

**Job Title: Head of Sourcing – Estates & FM**

**Band: 8b**

**Responsible to: Category Director – Estates & FM**

**Accountable to: Sourcing & Materials Management Director**

**Base: Various Locations across ICS sites**

## **JOB PURPOSE**

NWL Procurement Services (“NWL PS”) is part of Central London Community Healthcare NHS Trust, and provides procurement and supply chain management services across all members (“NWL Members”).

The Head of Sourcing – Estates & FM is responsible for managing the NWL Procurement Services (“NWL PS”) Estates & FM Sourcing team to ensure that Sourcing provides excellent customer service, best value and compliance with NWL PS governance. The Head of Sourcing – Estates & FM shall support both the Estates & FM Category Director and the Sourcing & Materials Management Director as professional lead for Estates & FM sourcing in NWL PS, providing direction and leadership to the Estates & FM Sourcing team and ensuring the sourcing is a value-adding activity through the development and execution of excellent Sourcing Strategies for each project.

The Head of Sourcing – Estates & FM shall ensure that the Sourcing team achieve or exceed the Service Level Agreement KPIs and internal NWL PS performance metrics.

## **KEY WORKING RELATIONSHIPS**

NWL PS Sourcing & Materials Management Director  
NWL PS Estates & FM Category Director, their team and procurement project teams  
NWL Member Clinical and Non-Clinical Senior Management  
NWL PS Delivery Board members  
NWL PS Contract Management team  
Key Estates & FM Stakeholders  
Suppliers and prospective suppliers of goods and services

## **MAIN DUTIES AND RESPONSIBILITIES**

### **OPERATIONAL**

- Support the Sourcing & Materials Management Director and Estates & FM Category Director as professional lead for Estates & FM sourcing activities in NWL PS, providing professional leadership to the Sourcing team and leading the development of sector-leading professional delivery.
- Responsible for the development and delivery of individual Sourcing Strategies to best address the challenges of individual Commercial Strategies, delivering excellent customer service, best value for money and compliance with NWL PS governance.
- Responsible for the achieving NWL PS Delivery Board approval of all project gateways, including Procurement Outcome Report.
- Responsible for the effective handover of sourcing projects to the Manage & Enable function.
- Responsible for continued performance of the Sourcing team and Material teams in meeting Service Level Agreement KPIs and internal NWL PS performance improvement metric targets.
- Accountable for input into procurement project delivery, informing on potential sourcing approaches, ensuring that the project reflects appropriate potential sourcing approaches
- Budget holder for service(s) responsible for
- Responsible for providing and receiving highly complex, sensitive or contentious information when dealing with a range of issues from both internal and external stakeholders

## **COMMUNICATION**

- Establish professional relationships with identified stakeholders.
- Use well developed communication, negotiation, and influencing skills to engage a range of staff to oversee and direct the delivery of the Sourcing team in line with agreed Commercial and Sourcing strategies.
- Responsible for communicating Sourcing strategies and Procurement Outcome Report recommendation to the NWL PS Delivery Board for approval.
- Engage with stakeholders engaged in Sourcing projects.
- Build and maintain the reputation of NWL PS as a highly professional service with effective business partnering arrangements ensuring maximum satisfaction among both internal and external stakeholders.
- Champion a culture of customer service excellence and value for money delivery in sourcing and materials management
- Work with the Manager responsible for improvement to ensure streamlined process and communication to enable category management and sourcing to create robust strategies and plans and to drive process efficiency improvement.
- Feed into wider NHS forums to inform the national approach to sourcing issues.

## **MANAGEMENT AND LEADERSHIP**

- Responsible for managing the Estates & FM Sourcing team to ensure sourcing activity meets NWL PS strategies and corporate objectives, ensuring the sourcing is a value-adding activity.
- Ensure that all activity is compliance with NWL PS governance and wider legislation.
- Responsible for working closely with the Heads of Category's to ensure that the Sourcing team has adequate suitably qualified and experiences resources to support each project identified in the 36-month plan.
- Instil and create positive values and working environment
- Drive a performance culture within the team to achieve results through others
- Act as a leader and role model to eliminate unnecessary complicatedness from our processes by diagnosing problems and designing solutions for innovation and improvement within the team.
- Create a culture of flexibility and responsiveness, mobilising the team to respond swiftly to changing priorities

## **PROFESSIONALISM**

- Identify, develop, and promote best practices, with the aim of improving NWL PS performance and sustainability.
- Promoting culture of 'Sector First', enabling NWL PS to take decisions that may not be optimal for the individual NWL Members.
- Provide leadership behaviours, culture, and value of NWL PS to support a high-performing procurement organisation.
- Give effect to the Cultural Principles and Customer Service Principles.
- Actively champion NHS Social Value, Sustainability and Equality, Diversity, and Inclusion agendas.

