

JOB DESCRIPTION

APPENDIX C

Before completing this form, please read the BTP 'Guide to writing job descriptions for Police Staff roles' Appendix B to the SOP.

A. POST DETAILS:

Job Title:	Senior Commercial Manager	Current Grade:	C001
Department:	Commercial and Estates Services	Area:	<u>FHQNA</u>
Reports To:	Head of Commercial and Contracts	No of Posts:	3
Level of vetting:	MV	Post Number:	XXXX

B. PURPOSE OF THE POST: *Why the post exists and what it has to achieve*

The post holder will be a member of the Commercial and Contracts Management team. The post holder will be responsible for:

- Being accountable for compliance with complex procurement law and Cabinet Office best practice when undertaking individual procurement tender exercises (circa 90 per annum per post)
- Ensuring requirements are captured that will meet operational needs, market place capability and deliver best value for money
- Challenging stakeholders (including Chief Officers) in ensuring requirements are output based and don't favor any particular supplier
- Ensuring through the procurement process that decisions are based on fact and objective reason, challenging any instance where personal opinion or subjective assessment are being applied.
- Awarding contracts through a robust process that is capable of successfully defeating any supplier challenge
- Crafting contract variations that are compliant with contract law, that enhance operational delivery and deliver value for money
- Contributing to the development of effective commercial processes and governance, reporting and insight which ensure management control and comply with the appropriate legal and regulatory requirements.
- Leading contract management delivery/training and strategic supplier management for their respective area of the business, i.e. maintain commercial and contractual oversight for major deals once they have been let.
- Delivering on the continued development of the organisations procurement strategy.
- Delivering a high quality commercial service to the organisation.
- Executing the overall commercial procurement programmes, delivering specific operational plans and agreed objectives; improving supplier performance, mitigating risk and maximising contract value.
- Contributing to the development of a procurement scorecard approach that provides analysis, insight and key metrics as well as monitoring, reporting and promoting effective financial and supplier controls across BTP's activities.
- Participating in the management of complex contract negotiations and demonstrating commercial acumen in the negotiation and drafting of contracts that promote performance management, low costs and higher service levels.
- Contributing to the analysis of organisational needs and production of innovative solutions through identifying and benchmarking key trends, savings and procurement opportunities that act as a catalyst for new initiatives and strategies.
- Developing and monitoring of KPIs; adherence to corporate standards and benchmarking.

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C. DIMENSIONS OF THE POST *The key statistics associated with the post*
Financial – Direct or Non-Direct

- Managing the procurement of goods, services and works on behalf of the organisation that may aggregate in excess of £10m per annum to achieve 5% efficiency savings and value improvement.
- As appropriate, and as yet to be defined, involvement in managing and monitoring the Government procurement card scheme with a spend of approx. £2.5m per annum.
- Responsible for procurement approval (£180k) in purchasing decisions and contract award in accordance with the Letter of Delegation.
- Developing category team management of savings targets of £0.5m pa that link to the medium term financial plan with annually agreed personal savings and value improvement targets.

Staff Responsibilities – Direct or Non-Direct

- Influencing senior stakeholders (inc Chief Officers) on determining the actual business need, countering pre-conceived views and opinions
- Challenging subjective opinions of tender boards when undertaking tender evaluation
- Challenging the behavior of any member of the force, irrespective of grade/rank where their actions are placing the force at risk of legal challenge or commercial reputational damage
- Direct management of a B003, matrix management of a wider pool of 9 staff
- Indirect – Supporting stakeholders, specifiers and Senior Responsible Officers.
- Indirect – Finance team members to identify opportunities, provide data and reporting to underpin on budget management performance.

Any Other Statistical Data

- Procurement dashboard, payment performance stats, procurement pipeline.
- Horizon / planned category activity.
- Supply performance analysis .

D. PRINCIPAL ACCOUNTABILITIES: *What the job is accountable for and required to deliver*

- To advise and support as required Authority Members, Chief Officers, Directors, Heads of Service and Managers across the organisation on procurement matters, including legislation, Central Government (CG) guidance and UK and EC regulations; category management; quality, volume and price analysis, business requirement capture, tender management, evaluation and monitoring; sourcing strategy, market trends and intelligence; innovation; supplier offerings; and how to document service requirements for contractual purposes to maximise value for money.
- To interpret the corporate and service policies, strategies, business plans and programmes of the organisation and to ensure delivery of measures that deliver cost effective to support these policies.

