

**LONDON BOROUGH OF MERTON**

**CORPORATE SERVICES DEPARTMENT**

***JOB DESCRIPTION***

<b>POST TITLE:</b>	CATEGORY MANAGER [People or Place]
<b>Politically Restricted:</b>	Yes
<b>Number of posts:</b>	2
<b>Grade:</b>	MGB
<b>Department:</b>	Corporate Services
<b>Division:</b>	Infrastructure and Transactions
<b>Service</b>	Commercial Services
<b>Location:</b>	Various offices according to the needs of the service
<b>Responsible to:</b>	Head of Commercial Services
<b>Responsible for:</b>	1 x Category Advisor, 2 x Procurement Project Officers and Apprentices
<b>Post number:</b>	<b>Date:</b> July 2017

**ROLE CONTEXT**

Procurement at Merton is changing and to achieve challenging targets, LBM requires skilled, commercially astute Procurement professionals to help achieve significant savings. The role will be pivotal in leading and challenging the Council's approach to Category Management and its Make vs. Buy agenda. The role will also be integral in assisting the Council deliver against its Medium Term Financial Strategy (MTFS), departmental Target Operating Models (TOMs) and its ambitions to be London's Best Council by 2020. An ability to interrogate and drive value for money at all stages of the Procurement cycle is integral to the success of this role. Robust and constructive relationship management skills will be vital, as well as an exceptional level of technical knowledge.

As commercial strategic leads, Category Managers will bring commercial and procurement expertise and acumen to senior level business planning and decision-making. It is essential that post holders foster strong and effective working relationship with the directorates, including the Corporate Management Team (CMT) and Members. Post holders will influence, advise and constructively challenge to achieve best possible outcomes for our residents through the Council's considerable external spend. As the commercial and procurement specialist on Operational Procurement Boards, post holders will participate in decision-making, driving efficiency and forward planning across the Council.

## MAIN PURPOSE OF ROLE

- To provide professional procurement resource to support and advise internal and external partners (including Members) such that all LBM procurement decisions deliver:
  - Council objectives by demonstrating value for money
  - Synergies with the Council's MTFS
  - The effective use of resources
  - Expenditure that is managed strategically to achieve social and community benefits
  - Continuous improvement in service delivery
  - £14m efficiency savings over a three-year period through the implementation of category management
- To lead the implementation of the Commercial Services Business Plan, the Council's Category Management approach and its Make vs. Buy agenda by providing a professional procurement service to all clients across the Council.
- To link directly with senior-management clients, including Members, to act as the primary point of contact to ensure the delivery of the Council's MTFS and TOMs.
- To lead in the reshaping of the procurement service and the implementation of the centre-led procurement model to meet the needs of a broad range of internal service units.
- To be responsible for the development and delivery of robust, overarching Category Management plans, working alongside clients to profile and deliver the service areas procurement and commissioning strategies. This will include advising on and managing high value-risk procurements as well as guiding clients through procurement governance, legislation, and use of the e-tendering portal, etc. (supported by Category Advisors).
- To devise and implement, in conjunction with departmental representatives, a programme of reviews of significant categories of external expenditure with a view to securing savings and other VFM improvements in line with Merton's strategy including the MTFS and TOMs.
- To act as principal advisor on strategic procurement and Category Management for a particular area of services (either People of Place) and to oversee corporate governance of procurement.
- To contribute to the successful delivery of major projects by providing expert input on procurement and commercial matters.
- To directly lead in driving savings, innovation and social and economic improvements from procurement activity. The role will include the allocation of procurement resources and management and monitoring the delivery of complex projects and programmes. Post holders will be required to use their commercial acumen, their ability to horizon scan and market knowledge to focus on achieving outcomes for internal customers and Merton's residents, while maximising the delivery of savings.

- To provide day-to-day line management of at least one Category Advisor, as well as overall line management responsibilities for Procurement Project Officers and Apprentices. Manage any assigned staff including staff employed by partner organisations.
- To provide strong leadership within the Commercial Services team and to deputise for the Head of Commercial Services as needed.

