

# Senior Procurement Manager

## Information for Candidates

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## Welcome Message

from Rachael James, Head of Procurement

I'm so pleased you're interested in working with us. As our Senior Procurement Manager you'll be an integral part of our Procurement team and delivering our ambitious procurement strategy, whilst leading a great team and focusing on continuous improvement.

This is a very exciting time to be joining Midland Heart. This year we launched our corporate plan to 2024, which sets out the organisation's ambitions to Make What Matters Brilliant, having achieved our previous corporate plan a year early. Since the launch, we have been busy implementing the strategy and we are making clear strides in achieving our corporate objectives.



The Procurement Team have a big role to play in delivering the corporate plan. Alongside the launch of the corporate plan, we launched the new Procurement Strategy 19-24. We have targeted ourselves to deliver £800,000 worth of savings during 19/20, deliver compliance levels at or above 95%, implement a new Contract Management and Quick Quote solution and achieve 100% compliance on strategic contract management audits by 2021. A key to the success of this has been the improved engagement with our Director Group and Executive Board teams.

Right now we're an integral part of re-procuring a replacement HR, Payroll and Learning solution aimed to simplify our business offering through ease of access, self-serve and scalability. We're also acting as an enabler for our Operations Team to Invest in our Homes and ensure our Retirement Living schemes are places where older people will thrive and want to stay through the Retirement Living and Intervention Works Procurement activity.

The right candidate will understand and invest into our vision of being Brilliant and will be able to demonstrate this. As a Senior Procurement Manager you'll demonstrate excellent stakeholder engagement and influencing skills and have experience of both managing & leading staff, showing success in the outcomes they achieve.

If you believe that you have the skills and qualities for this role and feel you can help us achieve our ambitions, I can't wait to hear from you.



**Rachael James MCIPS,  
Head of Procurement**

## The Role

We're looking for focused and enthusiastic Senior Procurement Manager to join our Procurement team. Reporting to the Head of Procurement, this dynamic role will be key in delivering our Procurement Strategy, leading on the delivery of innovative and lean procurement solutions that maximise value for money.

You'll be responsible for leading and developing a team of procurement professionals, overseeing their delivery, continually building their capability and improving their performance.

You'll have knowledge and previous experience of working with the Public Contracts Regulations 2015 and an understanding of the challenges faced by a diverse organisation, overcoming these to meet regulatory and contractual requirements.

You'll share our values of having a highly functioning Procurement Team who add to a business and have proven experience of delivering this. You'll be willing to push the boundaries to get us to think differently and be able to engage and influence stakeholders at all levels. A willingness and ability to work collaboratively across our business is essential, being able to meet demanding deadlines and importantly be dedicated to continuous improvement.

**Who are Midland Heart?** We're a large and ambitious housing organisation providing more people an affordable place to call home. We welcome people from every walk of life, at every stage of their career. We expect a lot from our people but in return you can be assured of a great place to work, where you'll be well rewarded and where great people are able to succeed. Whether you want to build your career with us, or use your experience to move on, we're here to develop your potential.

**Interested?** Take a look at the Role Profile for full information. Applying is easy - simply register on our candidate portal uploading a CV and Covering Letter, which show us that you have what it take to make a success of the role. The application deadline is Tuesday 21<sup>st</sup> January 2020.

*We're proud to be a Disability Confident Employer. Please feel free to contact us if you would like to discuss any adjustments you might need in order to be successful in this role.*

## How to Apply & Timetable for Selection

To apply, please register on our candidate portal using the following link:

[http://jobs.midlandheart.org.uk/vacancies/3196/mh/senior\\_procurement\\_manager/](http://jobs.midlandheart.org.uk/vacancies/3196/mh/senior_procurement_manager/)

Please submit a comprehensive CV setting out your career history, as well as a covering letter which highlights your relevant achievements and convinces us that you're the right person to join our team.

