

## Role Profile



<b>Job Title:</b>	Senior Procurement Manager
<b>Business Area:</b>	Finance & Business Services
<b>Reports To:</b> <i>Post title</i>	Senior Commercial Manager
<b>Direct Reports:</b> <i>Post titles &amp; numbers:</i>	None
<b>Date Last Reviewed:</b>	May 2023

### 1. Job Purpose

- To take a strategic approach to developing procurement activities across Crown Estate Scotland
- To manage all CES procurement activities
- To ensure CES satisfies all procurement related public sector regulatory and legal responsibilities
- To ensure CES achieves best value in procurement activities
- To provide procurement advice to the CES management team.
- To drive procurement activities beyond compliance towards excellence
- To ensure Crown Estate Scotland carries appropriate commercial insurance cover commensurate with the risks it faces.

### 2. Main tasks

- Manage procurement activities/ processes (in collaboration with end users)
- Develop/ maintain Contracts Register and manage the procurement pipeline.
- Produce regular reports on procurement activities for Executive Team and Audit & Risk Committee
- Work with outsourced service providers to ensure procurement undertaken on behalf of CES are done so in accordance with CES procurement policy and relevant Scottish public sector regulations and requirements.
- Suggest periodic updates/ improvements to CES procurement strategy/ policy
- Represent CES in external procurement networks and activities
- To line manage procurement team member

### 3. Key responsibilities

- Drive improvements to effectiveness of Crown Estate Scotland procurement activities, maximising input from other business areas
- Drive procurement as a means of business improvement/excellence
- Enhance Procurement Champions Network, ensuring participants receive appropriate training/mentoring/support but also assume responsibility for their procurements
- Ensure procurement approaches are commensurate with the scale/complexity of task at hand
- Ownership and delivery of all procurement related activities
- To ensure all procurement activities (including those delivered by outsourced partners (e.g.

- Managing Agents) satisfy regulatory and legal requirements
- Enhance the CES Contracts Register, ensuring business-wide compliance and engagement and that our register can inform reporting and business decision making. Ensure most effective interfaces with other business systems (e.g. finance system, property management system)
- Lead on production of Annual Procurement Report
- Work with our managing agents to ensure their procurement on our behalf meets the necessary requirements.

#### **4. Knowledge, Skills and Experience**

- 10 years plus experience of managing procurement within the public sector.
- Excellent negotiation and persuasion skills
- Experience throughout contract life cycle – scoping, procurement/ negotiation, contract delivery
- Ability and confidence to hit the ground running

#### **5. Contacts & Communications**

##### Internal

- Regular contact/ communication across CES at all levels to provide advice and recommendations at all stages of the procurement process and to understand/manage commercial insurance matters.
- Challenge procurement decisions and approaches taken within CES to improve effectiveness of procurement processes
- Part of Finance & Business Services team
- Regular contact with senior management (Executive Team/ Audit & Risk Committee) for the purposes of presenting procurement data, reporting on compliance and providing procurement advice.

##### External (public sector)

- Represent CES in external procurement networks, sharing best practice and informing our approach to procurement.
- On-going contact required with individuals holding Director of Procurement grades (or equivalent) in other Scottish Government or other public sector bodies
- Manage CES interface/ usage of external procurement arrangements (e.g. Public Contracts Scotland website, Scottish Government/ Crown Commercial Service Framework Agreements). Build and maintain relationships with equivalent contacts in these organisations to inform our future approach to procurement activity.

##### External (non-public sector)

- Negotiation & contract management with full range of external suppliers as necessary. Examples include Managing Agents (see below) and prominent consultants (e.g. EY, PWC)
- Build and maintain strong working relationships with Managing Agents (who procure on our behalf). This role will be responsible for ensuring CES has visibility of procurement processes in order for us influence their future process and ensure compliance with our procurement processes.
- Occasional contact with legal advisors regarding specific contractual issues

- Work with Insurance Brokers to ensure appropriate commercial insurance (compulsory and elective) cover is established and maintained.

## 6. Problem Solving

- Responsible for negotiation and persuasion with suppliers, to resolve contractual differences.
- Ability to understand key contractual provisions, in order to appropriately complete individual procurements.
- Responsible for improving our procurement process to ensure it adds value and supports organisational objectives.
- Responsible for the development of assessment criteria for individual tenders, ensuring they comply with our requirements as a contracting authority.
- Responsible for ensuring adherence to our procurement processes across the business, and Managing agents, building relationships and gaining buy-in across teams to promote engagement.

## 7. Decision Making

- Responsibility for managing own time and prioritising tasks
- Ability to balance need for speed with due process
- Understanding of the consequences of their decisions
- Ability to escalate issues
- Working within framework for delegation of decisions and responsibilities, as set out by Executive Team
- Work with stakeholders at all levels within CES to ensure a robust and consistent approach is taken to procurement.
- Providing advice and recommendations at all levels across the business on scope, process and decision making within a procurement process. Challenging decision making and custom and practice to ensure adherence to our future procurement processes.

