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| 1. **JOB DESCRIPTION**   **Job Title: Strategic Sourcing Manager**  **Department(s): Procurement & Logistics**  **CAJE ID: NHSL21/023 (B)**  **No. of Job Holders: One** |

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| 1. **JOB PURPOSE**   To manage and lead the Strategic Sourcing and Commercial teams within the procurement department. Deputising, within areas relevant to the role, for the General Manager Procurement & Logistics at the highest levels, working both with directors and senior managers in NHS Lanarkshire and with external organisations such as Scottish Government, National Procurement, PFI Consortia and Centres of Expertise, to deliver the highest standards in modern procurement practice.  Responsible for: -   * Leading, developing and managing the department, in direct support of the General Manager Procurement & Logistics, in the overall management of the department to achieve financial targets, value for money and continual improvement. * Providing strategic procurement advice to Directors, Senior Managers and staff throughout NHS Lanarkshire and the supply chain. * Supporting the General Manager Procurement in developing strategic vision and plans for the ongoing development and improvement of a service which clearly supports NHS Lanarkshire strategic objectives; responsibility for proposing, developing and implementing policies and procedures in support of the strategy. * Management of the department to achieve financial savings and value for money, within a system of robust business assurance. * Leading complex negotiations with suppliers and internal stakeholders in a professional manner for procurement actions including very complex, high value managed service programmes, medical equipment, capital, lease, estates and PFI/PPP projects, ensuring all activity is undertaken within a robust framework of corporate and statutory governance. * Review and re-design of processes and resources to ensure the delivery of process benefits, taking recognition of organisational redesign. * Plan and manage a range of complex change activity within and out-with the department. This includes electronic systems developments, complex contract implementations, and other service developments. * Management of the day to day activity of the Strategic Sourcing and commercial team and to plan and deploy resource requirements to meet Corporate objectives and to achieve the targeted financial savings. * To manage the recruitment and selection of Strategic Sourcing and commercial staff and to plan and implement a development programme for each staff member in order to develop and maintain highly capable teams. * Providing a key input into the Board’s ongoing improvement plans in relation to the Procurement & Commercial Improvement Plan (PCIP) with respect to e-procurement, strategic sourcing, contract implementation, contract management and supplier management. |

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| 1. **ORGANISATIONAL POSITION** |

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| 1. **SCOPE AND RANGE**   NHS Lanarkshire is responsible for the health care of more than 652,230 people living within the council areas of North Lanarkshire and South Lanarkshire in Scotland, making it the third largest health board in the country after NHS Greater Glasgow & Clyde and NHS Lothian.  GP Medical services are provided from >100 sites. Acute Health care is provided from 3 District General Hospitals  Procurement provides its services to in excess of 110 sites across Lanarkshire and provides support to organizations on a regional and national basis.  NHS Lanarkshire Profile  Revenue Resource Limit: c.£1.3bn  Capital Resource Limit: c.£20m  Total Trade Spend with third party suppliers: £340m of which:  > £50m – PFI Contracts  > £20m – National Distribution Centre spend  > £270m – Remaining trade spend  Total NHS Lanarkshire Staff: 12,000  Total Procurement Staff: 46 wte  Procurement Department Budget £2.1m  The post holder is responsible for management of the Strategic Sourcing and Commercial functions, with line management of up to 4 x Band 7 procurement managers. |