## **MAIN ACTIVITIES AND RESPONSIBILITIES**

- To work closely and pro-actively with senior service leads from across the Council to provide a professional, 'value adding', procurement service. This will include the development of appropriate procurement approach options and provide challenge for commissioners to deliver required service objectives, innovation and value for money. The post holder will act with autonomy within the role to ensure high quality procurement documentation are produced and that all stages of the procurement (and governance) process is robustly and transparently managed.
- To proactively maintain an awareness of procurement and other relevant legislation, regulation and best practice, and advise on how this affects the Council's commercial activity. Identify and understand relevant legal and commercial terms, concepts, policies and processes (including project approvals and assurance procedures) to deliver agreed outcomes.
- To lead the sourcing and contracting strategy of goods and services across one of two main category themes (Supporting People or Supporting Place).
- To manage the delivery of a prioritised programme of reviews of significant categories of expenditure, which constructively challenges existing arrangements and support the development and execution of a variety of sourcing strategies designed to realise savings and other VFM improvements in those categories.
- Collaborate with Heads of Service and Assistant Directors to drive the strategic procurement agenda and associated category management approach throughout the organisation. Working proactively with budget holders to ensure resources are efficiently managed.
- Through proactive engagement with senior stakeholders as well as the Operational Procurement Groups, provide or arrange for the provision of commercial, financial and legal input into the development of the business case for commercial projects. In particular the commercial case (including facilitating early market engagement and developing the procurement strategy) as well as the identification of resources for the procurement process.
- Implement best-practice procurement and supplier management procedures, strategies and processes to maximise value.

- Manage the end-to-end tender process (from market & supplier analysis to contract award) for key contracts in collaboration with key stakeholders (e.g. Finance and Legal service advisors)
- Where required, perform the role of Project Manager or Project Executive for a major project or another significant project in accordance with the Council's policy and guidance on major projects (MAP).
- Arrange for the carrying out of regular analysis of expenditure with suppliers (where possible in conjunction with other London boroughs) and of data held on the corporate contracts register (and any similar registers maintained by departments) in order to identify opportunities for savings or other VFM improvements.
- Manage and account for performance of the team. Produce management reports evidencing performance and application of best practice.
- Manage and facilitate targeted reviews with corporate and cross-functional teams to improve procurement practices.
- Manage and ensure maximum value and efficiencies from procurements and related processes, including EU compliant tendering and contracting, proactive risk management, and early engagement with internal clients
- To produce regular monitoring reports, including analysis and advice, for the Corporate Management Team, Cabinet and Scrutiny Panels.
- To develop positive relationships with managers across the authority and work with them on measures for continuous improvement and joined up services.
- To participate in intra- and inter-departmental working parties and to ensure that such groups receive appropriate contributions from the division.
- To lead on the strategic corporate management of complex, high risk and high value categories of spend on the supply of goods and services ensuring that tangible benefits are identified, and tracked into implementation.
- To provide proactive, reputable advice and support to DMTs, CMT and Members to enable their effective engagement with the council's commercial, procurement, and transformation programmes.
- To oversee the development of and facilitate appropriate training, briefings and workshops for staff, managers and members, to enable them to develop relevant skills, and understanding of commercial and procurement issues and their role in the management of these issues.
- To develop positive relationships with suppliers, partner organisations and other external bodies and work with them on continuous improvement, joined up services, and market stability and development.

- To represent the Head of Service, Assistant Director or Director at external meetings.
- To undertake such other duties of a comparable nature elsewhere in the organisation as may be required to facilitate management development and service flexibility.
- The above is not exhaustive and the post holder will be expected to undertake any duties which may reasonably fall within the level of responsibility and the competence of the post as directed by the Head of Commercial Services, Assistant Director and/or Director.

#### **EXAMPLE OUTCOMES AND/OR OBJECTIVES THAT THIS ROLE WILL DELIVER:**

- Commercial and procurement factors are key considerations in departmental decision making
- Continuous development of more efficient and improved governance and procurement processes across the Council
- Motivated and high performing Commercial service
- Well-led and innovative category areas, delivering savings and social and economic improvements in the area of procurement activity, achieving the outcomes stated in departmental target operating models (TOMs), financial strategy and the Council's business plan.
- Generating local economic development and promoting opportunities for SMEs/voluntary sector.
- High levels of satisfaction and confidence from Members, directorate management teams, internal customers and suppliers about the procurement service
- Successful market engagement processes delivered, identifying and incorporating innovation in service specifications and commercial models, prior to commencing the procurement process.
- The successful delivery of procurement programmes in the category, resulting in the achievement of improved outcomes for residents over the life of the contract and achievement of the Council's savings target.
- Expert commercial advice and guidance is provided to members and senior officers
- Increased 'professionalism' of commercial and procurement activity within the procurement team and across the Council, developing colleagues knowledge, skills, empowerment and experience in all general and technical commercial and procurement matters.
- All procurement processes stand up to scrutiny and are fair, open, transparent with high levels of information security.