Your application will be acknowledged. If you do not receive an acknowledgement within 48 hours, please contact: [resourcing.team@midlandheart.org.uk](mailto:resourcing.team@midlandheart.org.uk)

Closing date for receipt of completed applications is midnight on 9.00am on Monday 28<sup>th</sup> October 2019

The dates for our selection process are provisionally scheduled as follows:

- Advert Live: Monday 23<sup>rd</sup> December 2019
- Advert Closing Date: Midnight on Tuesday 21<sup>st</sup> January 2020
- Shortlisting: Friday 24<sup>th</sup> January 2020 onwards
- Psychometric Testing: week commencing Monday 27<sup>th</sup> January 2020
- First Stage Assessment: Monday 10<sup>th</sup> February 2020

## Role Profile

<b>Role Title:</b>	Senior Procurement Manager
<b>Department:</b>	Finance & Resources Directorate, Procurement Team
<b>Role Purpose:</b>	To manage the Procurement team, ensuring that procurement activity is managed and prioritised and ensure that the targets and objectives of the Procurement team are measured and delivered. Supporting delivery of the Midland Heart Procurement Strategy.
<b>Reporting to:</b>	Executive Director of People Services
<b>Responsible for:</b>	Category Manager, Procurement Manager, Contracts Officer
<b>Disclosure level:</b>	N/A
<b>Role Level:</b>	Frontline Manager

<b>Key Role Responsibilities</b>	<p>Day to day operational management of the Procurement function, including line management of the Category Manager, Procurement Manager and Contracts Officer, ensuring that the targets and objectives of the team are met, and ensuring delivery of the sourcing plan and applicable savings targets.</p> <p>Lead on the procurement of goods, services and works, including supporting business units to carry out procurements in line with the PCR's, Governance and Control Framework and the Procurement processes.</p> <p>Ensure compliance of the Procurement Function with relevant law and procurement best practice.</p> <p>Lead on the strategic analysis of supplier spend and recommend changes to that spend profile detailing relevant savings as a consequence of that analysis.</p> <p>To ensure the use of collaborative procurement options available to Midland Heart for different categories of goods, services and works, and discuss these with client departments.</p> <p>Ensure that all elements of the Midland Heart Procurement Strategy are delivered as assigned by the Head of Procurement working closely with Procurement team members and other Midland Heart colleagues.</p> <p>To proactively manage and prioritise the workload within the Procurement Team ensuring the focus of the work of the team is on areas of biggest impact.</p> <p>To put appropriate systems in place to measure spend and savings by category and to report on VFM delivery in a way that improves staff understanding of VFM, and is aligned to existing financial reporting systems.</p>
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## Role Profile continued...

<p><b>Key Role Responsibilities</b></p>	<p>To set objectives for Procurement Team which will deliver value to Midland Heart and which are aligned to Midland Heart's Corporate priorities.</p> <p>To maintain a network of external contacts/information sources to provide easily available options to benchmark the service and the outcomes delivered by Procurement team.</p> <p>Ensure compliance with the New Supplier process and relevant procurement processes, and ensure the supplier data on procure to pay solution remains up-to-date, accurate and relevant.</p> <p>Ensure adequate Procurement controls are in place and complied with across Midland Heart, identify any weaknesses in Procurement processes/controls and develop solutions to these in conjunction with the Head of Procurement and Commercial Finance Director.</p> <p>Identify possible changes or innovations in the way Midland Heart procures goods, services and works to ensure continual improvement in the value for money achieved by Midland Heart from its procurement spend.</p> <p>Ensure that the Procurement Team keep their knowledge and skills updated and in line with best practice. Provide training as necessary to the team and wider organisation.</p> <p>Manage a workload of Procurements from the Sourcing Plan as agreed with the Head of Procurement, with an emphasis on higher value/higher risk procurements.</p> <p>Support the Head of Procurement in development of future Procurement strategies.</p>
<p><b>Education, Qualifications &amp; Training</b></p>	<p>Chartered Institute of Purchasing and Supply Member – Level 6 Graduate Diploma in Purchasing and Supply</p>

## Role Profile continued...

<p><b>Knowledge &amp; Experience</b></p>	<p>Demonstrable knowledge and experience of the Public Contracts Regulations 2015.</p> <p>Experience of drafting standard goods, services contracts and works.</p> <p>Experience of managing a Procurement function to ensure it delivers excellent value for money.</p> <p>Experience of managing multiple projects across a broad range of categories.</p>
<p><b>Role Specific Skills &amp; Behaviours</b></p>	<p>Excellent communication and stakeholder engagement skills with internal and external clients at all levels.</p> <p>Strong organisational and project management skills.</p> <p>Ability to develop and implement procurement strategies within the context of an organisations wider strategic goals.</p> <p>Strong leadership skills providing support and challenge to team members and ensuring real clarity as to targets and priorities for each member of the team.</p> <p>Possesses a strong customer service ethos. Is flexible when circumstances change and keeps proposals and goals on track by changing the approach he/she takes.</p> <p>Ability to set challenging but attainable goals aimed at significantly improving the performance of self and others.</p> <p>Understanding of and commitment to the principles of equality and diversity.</p> <p>Demonstrates a "can do" attitude to work issues/challenges and is perceived as someone who is solution oriented.</p> <p>Self motivated.</p> <p>Good IT skills particularly in the use of Microsoft packages such as Word, Excel, Powerpoint, Outlook.</p> <p>Ability to travel between offices and attend regional meetings.</p>