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| 1. **MAIN DUTIES/RESPONSIBILITIES**  * Management of the day-to-day activity of the Strategic Sourcing and commercial teams and to plan and deploy resource requirements to meet Corporate objectives, ensure quality of inputs, and reduce costs. * Plan, develop and control a strategic work programme covering a 24-month period to plan the activity of the Strategic Sourcing and commercial teams and align it with the objectives of the department and the Board. * Development of long term strategic sourcing strategies and plans covering a period of at least 12 months, linking with all stakeholders within the Board to prioritise work programme, develop specifications and evaluation methods/criteria, and to manage all strategic sourcing and commercial activity in accordance with the standing financial instructions and relevant public contracts legislation. The post holder will also manage post-award activity in terms of ongoing contract management and supplier management activities. * Responsibility, for the operation, maintenance and future development of the organisation’s electronic Procurement Systems, including PECOS, ensuring that eProcurement strategies are aligned to organisational objectives and strategies. * Provide leadership and direction for the Strategic Sourcing and commercial functions, including identifying, planning and implementing complex service developments which impact on the wider organisation. * Represent NHS Lanarkshire on key National and Regional Groups including National Procurement Review Groups, National Commodity Advisory Panels and Technical User Groups. * Identify opportunities for savings and other improvements within existing national contracts or potential non-contract influence-able spend which could be contracted for locally, and develop costed proposals to affect efficiencies in the provision of Procurement Services. Identify the potential to collaborate with other health boards or other public sector bodies where there are common areas of spend. This activity will also require research and development activity in respect of potential supply markets that will influence procurement strategy. * Propose, develop and implement strategies, policies and processes related to areas of responsibility across the procurement department and the wider organisation, engaging with stakeholders to manage change and ensure clinical services are supported. * Take responsibility for the operation of the Public Contracts Scotland system to ensure data integrity and appropriate use including granting user access. Take responsibility for ensuring that data from local and national contracting activity is transferred to the catalogue management system. * Undertake reviews and audits of processes and activity within the department to identify risk and opportunities for service improvement which supports organisational objectives and strategies * Develop and implement a common contracting, implementation, contract management and supplier management policy and strategy for NHS Lanarkshire. * Manage all tenders through the Public Contract Scotland portal to ensure compliance with Scottish and UK legislation. * Develop working practices that ensure robust procedures are in place to ensure budgetary control is administered within both routine and project based activities of Procurement. * Lead complex negotiations with suppliers and internal stakeholders in a professional manner for procurement actions including very complex, high value managed service programmes/contracts, medical equipment, capital, lease, estates and PFI/PPP projects, ensuring all activity is undertaken within a robust framework of corporate and statutory governance. * Lead stakeholders through the tendering and contracting process for highly complex and/or high value contracts advertised through the UK Find a Tender service. * Advise stakeholders on the production of complex technical specifications and contract documents to enable the production of the most effective tender packages. * Advise the Board on complex contractual and procurement issues, including contact management. * Analyse complex data and information and develop to develop and assess options, and make recommendations on the most advantageous course of action. * Prepare reports as required, suitable for specific purposes (e.g. CMT, Board Meetings) in order to inform and secure agreement to high level action from key stakeholders. * Influence and advise on non-pay expenditure which does not sit conventionally within the Procurement Supply Chain e.g. Agency Staffing, Clinical Services, Advertising and other non-pay commodities. * Support the General Manager Procurement & Logistics in NHS Lanarkshire’s response to the annual Scottish Government Procurement & Commercial Improvement Plan (PCIP) by maintaining a framework by which all procurements and supporting activities are compliant. * Provide and maintain a benefits tracking mechanism within a strong discipline of commodity management and system of contract compliance to demonstrate savings delivered, Value for Money achieved and compliance with pre-agreed targets. * Review and re-design of processes and resources to ensure the delivery of process benefits, taking recognition of organisational redesign. * Review and approval of requisitions, purchase orders and contracts in accordance with the Standing Financial Instructions, Scheme of Delegation and pertinent legislation/regulation to provide assurance of statutory and organisational compliance and good governance. * Manage risk management activity within the Procurement department, including maintaining the department risk register and taking a lead in the areas of risk identification and mitigation. * Deputise for the General Manager Procurement & Logistics within the Board’s incident command structure * Undertake research into supply markets by devising sophisticated supplier engagement and surveying methods; acting on findings to propose, develop and implement procurement related strategies and policies. * The post holder is required to analyse and digest various highly complex sources of information including commodity market reports, company annual reports and accounts, ONS data, Health and Social Care strategies, business digests, current affairs, legal opinion and CIPS Knowledge bases in order to maintain exemplary knowledge across a range of procurement and business matters. * The post holder receives and analyses highly complex supplier tenders; conducts detailed price analysis, cost analysis, product analysis; analyses delivery schedule, value add, maintenance costs, technology road maps. * The post holder, having responsibility for procurement systems, is required to analyse highly complex information covering user activity and other metrics/situations, assessing options using detailed evaluation methods developed by the post holder, and making decisions upon which course of action to take.   Management   * Line management of up to 4 x Band 7 Procurement Managers. Leadership and management of wider Strategic Sourcing and Commercial team. Further indirect management of various NHS Lanarkshire members of staff who are often in senior positions and are stakeholders involved in the procurement activity. * Responsibility for the handling of appraisals, sickness absence, disciplinary and grievance matters within the Strategic Sourcing and commercial teams. * Develop, organise and manage staff to create an open, supportive and positive environment where the personal and professional needs of staff can be met whilst contributing effectively to organisational objectives. * Manage the recruitment and selection of Strategic Sourcing and commercial staff and to implement a personal and career development programme for each staff member in order to develop and maintain a high functioning team. * Assignment of tasks and responsibilities for areas of activity and delivery of outcomes within the Strategic Sourcing and commercial teams. * Provision of leadership, technical expertise, planning, motivating, delegating and communicating and the promotion of a professional approach to achieve all aims in a manner that protects the integrity of the supply chain at all times. * Develop and implement performance management arrangements for the Strategic Sourcing and commercial teams to evidence effective working and to ensure that a process of continuous improvement is established. * Develop working relationships with other areas of the Board where purchasing takes place, making recommendations as to best practice and best organisation of the procurement of all goods, works and services. This is particularly applicable to Property & Support Services where technical knowledge of model form contracts such as NEC3 is necessary. * Develop and maintain positive supplier relationships to provide on-going opportunities to develop initiatives and improve business transaction processes to benefit the Board. |

