

Job Title	Head of Performance and Reporting
Band	AfC Band 8c
Responsible to	Procurement Excellence Director
Accountable to	Procurement Excellence Director
Base	Various Locations across ICS sites

Job Purpose

This is a broad summary of the role detailing key areas of operation and responsibilities – further detail will be provided in the Main Duties and Responsibilities section, below, which provides more granular detail.

The post holder will be responsible:

- To lead and manage the North West London Procurement Services (NWLPS) Divisions - Develop, Deliver, and Manage and Enable IT systems to facilitate effective and efficient Procurement activity. These will systemise the NWLPS Procedures as appropriate, embedding Lean methodologies.
- The continue to build the KPIs and dashboards to align with the NWLPS Strategy action plans, Stronger Together. The improved management of data and delivery of KPI reporting to measure performance throughout the procurement cycle whilst effectively monitoring procurement engagement in the wider business to drive improved performance as part of the general performance monitoring undertaken.
- To continue developing and enhancing Early Warning dashboards
- Leading a team covering Policy & Process, Systems and Data, managing and continuously improve systems and processes within the NWLPS.
- Required to ensure that NWLPS deliver excellent customer service, best value, and compliance with NWLPS governance. This includes a continuous data-driven focus on improvement of the procurement cycle and the reduction of effort wasted on low-value tactical procurement by the use of innovation, process efficiency, Lean principles, and automation.

Key Working Relationships

Internal

- NWLPS Category Management, Sourcing, Materials Management and Contract & SRM teams
- Procurement Excellence Director
- Sourcing and Materials Management Director
- Head of Emergency Preparedness, Resilience and Response
- Head of Sustainability and Social Values

External (if applicable)

- NHSE Central Commercial Function
- NHS Supply Chain
- NHS England
- 3Rd party suppliers of procurement software and systems

Main Duties and Responsibilities

Main duties and responsibility area 1 – **Management and Leadership**

- Responsible for managing the Performance & Reporting team to ensure their delivery meets NWLPS strategies and corporate objectives, ensuring the value is added throughout the procurement and in-life management processes.

- Ensure that all activity is compliance with NWLPS governance and wider legislation.
- 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 for innovation and improvement within the team.
- Create a culture of flexibility and responsiveness, mobilising the team to respond swiftly to changing priorities.
- Highlight, promote and report innovative approaches relevant to Performance & Reporting.
- Undertake direct line reports appraisal as part of the CLCH policy, identifying skill gaps and monitoring performance.
- Attend and lead where relevant, key meetings for the overall NWLPS collaboration as subject matter expert relating to performance and reporting.

Main duties and responsibility area 2 - **Operational**

- To manage and ensure the measures and statistics are in accordance with the Managing Director NWLPS requirements i.e., 5 Steps of Procurement.
- To support and provide solutions to the Managing Director NWLPS with all reports as and when required ensuring this work is prioritised amongst direct report teams.
- Responsible Lead for the oversight of function information systems to enable efficient reporting (including risks to continuity of supply) both internally and externally with a view to develop a risk mitigation approach.
- Support all data and reporting requirements for all NWLPS Directors.
- Responsible for providing and receiving highly complex, sensitive, or contentious information when dealing with a range of issues from both internal and external stakeholders.
- Responsible for the continuous processes of policy and procedure enhancement, process efficiency and risk & business continuity
- Responsible for development, delivery, and enhancement of procurement systems, including administration of purchasing catalogues.
- Responsible for the delivery of data and reporting in accordance with NWLPS requirements, including reporting of Service Level Agreement KPI and internal performance metrics. Annotate and communicate any shortfalls of gaps in any KPIs.
- Responsible for developing and obtaining approval for business cases developed in relation to enhancements to the procurement systems and data & reporting.
- Ensure Systems Blueprint amends / architectural sign off with Procurement, Finance, IT, Operations, Infosec & Cyber security teams, in line with NHS Procurement standards.
- Develop a strategy and roadmap for processes and system alignment to harmonisation of the coding structures and data strategy to enable improved insight and reporting in the recommendation on Performance Data.
- To select from within the existing systems and applications currently used by NWLPS partners at each stage of the procurement cycle and deploy that across NWLPS.
- Oversee development and deployment of a consistent data architecture and business intelligence, enabling Data & Reporting team to produce reports and work with a consistent data structure.
- Oversee and enable Procurement Systems Manager to develop automated periodic updates to the data warehouse using RPA and/or machine learning as appropriate.
- Review and approve the adoption of common data standards (e.g., Supplier, GS1 and PEPPOL), where those have not yet been consistently applied, and ensure team is reporting and improving on data quality.
- Responsible for providing and receiving highly complex, sensitive, or contentious information when dealing with a range of issues from both internal and external stakeholders.
- Responsible Lead for the oversight of function information systems to enable efficient reporting for NWLPS.
- Responsible for supporting Head of Emergency Preparedness, Resilience and Response NWLPS with data collection and dashboards to provide reporting mechanisms to NWLPS and partner Trusts.
- Responsible for supporting Head of Sustainability and Social Values NWLPS with data collection and dashboards to provide reporting mechanisms to NWLPS and partner Trusts.