## **TEACHING AND TRAINING**

- Highlight, promote and report innovative approaches relevant to sourcing.
- Maintain a good knowledge of all relevant legislation and emerging policies from government departments and other relevant organisations in defining sourcing strategies and plans.
- Support growth and upskilling of capabilities within the Sourcing team.
- Responsible for coordinating and undertaking 360 performance assessments and mentoring all direct reports.

- Maintain a view of existing skills and skills gaps across the Sourcing team and Materials Management team to enable development of plans to drive improvement.
- Responsible in full for all aspects of line management of direct reports, including staff development, performance management, identification of training requirements, managing sickness absence, grievance, disciplinary procedures, and recruitment.
- Undertake Performance Reviews of Direct Reports and produce their Personal Development Plans.

## **GOVERNANCE**

- Responsible for developing and applying robust governance procedures to enable high quality in all goods and services procured.
- Support NWL Members in driving better patient care through securing continuity of supply for critical goods and services, and through ensuring teams place strong importance on the evaluation of technical and quality criteria in all relevant procurements.
- Ensure all activity is compliant to the law, NWL PS governance and other relevant NWL Member governance.
- Responsible for regular reporting of all Estates & FM sourcing and materials management risks to the Risk & Business Continuity Manager to understand and highlight risks, both internally and externally with a view to develop a risk mitigation approach.

## Trust Vision, Values, and Behaviours

The Trust has a clear strategic vision in place: **to lead out-of-hospital community Healthcare**. The post-holder is expected to have a good understanding of how this post contributes to the achievement of the Trust vision.

The Trust expects all staff to share the values which are important to the Trust and to behave in a way that reflects these values.

The Trust values are:

- **We put quality at the heart of everything we do**
- **We value our relationships with others**
- **We deliver services we are proud of**
- **We make a positive difference in our communities**

### Our values and behaviours:

#### QUALITY:

**We put quality at the heart of everything we do.**

1. I take responsibility for the standard and outcomes of my work
2. I provide services which are safe, effective and deliver a good experience
3. I use best practice and feedback to innovate and constantly improve my service

#### RELATIONSHIPS:

**We value our relationships with others.**

1. I work collaboratively and in partnership
2. I am caring compassionate and kind
3. I support the development of skills talents and abilities

#### DELIVERY:

**We deliver services we are proud of.**

1. I treat people with courtesy dignity and respect
2. I work hard to achieve the aims of my service and the organisation
3. I make the best use of resources and provide value for money

#### COMMUNITY:

**We make a positive difference in our communities.**

1. I am visible accessible and approachable
2. I ensure people, partners and purchasers are actively engaged in planning service and care
3. I embrace difference, diversity and fairness

## **Professional Standards**

All staff must comply with the Central London Community Healthcare (CLCH) NHS Trust Staff Code of Conduct and demonstrate the Trust's Values and Behaviours. Senior Managers must also comply with the NHS Code of Conduct for Managers, based on the Nolan principles of public accountability. All staff employed in recognised professions are required to ensure they work to the professional standards and/or Codes of Practice set out for their professional group. In addition, staff are required to demonstrate the Customer Care Standards of the organisation.

## **Equal Opportunities and Dignity at Work**

It is the aim of CLCH NHS Trust to ensure that no job applicant or employee receives less favourable treatment on the grounds of race, colour, creed, nationality, ethnic or national origin, sex, marital status or on the grounds of disability or sexual preference, or is placed at a disadvantage by conditions or requirements which cannot be shown to be justifiable. Selection for training and development and promotion will be on the basis of an individual's ability to meet the requirements of the job. To this end CLCH NHS Trust has an Equal Opportunities Policy and it is for each employee to contribute to its success. All staff should treat other staff, patients and the public with dignity and respect.