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| 1. **EQUIPMENT & MACHINERY**   The post involves the use of computers running the following software:   * eFinancials – financial ledger system * Pecos – electronic purchasing system * Business Objects – running and developing reports and using the Spend Analyser tool * Microsoft Excel (especially features such as vlookup formulae and pivot tables) * CCM - Catalogue Content Management system * Public Contracts Scotland advertising portal * Microsoft Word * E-mail * Internet * Intranet |

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| 1. **SYSTEMS**   Daily uses of eFinancials, Pecos, Business Objects and Public Contracts Scotland at advanced level to process, create, maintain and analyse information. Use of the Datix risk management module for risk management responsibilities. |

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| 1. **DECISIONS & JUDGEMENTS**  * The post holder operates in an environment where there are often only broad guides, policies and overarching public procurement legislation; in most situations the post holder must establish the way in which these should be interpreted in order to determine a course of action. The post holder is often required to advise senior officers of the organisation on how contracts and public procurement legislation should be interpreted. * The post holder will operate independently with a high degree of autonomy to manage staff and areas or responsibility. * The post holder will provide NHS Lanarkshire, including its senior management, with professional procurement advice and expertise in line with the Board’s strategic plan. * Makes judgments involving a range of very detailed and/or very complex facts or situations which require in depth analysis and assessment of a range of options. * The post holder will be required to exercise judgment regarding highly complex and often conflicting information, where professional or expert opinion may not be aligned. Examples may include where legal opinion over regulations differs or where clinical consensus is not available. * Development and assignment of a programme of work for the Strategic Sourcing and commercial teams with activity generated from engagement with internal and external stakeholders/organisations and through involvement of the post holder in national procurement initiatives. * The post holder will be set objectives and will be subject to performance review and appraisal under the Board’s appraisal system by the General Manager Procurement & Logistics. * Responsible for review and approval of requisitions, purchase orders and contracts up to £10m + value to provide assurance of statutory and organisational compliance. * Responsible for procurement of supplies and services for the department with delegated authority for budget. |

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| 1. **COMMUNICATIONS & RELATIONSHIPS**   The post holder is expected to communicate and develop effective relationships at highest levels across a wide range of disciplines within and outside the Board.  There will be extensive communication with:   * Corporate Directorate and departmental management * Executive Directors * A wide range of senior clinical and non-clinical staff across NHSL and in the wider Health Service * Senior colleagues and technical experts * Property and Support Services * Finance and IT * Suppliers * Officials of the Scottish Government, NSS National Procurement and senior staff in other NHS Board areas * The post holder will be a highly skilled negotiator, able to adapt to different internal and external organisational environments quickly. He or she will be an extremely effective communicator orally and in writing and will be adept at the production of both policies and strategies for the department and service. * The post holder, in managing and communicating with staff regarding performance, attendance, discipline and health & safety, may be required to handle highly sensitive or delicate situations using empathy and tact. * The post holder will receive, analyse and present commercially sensitive, highly complex information from multiple sources and will be responsible for comprehensive negotiations - internally and externally – to obtain agreement or co-operation. * The post holder will frequently encounter highly contentious and complex situations where proposals and recommendations - often involving change - are likely to receive challenge or hostility from highly influential internal and external stakeholders, and the post holder is therefore required to demonstrate highly developed persuasive, motivational, negotiating, training, empathic and re-assurance skills to tailor messages, overcome barriers to acceptance or understanding, obtain agreement to a course of action, and de-escalate conflict. * The post holder will be required to communicate with a wide range of audiences where barriers to understanding complex or contentious information have to be overcome. * The post holder will be required to formally present complex and potentially sensitive information to groups which may include large groups of 20 or more. Groups may include senior management, staff, suppliers or representatives of other external organisations. |