- Main duties and responsibility area 3 – **Automation and Innovation**
 - Responsible and Accountable for innovation and automation within NWLPS and utilising wherever possible.
 - Lead and manage the procurement systems, keeping all catalogues for all Partner Trusts up to date and liaising with Category Directors for price changes to ensure accuracy and reduction in pricing discrepancies.
 - Support the Supplier Relationship Management (SRM) function by identifying and linking innovation to catalogues to ensure an efficient and effective process.
 - Benchmark capability and innovation across other ICS'.
 - Lead and manage data and reporting for Procurement Leadership Team (PLT) as directed by MD, NWLPS and colleagues administratively supporting this key meeting.
 - Lead and manage data reporting for Manage and Enable Leadership Team (MELT) as requested by director and senior team members in the directorate.
 - Provide advanced knowledge on current market trends of up-and-coming new innovations and advancements for automating procurement processes.

- Main duties and responsibility area 3 – **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 Performance & Reporting team in line with agreed NWLPS strategies and plans.
 - Attendance, when relevant, at local and national workshops/conferences including presentations, on occasion, on behalf of NWLPS, to detail key performance and reporting as part of good practice shared.
 - Responsible for communicating Performance & Reporting strategies and plans to the NWLPS Delivery Board for approval.
 - Build and maintain the reputation of NWLPS 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 Performance & Reporting.
 - Work with the Performance and Reporting team to ensure streamlined process and communication to enable Performance & Reporting to create robust strategies and plans and to drive process efficiency improvement.
 - Feed into wider NHS forums to inform the national approach to Performance & Reporting issues.

- Main duties and responsibility area 5 – **Teaching and Training**
 - Responsible and accountable to ensure key stakeholders are trained on the relevant systems that support procurement services i.e., AdviseInc, Atamis, Celonis, Power BI and others are required.
 - Lead and manage 3rd party systems in ensuring training manuals and adequate sign off provided to ensure maximum usage of facilities.
 - Maintain a good knowledge of all relevant legislation and emerging policies from government departments and other relevant organisations in defining strategies and plans.
 - Support growth and upskilling of capabilities within the Performance & Reporting 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 Performance & Reporting 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.

Main duties and responsibility area 4 - **Professionalism**

- Identify, develop, and promote best practices, with the aim of improving NWLPS performance and sustainability.
 - Promoting culture of 'ICS First', enabling NWLPS to take decisions that may not be optimal for the individual NWL Members.
 - Provide leadership behaviours, culture, and value of NWLPS 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.
- Main duties and responsibility area – **Governance**
 - Responsible for ensuring all licenses are in line with Category Director IT, NWLPS.
 - Responsible for managing NWLPS IT asset list is reviewed, cleansed, and updated regularly. Support to be provided from Business Support Manager.
 - 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, NWLPS governance and other relevant NWL Member governance.
 - Responsible for regular reporting of all Performance & Reporting 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.

The above indicates the main duties of the post which may be reviewed in the light of experience and development within the service. Any review will be undertaken in conjunction with the post holder.

M&E Organogram to follow in due course.

Person Specification

Job Title: Head of Performance and Reporting, Manage and Enable Directorate

Factors	Criteria	Assessment Method
Education/Qualification		
Essential	<ul style="list-style-type: none"> Post Graduate Diploma or working towards Membership of Chartered Institute of Procurement and Supply (MCIPS) or another appropriate professional institute or relevant experience. Significant experience managing and leading projects. Degree qualified (or equivalent level of experience) Evidence of CPD 	AF, C
Desirable	<ul style="list-style-type: none"> Programme and/or Project Management qualification 	C
Experience		
Essential	<ul style="list-style-type: none"> Significant Systems, Process and Policy experience in the Public or Private sector Developing performance management, use of balanced scorecard and strategy maps to drive performance improvement. Senior management experience across multiple sites or organisations Experience of complex change management and use of Lean methodologies Evidence of developing effective teams, including virtual teams Experience in formulating long term strategic plans, involving uncertainty and impact on the organisation. Experience in policy implementation and development for a directorate or equivalent Experience in being responsible for financial resources including budgeting for a major area, budget setting and monitoring. Experience in establishing and maintaining general policies 	AF, IV
Desirable	<ul style="list-style-type: none"> Procurement experience Experience of delivering significant change programmes Significant Programme Management experience 	AF, IV
Skills & Knowledge		
Essential	<ul style="list-style-type: none"> Negotiation: A skilled negotiator with a broad range of skill sets Analysis: Skilled in being able to conduct analysis on complex data sets to provide concise insights Stakeholder Management: Strong stakeholder management skills, demonstrating ability to engage with stakeholders at multi levels. Leading and Managing Others: Strong project leadership and management capabilities and experience, with capacity to manage multiple small and medium sized projects. Change Management: Understands change management and process improvement with experience in supporting business process / organisational change. Strategy Delivery: Experience of delivering and implementing category and sourcing strategies, delivering strategies for various sub-categories. Data Management and Warehousing Data Architecture System Automation Process Improvement 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. 	AF, IV

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