurement process.

**Key Working Relationships (Accountable to the SWL Programme Board)**

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| --- | --- |
| Acute Provider Collaborative Board / SWL Collaboration Board | Exceptions reporting on any areas of concern |
| Trust Board | Reports detailing progress against agreed procurement and supply chain strategy. |
| SWL Programme Board | Regular, written reports and presentations to ensure that Directors of Finance and Heads of Procurement in all trusts are sighted on progress |
| Procurement SRO | Lead Chief Executive for the procurement programme |
| Acute Provider Collaborative Programme Director | Regular contact on ongoing programme management, to align with wider SWL collaborative projects and priorities |
| Strategic Procurement  Partners (e.g. LPP, NHS Supply Chain and successor organisations) | Member of various Boards and committees  associated with Procurement Strategic  Organisations.  Developing strategic relationships to maximise leverage and remove waste from Trust’s cost base. |
| Liaison | All Directors including in particular Medical Directors, Directors of Nursing, Finance Directors, Chief Information Officers and other Corporate Directors  Divisional and General Managers, Finance Managers, Planning and Commissioning Managers, Consultants, Directors of Nursing, Theatres Managers and other nursing, clinical and operational staff and senior managers  PFI partners and Outsourced Providers.  Other NHS bodies, Purchasing agencies and government departments, suppliers and distributors. |
| Directly controlling | Procurement and Supply Chain staff. |
| Finance & Performance  Committees | Written submission of Procurement & Supply Chain performance reports. |
| Audit Committees | Written submission of Procurement & Supply Chain performance reports. |
| Department of Health, NHSI, BSA | Close working relationship with DH, NHSI and BSA on various national groups and initiatives. |
| Key Suppliers | Development and management of the commercial relationships with major suppliers. |

**Reporting**

To establish a reporting strategy with KPIs including the Carter metrics for Partner Board members to monitor and measure individual and organisational performance.

**Audit**

To be responsible and accountable for ensuring that procurement processes and procedures are fully adhered to and to take remedial action where audit observations/recommendations are raised against SWL PS.

**Other**

The post holder needs mobility and flexibility to ensure that all trusts within the shared service have equal access and visibility. The job description is not intended to be exhaustive and it is likely that duties may be altered from time to time in the light of changing circumstances and after consultation with the post holder.

**PERSON SPECIFICATION**

**Post: Managing Director of SW London Procurement Service (SWL PS)**

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| **REQUIREMENTS** | **HOW WILL CRITERIA BE ASSESSED?**  **APPLICATION / TEST / INTERVIEW/ REFERENCES.** | | | | |
|  | **ESSENTIAL (E)**  **/ DESIRABLE (D)** | **A** | **T** | **I** | **R** |
| **Education and qualifications** |  |  |  |  |  |
| First and or masters degree in Procurement related profession, including logistics/supply chain; alternative degrees considered provided (CIPS) below. | E |  |  |  |  |
| Member of the Chartered Institute of Purchasing & Supply (CIPS) with at least 15 years’ direct experience within a complex procurement environment. A track record of senior procurement experience in the NHS is an advantage. | E |  |  |  |  |
| Must have evidence of continued professional development to ensure knowledge remains current. | E |  |  |  |  |
|  |  |  |  |  |  |
| **Experience and knowledge.** |  |  |  |  |  |
| Considerable procurement and logistics experience in working within a relevant procurement environment | E |  |  |  |  |
| Experience and knowledge of acute hospital sector capital equipment and IT systems used needs. | E |  |  |  |  |
| Experience and successful track record of managing change and in managing significant and complex multi-million pound projects where there is a substantial investment in new medical equipment and IT systems. | E |  |  |  |  |
| Extensive knowledge of European/UK procurement law and being capable of applying legal requirements. | E |  |  |  |  |
| Experience and knowledge of NHS procedures, systems, legislation and guidance | E |  |  |  |  |
| Experience and knowledge of community sector procurement needs and IT systems. | D |  |  |  |  |
| Experience of establishing and negotiating strategic contracts with consultants and suppliers, and the management of complex commercial relationships. | E |  |  |  |  |
| Experience of developing technical specifications in support of investment decisions. | E |  |  |  |  |
| Current experience in delivering significant cost improvement programmes within the NHS. | E |  |  |  |  |
| **Skills and abilities** |  |  |  |  |  |
| Strategic thinker with excellent analytical skills. | E |  |  |  |  |
| Excellent interpersonal and communication skills to enable effective partnering working with all Partner Trusts at director level. | E |  |  |  |  |
| Excellent negotiation and influencing skills. | E |  |  |  |  |
| Team player with the ability to contribute effectively at corporate and director level. | E |  |  |  |  |
| Excellent staff management skills. | E |  |  |  |  |
| **Analytical & Judgemental Skills** |  |  |  |  |  |
| Ability to sustain prolonged concentration at senior level meetings | E |  |  |  |  |
| Ability to assimilate and develop solutions to complex problems. | E |  |  |  |  |
| Ability to cope with multiple concurrent issues that require fine tuned judgemental skills. | E |  |  |  |  |
| Ability to make sensible judgements involving complex technical facts/situations of significant value which may require detailed analysis and interpretation. | E |  |  |  |  |
| **Personal qualities** |  |  |  |  |  |
| Abundance of energy and enthusiasm for commitment to high professional standards. | E |  |  |  |  |
| An innovator able to harness ideas of others to improve the overall operational environment. | E |  |  |  |  |
| **Other requirements** |  |  |  |  |  |
| Commitment to learning and self development | E |  |  |  |  |
| Strong identity with the core values of the public service and the NHS but yet with a commercial approach to deliver value. | E |  |  |  |  |
| Ability to deal with highly complex and sometimes political situations. | E |  |  |  |  |
| High level of IT skills and good working knowledge and application of various MS packages. | E |  |  |  |  |
| Ability to develop strong business networks both within and outside of the NHS. | E |  |  |  |  |