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| 1. **DEMANDS OF THE JOB (physical, mental, emotional)**   **Physical Efforts**   * Computer duties at VDU screen ongoing throughout the day. * Driving offsite to meetings, etc. * May be involved in moving and handling activities at peak times of the supply process.   **Mental Effort**   * Ability to concentrate for lengthy periods up to 8+ hours per day. * Use of imagination/initiative in finding solutions to problems, preparation of strategies/policies/procedures. * Working with a wide range of internal and external stakeholders, at different levels in organisations, there is a need to utilise a wide range of influencing and leadership skills. * Working to meet tight deadlines on an ongoing basis. * Ability to assimilate and understand large amounts of complex, frequently conflicting, and very detailed data/information required to carry out post responsibilities. * Potential for work pattern to be unpredictable to meet tight deadlines and to react to incidents and urgency. * Writing reports and publications to a high standard in accessible language and formats, requiring periods of intense concentration. * Managing multiple actions and sub-projects, requiring careful project management and organisational skills and also the mental agility to juggle priorities within an unpredictable work pattern.   **Emotional Effort**   * Management of staff including resolving staff issues, conducting appraisals and difficult decisions on disciplinary matters, etc. * Representation at national meetings requiring ability to present NHS Lanarkshire perspective/strategies. * Handling difficult discussions with internal and external stakeholders which may occasionally mean exposure to distressing or emotional circumstances where a stakeholder may be passionate or upset. * Understanding people, how to motivate and influence them to participate and contribute their knowledge and expertise. * Managing conflicting views among senior managers, service users, clinicians and communities of interest and across complex organisational structures. |

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| 1. **MOST CHALLENGING/DIFFICULT PARTS OF THE JOB**  * Supporting the General Manager Procurement & Logistics to oversee a complex programme of change and continual improvement. * Development and implementation of all agreed NHS Lanarkshire Supply Chain and Procurement improvement initiatives. * Keeping the Procurement function running smoothly whilst planning and implementing improvement and change initiatives which occur simultaneously. * Delivering year-on-year cost savings to agreed targets, plans and strategies. * Managing the pressure brought about by the significant capital and year-end expenditure, to order, ensure delivery and complete payment. * Delivering the procurement of high value and/or high complexity procurement projects on time whilst ensuring appropriate risk management. * Managing difficult discussions with internal and external stakeholders - who may resist change - to ensure compliance with corporate objectives and changes in the supply chain brought about by the increased use of formal tenders. * Maintaining a detailed working knowledge of all legislation and best practice relevant to procurement and the changing supplier market and product base. * To meet the demands of clinical and non-clinical departments in a period of significant cost pressure without diminishing the quality and availability of goods, services and works, whilst continually seeking to improve effectiveness and efficiency of the Department. * Ensuring clinical services are not compromised by ensuring the correct inputs are procured within a framework of good governance. |

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| 1. **KNOWLEDGE, TRAINING AND/OR EXPERIENCE REQUIRED TO DO THE JOB**   The post requires an individual with highly developed specialist knowledge and experience to ensure that complex theoretical models and strategies underpin management of the procurement service. This requires an individual who is educated to postgraduate level and has significant in-depth experience, preferably within healthcare or another large, complex organisation. The education requirements for the role would be met by attainment of the Chartered Institute of Procurement and Supply (CIPS) Level 6 Professional Diploma with MCIPS designation, plus evidence of additional highly specialist knowledge, skills and experience acquired through attainment of CIPS Chartered Status, master’s degree or procurement-focussed MBA, and a combination of additional training, study and experience at an equivalent level.  The post also requires an individual who demonstrates a high level of competence in the critical leadership behaviours identified as crucial to achieving success within NHS Scotland.   * Working in partnership * Learning and development * Caring for staff * Improving performance through team working * Communicating effectively * Improving quality * Achieving results   The post-holder should have highly developed specialist knowledge and in-depth experience of procurement theory and strategy, excellent working knowledge and experience of modern procurement systems, and an aptitude for achieving objectives within an area of intensity and competing demands. The post holder should also have significant breadth of knowledge and experience of management, leadership, organisational culture and project management, and ideally other technical areas relevant to the role, for example construction or engineering.  Expert knowledge and experience of public procurement legislation, particularly the Public Contracts (Scotland) Regulations 2015, and a highly developed ability to analyse, interpret and make recommendations regarding same, is required. In addition, due to the broad range of activity involved in the department, detailed knowledge and experience of procurement across a range of categories is required. In particular, due to Property & Support Services being an area with minimal national contract coverage, highly developed knowledge and experience of how to undertake construction and maintenance procurement (in particular, an understanding of specialist model form contracts such as SBCC and NEC) is required.  As well as being used to influencing other professionals towards considering new ways of working, the post holder will have a demonstrated ability in presenting ideas for change by reasoned argument and persuasion. The post holder will require highly developed persuasive, motivational, negotiating, training, empathic and re-assurance skills to overcome barriers to acceptance and understanding, obtain agreement to courses of action, and to de-escalate conflict. |

**Job Holder’s Signature Date**

**Head of Department Signature Date**