## **Performance Appraisal and Development Review (PADR)**

All staff will actively participate in the annual Performance Appraisal and Development Review (PADR) process with their line manager. All staff should have SMART objectives and a personal/professional development plan. Objectives and personal development plans should be reviewed together on an ongoing basis through regular one to ones and/or supervision. In conjunction with their manager, all staff should actively identify and pursue agreed learning and development opportunities. All managers are required to carry out annual Performance Appraisal and Development Reviews with their direct reports and support their appraisee to achieve their objectives through ongoing management supervision and one to one meetings.

## **Safeguarding**

CLCH NHS Trust is committed to safeguarding and protecting children and vulnerable adults. All health employees have a responsibility for safeguarding and promoting the welfare of children and young people in accordance with "Working Together to Safeguard Children" HM Gov 2006. This applies to employees with both direct and indirect contact with children and families.

Employees who do not provide specific services for children and families or vulnerable adults require basic knowledge of their responsibilities to identify and refer concerns appropriately. All employees must undertake training in safeguarding children and vulnerable adults but will have different training needs to fulfil their responsibilities depending on their degree of contact with vulnerable groups and their level of responsibility.

## **Confidentiality and Data Protection**

Employees will have access to confidential information and will be required to ensure that the highest level of confidentiality is maintained at all times, adhering to all policies relating to confidentiality.

Employees are required to obtain, process and/or use person identifiable information in a fair and lawful way. The use of such information is governed by the Data Protection Act 1998 (DPA) and includes both manual and electronic records. Staff are expected to hold data only for the specific registered purpose and not to use or disclose it in any way incompatible with such purpose, and to disclose data only to authorised persons or organisations as instructed, in accordance with the Data Protection Act 1998.

## **Access to Health Records**

All staff who contribute to patients' health records are expected to be familiar with, and adhere to CLCH's NHS Trust Records Management Policy. Staff should be aware that patients' records throughout CLCH NHS Trust will be the subject of regular audit. In addition, all health professionals are advised to compile records on the assumption that they are accessible to patients in line with the Data Protection Act 1998. All staff that have access to patients' records have a responsibility to ensure that these are maintained and that confidentiality is protected in line with CLCH NHS Trust Policy.

## **Health and Safety**

All staff are required to comply with the requirements of the Health and Safety at Work Act and other relevant health and safety legislation and CLCH NHS Trust Policies and Procedures. All staff are required to make positive efforts to promote their own personal safety and that of others by taking reasonable care at work, by carrying out requirements of the law or following recognised codes of practice and co-operating with safety measures provided or advised by CLCH NHS Trust to ensure safe working.

Managers are responsible for implementing and monitoring any identified risk management control measures within their designated area/s and scope of responsibility. In situations where significant risks have been identified and where local control measures are considered to be potentially inadequate, managers are responsible for bringing these risks to the attention of the appropriate Committee if resolution has not been satisfactorily achieved.

All staff must ensure that waste produced within CLCH NHS Trust is disposed of in such ways that control risk to health, or safety of staff and the public alike in accordance with relevant legislation and procedures contained within the policy.

## **Infection Control**

All staff are required to follow CLCH NHS Trust infection control policies and comply with all measures known to be effective in reducing infection risk. All staff must complete infection control training at induction, and all staff whose duties involve patient contact must also complete infection control refresher training annually.

## **No Smoking Policy**

There is a no smoking policy in operation in CLCH NHS Trust. In accordance with this policy smoking is positively discouraged and is not permitted in any areas.

## **Engaging patients and the public**

CLCH NHS Trust is committed to putting patients, their carers and the public at the heart of everything we do.

## **Engaging People is everybody's responsibility – regardless of the job that you do.**

Everyone is responsible for encouraging people to be engaged in decisions about their care and treatment, through providing information and responding to concerns. All staff should seek people's views about services, respond to feedback and actively involve people to find solutions to meet expectations, where possible. All staff should take part and promote Trust-wide activity, such as Patient Reported Experience Measures (PREMs) and promoting the recruitment of new Foundation Trust members. All staff should take a note of any feedback that you receive from patients and feed this back to your manager or through complaints and compliments procedures.

