

<b>Role Title</b>	<b>Director of Procurement</b>
<b>Job Family</b>	
<b>Competency Level</b>	<b>Chief Officer (Divisional Director)</b>
<b>Purpose</b>	
<p>To act as lead officer providing strategic policy direction and leadership, operational management and financial control for a service or strategic function(s) within the Council. Support the Cabinet, Chief Executive and Management Board, to achieve the aims and desired outcomes of the Council.</p> <p>To lead the Council's management of its external spend, through effective commissioning, procurement and contract management functions and processes; and performance monitoring and management of the service.</p> <p>To provide an equivalent professional service to neighbouring Local Authorities, including the London Borough of Redbridge.</p> <p>To provide assurance that the Council's approach to service design operates effectively and holds lead commissioners to account for service delivery against corporate commissioning and procurement strategies.</p>	
<b>Generic Accountabilities</b>	<b>End Results/ Outcomes</b>
Direct, develop and control the service. Responsible for all operational decision making and management of the service.	<p>Activities within the service are directed and controlled to ensure the required outcomes and standards are delivered either directly; through commissioned or funded services; or via community empowerment.</p> <p>Member input, community consultation and customer feedback inform the design, development, delivery and performance management of the service.</p> <p>Service quality, customer satisfaction, efficiency and continuity are maximised.</p>
<p>Service strategy and policy formulation and implementation are aligned to the Councils overall corporate strategy and objectives.</p> <p>Actively contribute to the corporate management and strategic direction of the council as part of the Directorate Management Team.</p>	<p>Service strategy is developed, agreed and implemented.</p> <p>Service priorities are established.</p> <p>Changing priorities and external requirements are anticipated and assessed.</p> <p>Innovative approaches and responses are developed and delivered.</p>

<p>Ensure the development and implementation of policy, systems, processes, performance criteria governance frameworks, and procedures within area of responsibility meet strategic / operational requirements, internal and external reporting requirements and ensure compliance with external legislation and regulations.</p>	<p>Policies and controls ensure that the area of responsibility is compliant with all relevant legislation, codes, regulations, guidelines, standards and best practice.</p> <p>Governance frameworks have clear accountabilities and effectiveness is measurable.</p> <p>Compliance is monitored and ensured.</p> <p>Action is taken to resolve any issues identified.</p>
<p>Accountable for the strategic and operational planning and delivery of the service targets and objectives. Ensure the service's plan and performance (either directly or through commissioned / managed services) results in the implementation of agreed Council strategies, policies and outcomes. Input to the strategic planning of the wider organisation.</p>	<p>Policy direction is translated into service outcomes.</p> <p>Service and business plans and targets are developed, communicated, cascaded and monitored.</p> <p>Robust performance and quality management systems and procedures are in place and meet all requirements.</p> <p>Performance, quality and contractual compliance are managed effectively.</p>
<p>Advise Management Board and Members on issues relevant to the service. Provide challenge and advice to colleagues, managers and partner organisations.</p>	<p>Act as lead professional adviser in area of responsibility.</p> <p>Strategic advice, critical challenge and moderation are provided in relation to all aspects of the service and wider council / partner activities as appropriate.</p>
<p>Develop and manage stakeholder relationships. Ensure the service has good relationships with Council Members, other service areas, customers, the public and the media.</p>	<p>Good working relationships with associated and affected interest groups / key stakeholders are established, promoted, fostered and sustained.</p> <p>Customer comments and complaints are used to improve service performance.</p> <p>The Council is represented on local, regional and national forums.</p>
<p>Develop opportunities for partnership working both within and outside the council. Lead on relevant partnerships between the Council and other public, private, voluntary and community sector bodies.</p>	<p>Where appropriate, delivery of the service is achieved / supported through partnerships.</p> <p>Partnership working is led effectively.</p> <p>Best practice is identified, shared and promoted.</p>