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***PERSON SPECIFICATION***

**POST TITLE:** CATEGORY MANAGER

**Grade:** MGB

**Date:** July 2017

**QUALIFICATIONS AND EXPERIENCE**

Professional and Post Specific Requirements

- MCIPS certification via the Chartered Institute of Procurement and Supply or equivalent recent relevant number of years' experience working within a professional / commercial procurement environment and delivering significant savings against demanding timescales.
- PRINCE2 Practitioner Certificate or similar project management qualification
- Indirect category management experience (across any indirect category) with demonstrable commercial achievements and delivery of category management / strategic sourcing initiatives (such as cost savings and avoidance, risk mitigation, supplier relationship and performance improvement, stakeholder engagement).
- Demonstrable technical knowledge and experience of managing the procurement of complex and business critical contracts and services.
- Experience of managing risk in a commercial/political environment.
- Substantial experience of successfully working with senior managers and stakeholders to develop and deliver organisational-wide procurement transformation / strategies and/or policies.
- Experience of leading, managing and developing staff and of developing and managing work programmes.
- Able to think creatively and strategically and be willing to progress innovative and creative ideas.
- Experience of obtaining, analysing and reporting on data relating to category expenditure.

- Excellent interpersonal, verbal and written communication skills including formal report writing.
- Demonstrable experience of advising, writing and presenting strategic reports on complex issues to senior managers, including writing and presenting business cases for change.
- Demonstrable experience of successfully leading and managing change in a large complex organisation and identifying and overcoming internal and external barriers to effective commercial and procurement services.
- Proven experience of designing and delivering training and/or facilitating group sessions and workshops.
- Good working knowledge of e -sourcing systems.

## **SKILLS AND KNOWLEDGE**

- Combination of public and private sector experience, with an understanding of the functions of Government (preferably Local Government) and the strategic direction overall, including the key factors that drive change and achieve organisational improvement.
- Strong ability to use a range of cost analysis and service-delivery options analysis tools and techniques to review services and improve performance and efficiency.
- Ability to champion the Councils improvement and change agenda with officers, Members and partners.
- Ability to think strategically and to develop practical and creative solutions to corporate and strategic issues
- Ability to lead and motivate
- Strategic management ability
- Service delivery and continuous improvement capability
- Ability to manage projects
- Change management capability
- Ability to manage finances and resources
- Good communicator
- Proactive self-starter motivated by business process change and innovation

- Strong knowledge and understanding of different service delivery models and how they can benefit different services.
- Knowledge and understanding of the internal and external barriers to effective commercial & procurement services.
- Ability to lead, motivate and challenge cross-departmental project teams, influence and bring about change in complex organisations often dealing with controversial and sensitive issues.
- Up-to-date knowledge of relevant markets and intelligence gathering methods.

## **MANAGERIAL AND PERSONAL REQUIREMENTS**

- Excellent commercial acumen
- High level of analytical skill with ability to reach sound judgments after careful and systematic evaluation of relevant facts.
- Excellent emotional intelligence with excellent communication skills, both orally and written.
- Ability to build rapport and demonstrate credibility and resilience Strong and effective interpersonal skills including persuasive and assertiveness skills to ensure the advice given is acted upon.
- Excellent numeracy skills
- Demonstrable understanding of the role of support services
- Excellent understanding of the principles of value for money
- Experience of managing and supporting staff effectively to meet departmental objectives and provide a customer focused service.
- Clear understanding of ways in which the council's policy of equality in employment and service provision can be reflected in all aspects of work of the team.
- Understanding of the council's vision and mission statement and how they relate to the work of the team.

## **PERSONAL STYLE AND BEHAVIOUR**

Please refer to LB Merton's Behaviours Framework



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framework\_2\_0.pdf



**COMMERCIAL SERVICES STRUCTURE:**