**Our behaviours and standards describe the expectations we have of all employees to help the organisation grow and succeed. They identify what each of the behaviours and standards might look like for the following groups of staff:**

**Frontline Managers** – roles that have management and day-to-day responsibility of people and performance against targets at a frontline level.

## Personal Qualities

### Developing Self Awareness

Show their awareness of others responses to their behaviours and actions. Through everyday practice, allow others to reflect upon how they impact on and deliver services to our customers.

### Managing Yourself

Challenge themselves to try new ways of thinking and working. Show authority by taking control through respectful and trusting methods to intervene where necessary without dictating to others.

### Acting with Integrity

Demonstrate and role model respectful and honest behaviour. Dependably put their values into practice, that also align with those of the organisation and encourages them in others. Is trustworthy, honest, and dependable in all their engagements. Actively promotes equality and diversity and encourages the team to observe and be sensitive to needs of others. They treat others with dignity, sensitivity and respect using a situational leadership style.



## Working with Others

### Effective Relationships

Model and promote successful and respectful relationships within their team. Show a genuine consideration of others needs and actively take part with them. Confidently communicates in an, open and candid manner, using suitable language appropriate for different communicative needs of others. Demonstrate effective communication skills in order to enable the team to promote the needs of our customers.

### Encouraging Others

Engage with and encourage colleague and customer feedback that enables collaborative decision-making. Create positive team working environments that allow colleagues to reach their potential.

## People and Performance

### Leading People

Guide, direct and support colleague to ensure that objectives are achieved and quality services delivered to customers. Model a leadership style which fosters trust and profiles the team. Ensures that the MPD review processes consistently reinforce a continuous improvement philosophy.

### Leading Performance

Take responsibility for their actions to ensure that high levels of service are provided through engagement and commitment of others. Engage their staff to work with them to observe patterns of performance to see what is working well and what can be improved.