Provide leadership and direction for the service, to ensure the delivery of timely and appropriate services to customers.	<p>The service is led by a professional, motivated and effective management team.</p> <p>Recruitment, induction development, performance review, employee relations and all HR processes and planning is completed to the required standards and timescales.</p> <p>Deficiencies and underperformance are actively resolved.</p> <p>Effective team meetings take place.</p>
Identify, secure, deploy and manage the resources necessary for the service to meet/ exceed its objectives.	<p>Appropriate organisation structures and processes are developed and implemented to meet changing organisational requirements.</p> <p>Resources are effectively and efficiently deployed to achieve service objectives.</p>
Direct and control the financial expenditure and integrity of the service.	<p>Budgets and financial risk are monitored and managed in compliance with organisational requirements.</p> <p>The service is delivered within agreed budget.</p> <p>Funding from external sources is identified and secured where appropriate.</p> <p>Value for money is maximised.</p>
Direct and implement a comprehensive risk management programme for the service.	<p>Operational, financial, regulatory and political risk are identified and managed in accordance with Local Government and national working practices.</p>
Ensure that the capacity to respond positively to change is enhanced, "traditional thinking" is challenged and innovative solutions are pursued throughout the area of responsibility.	<p>Necessary changes to culture and practice are implemented and sustained.</p> <p>Conditions for others to perform and to innovate are created.</p> <p>Improvement of the service is focussed and driven to meet strategic objectives and improve service user outcomes.</p>

<p>Plan and direct / sponsor significant strategic programmes, projects and initiatives, both within the service area and across the council / partnerships.</p>	<p>Major change /complex multi-disciplinary programmes are monitored and directional control provided.</p> <p>Resources required to deliver the project / programme are secured.</p> <p>Projects / programmes have clear and assigned accountabilities and achieve their objectives.</p>
<p><b>Job-Specific Accountabilities</b></p>	
<p>To design and manage the governance of the Council's virtual Service design model ensuring that commissions are based on insight, commercial in their approach and outcomes focussed.</p>	<p>Recommendations for service design are based on a comprehensive analysis of internal and external data, information and customer insight</p> <p>Well informed decision making takes place on all Council commissioning and procurement activity for both internal and external services</p> <p>Waltham Forest and other external customers are commercially minded clients commanding best value and outcomes from partners, contractors and service providers</p> <p>Consistent and centralised service design strategy and review processes</p> <p>Service/function specifications focused on resident outcomes and priorities</p> <p>Commissioning services deliver agreed outcomes</p> <p>Priorities are set based on customer intelligence</p> <p>Effective governance of service design activity via the Strategic Commissioning Board</p>
<p>To enable and maintain strong strategic links between the Strategic Commissioning Board and Management Board.</p>	<p>Service design takes account of and is responsive to Management Board priorities and issues.</p> <p>The Forward Plan and Annual Procurement Plan of activity reflects Council and Management Board priorities.</p>

<p>To be the Council's Chief Procurement Officer – leading, transforming, and managing the Council's approach to procurement.</p> <p>To raise awareness of procurement and commissioning matters and to champion best practice on all procurement and contract management issues.</p>	<p>An effective Procurement Strategy which delivers value for money for residents of the Borough.</p> <p>Value for money contracts which deliver outcomes for residents</p> <p>Innovative and effective approaches to procurement</p> <p>Effective use of systems to reduce bureaucracy and improve strategic decision making on council contracts and expenditure.</p> <p>Procurement practice is compliant with regulatory framework</p>
<p>To develop the Council's approach to managing contracts and specifically be responsible for strategically managing the Council's key commercial partners.</p>	<p>Contracts are managed in a consistent, best practice manner across the Council, appropriate to their size and complexity</p> <p>Staff have access to the appropriate systems necessary to manage contracts</p> <p>Staff have the support, guidance and tools necessary to manage suppliers</p> <p>Key partners are managed at both a strategic and commercial level by the Procurement function and operationally by the client directorate.</p>
<p>Development and implementation of relevant Council Policies</p>	<p>Own the development and implementation of key policies of the Councils impacting the supply bases including the Social Value Policy, Supplier Charter and Procurement Strategy.</p>
<p>Ambassador for the Councils</p>	<p>To represent the Councils externally to relevant forums including local businesses, London Heads of Procurement and other relevant networks,</p>
<p><b>Nature of Contacts</b></p> <p>Members, the Chief Executive, Strategic Directors, Heads of Service and equivalent levels in external bodies, private sector and partner organisations to advise, discuss, challenge and influence. Establish and lead partnership working with internal / external services / organisations and liaise with national bodies.</p> <p>Manage complex political relationships. Manage relationships with key stakeholders and delivery partners including negotiation of complex political / strategic / commercial issues.</p> <p>Manage confidential, challenging and highly sensitive issues / situations, which involve significant negotiation, persuasion and influencing skills. Interaction with others and the ability to successfully influence and motivate are fundamental to the role.</p>	