## **Job Description**

The above list of duties is not intended to be exhaustive and you will be required to undertake any other duties commensurate with the grade and in line with the requirements of the post. The duties and responsibilities may be subject to change, which will be done in discussion with the postholder.

## **Environmental**

CLCH NHS Trust is committed to protecting the environment and the NHS Net Zero Plan. The Board recognizes that its activities, including energy consumption, waste generation, transportation emissions, water use and resource consumption, have a significant impact on the environment. As an integral part of its commitment to ensure high quality patient care and staff wellbeing, all staff have a responsibility to adhere to relevant policies and procedures at both an organisational level and within their own area of work. Staff should do their utmost to minimize the environmental impacts of CLCH NHS Trust's activities and services, and seek to continually improve operations to minimize their environmental effects. Staff should take note of relevant communications and attend mandatory training when required.

**Person Specification**  
**Job Title:** Head of Sourcing

Factors	Criteria	Assessment
<b>Education/Qualification</b>		
<i>Essential</i>	<ul style="list-style-type: none"> <li>Post Graduate Diploma or working towards Membership of Chartered Institute of Purchasing and Supply (CIPS) or other appropriate professional institute or relevant experience</li> <li>Degree qualified (or equivalent level of experience)</li> <li>Significant experience managing and leading projects</li> <li>Evidence of CPD</li> </ul>	AF, C
<i>Desirable</i>	<ul style="list-style-type: none"> <li>Programme and/or Project Management qualification</li> </ul>	C
<b>Experience</b>		
<i>Essential</i>	<ul style="list-style-type: none"> <li>Significant procurement or commercial experience in the Public sector</li> <li>Senior management experience across multiple sites or organisations</li> <li>Managing staff</li> <li>Experience of complex change management</li> <li>Evidence of developing complex strategies, business plans and programmes delivering significant customer value</li> <li>Evidence of developing effective teams, including virtual teams</li> <li>Experience in formulating long term strategic plans, involving uncertainty and impact on the organisation</li> <li>Experience in policy implementation and development for a directorate or equivalent</li> <li>Experience in being responsible for financial resources including budgeting for a major area, budget setting and monitoring</li> <li>Experience in establishing and maintaining general policies</li> </ul>	AF, IV
<i>Desirable</i>	<ul style="list-style-type: none"> <li>Experience of delivering significant change programmes</li> <li>Significant Programme Management experience</li> </ul>	AF, IV
<b>Skills and Knowledge</b>		
<i>Essential</i>	<ul style="list-style-type: none"> <li>Negotiation: A skilled negotiator with a broad range of skill sets</li> <li>Analysis: Skilled in being able to conduct analysis on complex data sets to provide concise insights</li> <li>Stakeholder Management: Maps key role players with whom relations need to be established and maintained.</li> <li>Demonstrating Strong stakeholder management skills at multiple levels</li> <li>Leading and Managing Others: Strong project leadership and management capabilities and experience, with capacity to manage multiple small and medium sized projects</li> <li>Change Management: Understands change management and process improvement with experience in supporting business process / organisational change</li> <li>Strategy Delivery: Experience of delivering and implementing category and sourcing strategies, delivering strategies for various sub-categories</li> <li>Evidence of providing and receiving highly complex, highly sensitive or highly contentious information where there have been significant barriers to acceptance which needed to be overcome</li> <li>Ability to process highly complex facts or situations requiring analysis, interpretation, comparison of a range of options</li> </ul>	AF, IV



<b>Desirable</b>	<ul style="list-style-type: none"> <li>Knowledge and awareness of NHS or wider healthcare sector operating models and policy developments would be advantageous, although not essential.</li> </ul>	IV
<b>Other</b>		
<b>Essential</b>	<ul style="list-style-type: none"> <li>Confident in the use of appropriate IT toolsets, including keyboard skills, use of IT equipment and systems</li> <li>Ability to concentrate for long periods of time and flexibility to work in an unpredictable pattern</li> <li>Ability to handle distressing or emotional circumstances for example imparting unwelcomes news or where performance targets have not been met</li> </ul>	
<b>Desirable</b>		
<p><b>* Assessment will take place with reference to the following</b></p> <p><b>AF – Application Form, IV – Interview, P – Presentation, T-Test, C Certificate</b></p>		