Procurement

- Participate in the identification, development, maintenance, communication and execution of procurement strategies, structures, processes, policies and procedures, including the corporate procurement strategy, and the organisational pipeline of major procurement activity, to enable optimisation of value to the organisation.
- Managing procurement activity, including ensuring the timely delivery of procurement aspects of projects, within budget and take a key role in managing the competitive procurement process for organisations programmes, ensuring compliance with CG guidance and UK and EC regulations.
- Providing procurement expertise and advice to Senior Managers and Service Managers to procure goods and services that are the best value for money option for the organisation.
- To advise internal clients (senior managers and service managers) on procurement, rules and regulations and ensuring that they operate in accordance with modern good practice.
- Being accountable for compliance with complex procurement law and Cabinet Office best practice when undertaking individual procurement exercises
- Ensuring requirements are captured that will meet operational needs, market place capability and deliver best value for money
- Challenging stakeholders (including Chief Officers) in ensuring requirements are output based and don't favor any particular supplier
- Ensuring through the procurement process that decisions are based on fact and objective reason, challenging any instance where personal opinion or subjective assessment are being applied.
- Awarding contracts through a robust process that is capable of successfully defeating any supplier challenge
- Crafting contract variations that are compliant with contract law, that enhance operational delivery and deliver value for money
- Undertake supply chain analysis and maintain a holistic approach to supply chain management.
- Monitor compliance with statutory and regulatory framework for the organisations procurement policies and procedures.
- Contribute to reporting of the procurement scorecard approach and providing analysis, insight and key metrics as well as monitoring, reporting and promoting effective financial and supplier controls across BTP's activities.
- Addressing and responding to any challenges received from aggrieved suppliers

Commercial activity

- Executing the category and project based commercial procurement programmes, delivering specific operational plans and agreed objectives; improving supplier performance, mitigating risk and maximising contract value.
- Influencing senior stakeholders (Inc Chief Officers) in considering and reviewing alternative delivery models, ways of working and different risk appetite that will lead to more effective customer service and enhanced value for money
- Analysing the procurement scorecard to provide analysis and insight to senior managers.
- Implementing, monitoring and reporting and promoting effective financial and supplier controls across BTP's

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activities.

- Leading complex contract negotiations and demonstrating commercial acumen in the negotiation and drafting of contracts that promote performance management, lower costs and higher service levels.
- Analysis of business needs and production of innovative solutions through identifying and benchmarking key trends, savings and procurement opportunities, in particular those that act as a catalyst for new initiatives and strategies.
- Ensuring supplier financial stability is frequently monitored with intervention where required as well as the existence of well-developed business continuity plans
- Escalating serious contract failures with supplier either through default process or dispute resolution

Compliance

- Ensuring that each competitive tender is run in such a way that is compliant with complex procurement law and cabinet office best practice
- Implementing and monitoring commercial processes and governance, reporting, analysis and insight which ensure management control and comply with the appropriate legal and regulatory requirements.
- Implementing and monitoring procurement processes and controls in the E-Proc / BTP ERP/MIS/ Efins system.

Team working

- Task managing other team members undertaking work with the post-holder, providing effective feedback to those managed and their line managers.
- Working in partnership with colleagues to manage and develop Finance and Procurement team members as a group.

Working flexibly

- Undertaking such other projects and 'business as usual' activities as assigned.
- Planning their own work and of the team to respond to changing priorities.

Managing change

- Assisting in leading the team through organisational and process-related change.
- Contributing to the Force's Efficiency Plan, including implementation of relevant changes within the Department.

Communicating effectively

- Be an ambassador for the team, representing the team members of Commercial and Procurement as required.
- Communicating effectively orally and in writing, within the Department, elsewhere within the BTP and with other stakeholders.
- Adapting communication style to reflect the circumstances, including communicating technical information in an accessible way to non-commercial and procurement team members.

E. DECISION MAKING:

Make decisions

- Responsible for participation in making decisions on the shape of BTPs Procurement Strategy, including implementation of legislation, regulations and similar matters.
- Resource planning participation for the procurement pipeline and allocation of resources for major projects.
- Develop opportunities for making savings on non-pay spend.
- Challenging pre-conceptions and subjective opinions of stakeholders (inc Chief Officers), project staff and tender boards.
- Ensuring objective reasoning from staff involved in procurement process, with observations and decisions based on fact that delivers transparency and equality to suppliers.
- Assessing the costs and benefits of implementing procurement rules and advising team members of Commercial and Procurement accordingly.
- Advising budget holders and managers on the most appropriate contractual terms before they enter into major contracts.

Significant say in decisions

- With all specifiers, relationship owners and SROs at all significant management reviews both internal and external.

F. CONTACT WITH OTHERS: *The frequent contacts the post holder has with others and for what purpose*

Internal

Deputy Director Commercial and Estate Services, Heads of Service, Chief Officers, Area Commanders, Service Managers, Budget holders, Contract Owners, Senior Responsible Officers, Contract Management Steering Group, Buyers in divisions, Information Security, Service Improvement Board, Force Executive Board..