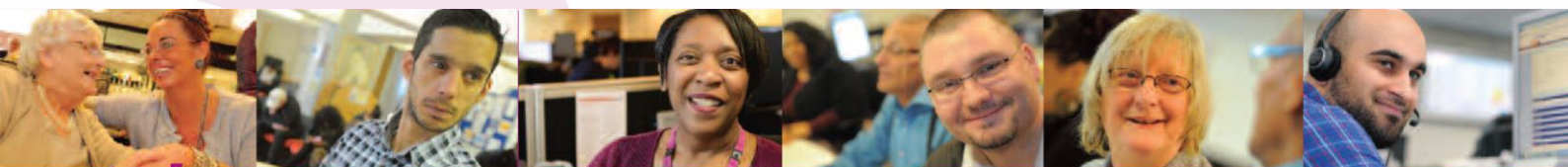
## Direction and Strategy

### Leading Change

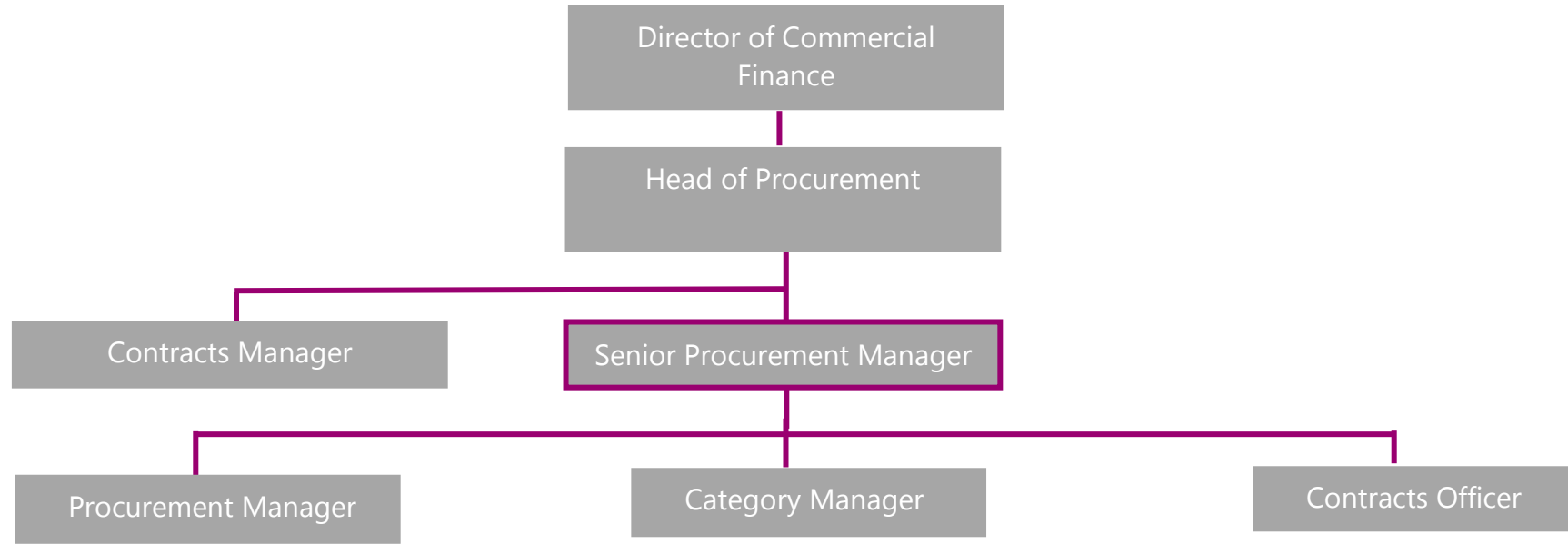
Investigates the external and internal drivers of change and communicates the rationale for change to others. Supports self and others through change.

### Decision Making

Encourages others and co-creates decision-making processes that set out clear roles and responsibilities to expedite effective performance improvement.



# Procurement Operations Team Structure



# Procurement Strategy

2019-24

## Introduction

The purpose of this new Strategy is to redefine the vision and objectives of the Procurement Team for 2019-2024 and ensure these are aligned to the new Corporate Plan.

The Procurement Team manages non-pay spend in the region of £85 million per annum, it is therefore important that there are robust, lean and efficient processes in place to ensure we are delivering excellent value for money (vfm) from this spend and effectively managing supplier risk.

As Midland Heart is classed as a sub-central public body for the purposes of Procurement, it is important that we ensure we comply with the relevant legislation including; the Public Contracts Regulations 2015 and the Interpretative Communication 2006 and the processes and timescales which are laid out within these. We recognise that with the forthcoming exit of the UK from the European Union our processes may need to adapt to the changes that this entails.

It is intended that this strategy may be reviewed from time to time to ensure it aligns to any changes in our corporate strategy and environment in which we work.

## Background

The Procurement Team has significantly overhauled its structure and processes over the last 6 years. We have listened to our key stakeholders and in line with their requirements adapted our structure and processes to suit the needs and priorities of the business. We have in turn delivered the following business outcomes -

- Delivered savings in excess of £9.5million since 2012
- Implemented a contract management framework and audit process increasing the quality and visibility of supplier performance across all long term contracts.
- Implemented a new supplier and supplier amendment process proactively managing our supplier database and reducing the number of active suppliers from 2,500 to 800 whilst improving compliance and reducing the risk of fraud.
- Increased compliance with procurement processes from 86% in 2013 to 97% in 2017
- Increased collaborative procurement activity from 3% in 2013 to 60% in 2017 consequently reducing the procurement effort required from team procuring goods and services outside of Procurement.

However, we recognise that there is more we can do in improving how we purchase goods, services and works to make Midland Heart Brilliant. Whilst we will continue to deliver the good practices we have in place including – Delivery of an Annual Sourcing Plan; Championing excellent Contract Management; providing guidance, tools and templates for low value spend and managing our supplier database and maintaining good control of our spend - this strategy outlines how we will work differently in the future to deliver a more strategic approach to Procurement.

## Key outcomes for the Strategy aligned to the Corporate Plan

- Support proactive Supplychain Management of strategic suppliers facilitating innovation and continuous improvement in Contracts and customer focussed services
- Strong Supplier Relationship Management where Strategic suppliers perceive Midland Heart as a key leading housing association and client.