Direct line management of Heads of Service/Category (Grade PO11) or equivalents.

## **Procedural Context**

### **Reports to Director of Return on Investment**

Lead and control a council service. Member of the corporate Leadership Group  
Accountable for operational and strategic implementation of decisions and direction for the service and for project / programme management for cross cutting corporate and partnership initiatives.

Accountable for the integration of a range of professional /operational areas which are critical to the success of the organisation and for performance and service delivery across the service.

Breadth of vision and strategic and innovative problem solving involves thinking within a general framework of strategic direction in situations where there are often aspects which are ambiguous, intangible or unstructured. A significant degree of evaluative judgement is required in relation to risks and issues, with the ability to identify the potential impact of a wide range of changing and potentially conflicting internal and external factors. Conclusions and decisions seize opportunities and mitigate risks.

Direction setting, planning and prioritisation is over a number of years to ensure the service achieves its strategic goals, reviewing and adjusting to take account of the risks and opportunities presented by a changing political and regulatory environment.

### **Key Facts and Figures**

Monitor and control the budget of a council service

Decisions will impact across own service, the wider Council and its partnerships.

Employees directly managed will be senior management teams, each responsible for significant resources and operational service delivery.

### **Resourcing**

Budget Responsibilities: Oversight of approx. £250m spend with third parties per Council – approx. £520m total spend.

Supervisory Responsibilities:

Direct Reports: 4 direct with team of approx. 23 people

### **Knowledge, Skills and Experience**

Member of Chartered Institute of Procurement and Supply

Significant senior strategic management experience, including translating organisational drivers into strategic objectives, longer term plans, new ways of working and specific outcomes, for a portfolio of services in a large public sector organisation (preferably local government).

Proven ability to manage a wide variety of activities across a range of professional areas of expertise and oversee their achievement of the organisations strategic goals.

Experience of developing financial strategies to support the objectives of an organisation.
Extensive knowledge of the local government financial framework and the statutory environment in which the Council must operate
Extensive knowledge of complex funding and contracting options.
Extensive knowledge of the major issues facing local government. Extensive and comprehensive knowledge and understanding of the national policy context, requirements and future direction for relevant service areas.
Proven track record of accountability for significant budgets and ensuring the delivery of services within agreed resources.
Proven ability to drive through and deliver effective performance management within own organisation and understanding of the performance management process in partnership arrangements.
Significant experience of creating, leading and sustaining partnerships both internally and externally to achieve shared objectives and synergies.
Experience in persuading a wide range of stakeholders to work together, encouraging an organisational focus on the needs of the community.
Authority and credibility to work effectively in a political environment and establish positive relationships with Members.
Excellent interpersonal and communication and presentation skills, with proven ability to communicate effectively to a wide range of audiences both horizontally and vertically throughout the organisation.
Proven track record of operating strategically to identify, initiate and oversee corporate projects and policy development.
<b>Indicative Qualifications</b> Educated to degree level or equivalent standard. Relevant professional qualification.

The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.