External

As required with BTPA Chief Executive, BTPA Treasurer, BTPA Authority Members, Internal Auditors, External Auditors, and other Police forces, suppliers.

G. REQUIREMENTS: *The skills, knowledge, experience, qualifications and training required to perform the job.*

Essential Criteria:

Qualifications and Training:

A fully qualified member of Chartered Institute of Purchasing (MCIPS) or is advanced in study and examination and on track for achieving MCIPS status within a 12 month period
Complies with the CPD requirements of their professional body.

Experience:

- Extensive and proven experience in a senior position within a Procurement, Commercial or Contract Management function.
- Wide experience of strategic procurement in a complex and/ or geographically dispersed organisation.
- Significant experience of risk mitigation through clear understanding of procurement law
- Proven ability to deliver cash saving through application of commercial best practice
- Significant experience of strategic commercial pipeline management
- Experience of Strategic Supplier Management
- Experience of developing and delivering Category Strategies, the associated strategic change and delivery of savings
- Significant experience of fostering collaboration across the emergency services sector
- Proven ability to challenge the 'norm' and explore alternative ways of working
- Sound understanding and proven experience of the delivery of efficiency in a procurement environment.
- Proven ability to challenge and influence stakeholders for greater benefit
- Proven track record of building strong relationships with a wide range of internal and external organisations, partners and stakeholders working together to deliver successful outcomes.
- Proven experience of working as part of a management team to ensure that corporate aims and objectives of the organisation are achieved.
- Management experience.
- Experience of using databases and excellent excel skills.
- Experience of using a E-proc/ BTP ERP/MIS/ Efins system.
- Reporting on procurement matters clearly and concisely in writing and orally.
- Identifying the main issues in problems, clarify understanding or stakeholder expectations, to seek best option.

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Skills

- Effective and well tested negotiation skills within a commercial environment with a good understanding of commercial priorities and the realities.
- Ability to challenge and influence senior stakeholders and build relationship across complex disciplines.
- Strategic approach to fostering effective supplier relationships through efficient planning, development and management.
- Ability to confidently participate in the identification, planning and delivery of cost management, negotiation strategies and techniques.
- Ability to balance commercial pace with appropriate governance rigor in all procurement and commercial initiatives.
- In-depth and applied knowledge of legislation and procurement best practice.
- Experience of delivering e-Procurement systems and tools (Reverse Auction), electronic requisition to pay systems, contract management, BTP ERP/MIS/ Efins.
- Evidence of implementation of innovation - bringing and delivering new approaches and ideas.
- Confidence and commercial acumen, with excellent all round communication and interpersonal skills.
- **Innovation:** Encouraging a culture of innovation focused on adding value – give people space to think creatively.
- **Leadership:** Confidently engage with stakeholders and colleagues at all levels to engender commitment to goals and improvements.
- **Team working:** Actively build and maintain a network of colleagues and contacts to achieve progress on objectives and shared interests. Taking a strategic perspective to identifying the capability needs of the Department and identifying and nurturing future team members.
- **Value added:** Embed a culture of value for money across the organisation and within the team. Working collaboratively across boundaries to ensure that the organisation maximises its strategic outcomes within the resources available.
- **Active:** Identify opportunities and participate in leading on service improvements (including new technology) comparing the finance service against industry best practice and identify improvements, as well as ensuring our processes meet legal and regulatory requirements.

Knowledge

- Awareness of the challenges facing the police service and the public sector services and the role that procurement can play in delivering efficiency savings and ensuring effective service delivery.
- Good commercial skills and awareness.
- Good knowledge of commercial and procurement legislation, related EU directives and UK regulations
- Understanding of category management and how it can be applied to public sector services and procurement.
- Knowledge of best practice 'quality gurus' and the application into the police workplace

Desired Criteria:

Qualifications and Training:

Experience:

- Understanding of central government or public sector commercial and procurement management and reporting.
- Management of projects and finance management.

Skills:

- Significant post-qualification experience in a commercial and procurement manager role.
- Management and use of ERP systems.
- Understanding the organisation's strategic and commercial aims and objectives, and communicate them to colleagues.

Knowledge:

- Awareness of the challenges facing police services and the role that procurement can play in delivering efficiency savings and ensuring effective service delivery.
- Understanding of category management and how it can be applied to police services and commercial and procurement activities.
- Application of PRINCE II in a project environment

H. ANY ADDITIONAL INFORMATION: *Information relevant to the role, including any particularly challenging/difficult aspects of the job. If competencies have been developed for this post, these can be listed here.*

I. AUTHORISATION DETAILS

Prepared By:	Deputy Director Commercial and Estate Services	Date:	16/12/2019
Area Commander /FHQ	Director of Finance, Commercial and Estate	Date:	16/12/2019
HoD:	Services	Date:	
Evaluation Panel:		Date:	

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