Service  
First

- Encourage engagement with new suppliers in order to encourage innovation and better knowledge of key markets
- Ensure the Team are merger ready and have clearly defined roles and responsibilities

Growth &  
Partnerships

Investing  
in Homes

- Deliver savings each year in excess of £800,000 (Capital/Revenue & Service Charge) actively supporting the reduction in cost per unit
- Ensure Process Compliance levels are at 95% or above
- Deliver safe and secure homes by putting H&S and Compliance at the forefront of Strategic and safety critical contracts
- Conduct Quality Assurance checks of the Products/ Services that we buy

Safe &  
Strong

- Ensure the Team has the right skills, resources and training to deliver the Strategy
- Lead the Procurement process and market engagement for provision of a new HR, Learning and Payroll solution

People  
Focused

- Engage proactively with our Customers and external Suppliers and fully leverage our £100m Asset Investment Plan spend to reduce our unit costs and make places where people choose to live.
- Ensure Procurement Processes have the right balance of Price and Quality to attract and select the right suppliers
- Support strong Contract Management practices by providing the right support, oversight, guidance and templates for Contract Managers and procuring an electronic Contract Management solution

## Our Strategic Objectives

- By engaging proactively with the strategic supply chain and supporting contract managers to proactively manage contracts and relationships we will deliver savings in excess of £800,000 p.a.(See Appendix 1 for 19/20 plan)
- Through working closely with our leadership team and providing the right training and support we will deliver compliance levels (with our Procurement Processes) at or above 95%.
- By 2021 we will have strong Contract Management practices in place and achieve 100% compliance on strategic contract audits.
- By 2024 100% of our Strategic Contracts have a full specification review and market engagement exercise prior to commencing a Procurement Process

<u>What will we do?</u>	<u>Key deliverables</u>	<u>Timeframe</u>
Proactively manage the Supplychain and support the Service First priority	Support Contract Managers to engage with suppliers early in relation to Contract Extensions and test to market to safeguard Midland Hearts position of influence and ensure vfm is delivered.	Apr 2020
	Create market engagement opportunities for all strategic contract opportunities prior to Procurement commencing in order to identify new opportunities and encourage innovation and improvement in specifications.	Apr 2021
	Develop existing relationships with key suppliers and ensure that they see Midland Heart as a key long term client with a sustainable and consistent workflow which is core to their business.	Oct 2021

	Gain a better understanding of our markets for key strategic business areas and work closely with our Contract Managers to identify opportunities including those for aggregation and standardisation.	Apr 2023
Ensure the Team has the right skills, resources and training	Carry out a skills and resource assessment of the Procurement team to test whether we have the skills and resources in the team to deliver these Strategic Objectives.	Oct 2019
	Ensure that role profiles and salaries attract the right candidates first time to support the delivery of all parts of this strategy.	Jan 2020
	Provide clear career paths through succession planning and opening up opportunities for training and development.	Apr 2020
Deliver Safe, Compliant and Value for Money Contracts	Change the way we procure to ensure that Strategic and Safety Critical Contracts have safety and compliance at the forefront.	Jun 2019
	Support the HR directorate in carrying out a competitive procurement process to support the delivery of a new HR, learning, payroll information system	Apr 2020
	Develop internal capacity to mitigate the impact of the Green Paper and an increased draw on external resources.	Apr 2020
	Ensure the Procurement processes remain efficient and effective and the team provides the right level of support at the right time to the right people, maintaining high levels of compliance at all times.	Mar 2024



<p>Deliver Customer Satisfaction</p>	<p>Continue improve the Contract Management tools available to Contract Managers to enable Strong Contract Management. Implement an electronic Contract Management solution to improve visibility, reporting, ease of access and self serve facility. Provide appropriate levels of support to Contract Managers dependant upon level of experience and expertise.</p> <p>Increase the visibility of Procurement activity and engage regularly with the leadership team to ensure the prioritisation, progress and impact of Procurement activity is known and easily accessible.</p> <p>Create regular engagement opportunities with internal and external customers to ensure Procurement activity is focussed on delivering customer's needs, ensuring high levels of customer satisfaction in all that we do.</p> <p>Safeguard the organisation against legal challenges from suppliers by maintaining expertise and compliance.</p>	<p>Oct 2019</p> <p>Mar 2020</p> <p>Mar 2023</p> <p>Mar 2024</p>
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