## 8. Autonomy

- Ability to work effectively, on their own and within a team
- Participate and contribute to team wide activities
- Ability to establish personal credibility with external partners and counterparties
- Willingness to take responsibility for personal professional development
- A self-starter, with experience of initiating and delivering tasks

## 9. Management of Resources:

- **Budgets** – Input to annual budgeting process. Responsible for ensuring specific budgets (e.g. insurance) are adhered to.
- **Equipment** – Personal equipment (laptop, mobile)
- **Other resources** – Responsible for managing efficient use of own time and ability to deliver personal scorecard objectives. Complying with CES business expense policies.

- **As a line manager** – Manage procurement team member

## **10. Impact**

- The role holder will work under the guidance of the Senior Commercial Manager to ensure delivery of team objectives
- The role holder will take ownership of procurement activities across CES
- The role holder will drive improvements to procurement activities across CES
- Key focus is to drive CES procurement beyond simple compliance towards excellence. In doing so, business success will be supported, value for money delivered and risk (legal/financial/reputational) mitigated

## **11. Physical Demands**

- Desk-based environment, need to use keyboards, phones etc

- Ability to simultaneously use more than one element of software/ hardware

## **12. Working Environment**

- Predominately office based, with occasional travel to external parties' locations

## **13. Any Other Duties OR Pertinent Information**

- Work within CES policy framework, make suggestions for appropriate improvements
- Support Senior Commercial Manager/ Director of Finance & Business Services, as required
- Any other tasks or duties reasonably expected

## 14. Person Specification

	ESSENTIAL	DESIRABLE
<b>EDUCATIONAL ATTAINMENTS –</b> <i>such as qualifications</i>	<ul style="list-style-type: none"> <li>Educated to degree level (BSc/BA) or equivalent</li> </ul>	<ul style="list-style-type: none"> <li>Chartered Institute of Procurement &amp; Supply membership</li> </ul>
<b>VOCATIONAL /OCCUPATIONAL ATTAINMENTS –</b> <i>such as accredited job specific training</i>	<ul style="list-style-type: none"> <li>Familiarity with Scottish Government Procurement Journey</li> <li>Familiarity with Public Contracts (Scotland) Regulations 2015</li> <li>Familiarity with Procurement Reform (Scotland) Act 2014</li> </ul>	<ul style="list-style-type: none"> <li>Practitioner level, UK Government Commercial Skills &amp; Competency Framework</li> </ul>
<b>SKILLS/ COMPETENCIES</b>	<ul style="list-style-type: none"> <li>Negotiation/ influencing</li> <li>Good communication skills</li> <li>Attention to detail</li> <li>Strong teamworker</li> </ul>	<ul style="list-style-type: none"> <li>Confidence in dealing with senior leadership (Internal or external)</li> <li>Representing CES in external situations</li> </ul>
<b>EXPERIENCE</b>	<ul style="list-style-type: none"> <li>Public sector procurement</li> <li>Contract scoping, tendering, negotiation</li> <li>Managing contract delivery</li> <li>Formal reporting</li> </ul>	<ul style="list-style-type: none"> <li>Experience of wide range of contract types (goods, services, works)</li> </ul>
<b>A DRIVING LICENCE IS REQUIRED: NO</b>  <b>If required, state licence class(es):</b>		
<b>ANY SPECIAL REQUIREMENTS PERTINENT TO THE POST:</b>  None		

## Our Values

Our values underpin what we do and how we do it. They are as follows:

<b>Commercialism</b>	We use our business know-how to make money for Scotland and to grow the value of the Estate, helping to achieve more long-term. We help our tenants succeed and support sustainable economic development.
<b>Integrity</b>	We behave respectfully and act responsibly. We take a long-term approach, balancing our commercial interest with what's right socially and for the environment.
<b>Excellence</b>	We do the best we can in everything we do, and we're always trying to improve. We encourage new ideas which could help us raise the bar, and we're not afraid to change our approach if needed.
<b>Collaboration</b>	We make the choice to work closely with other people and organisations. We believe that we can do better for everyone when we work together – whether they are tenants, partners, local communities or other stakeholders.

## Behavioural Competencies

### What are they?

'Competencies' are skills/behaviours/attributes that are required for an individual to perform effectively in their role.

Our behavioural competencies outline the standards expected for every role within Crown Estate Scotland and are based on our organisational values above. They help us to achieve/live our values. They are 'Innovation & Commercialism', 'Working with Integrity', 'Delivering Excellent Performance' and 'Collaboration & Teamwork'.

### Why are they important?

Using our values as a basis for behavioural competencies helps embed those values and ensure that we are all 'walking the walk'. Our competency framework has many benefits including:

- Giving employees clarity in what behaviours and actions will be required, valued and recognised.
- Helping managers and staff plan professional development.
- Encouraging consistency across the organisation.
- Informing recruitment (by setting out what is required of a role-holder).

**What will you be expected to demonstrate?**

Each employee is expected to demonstrate each of the four behavioural competencies at either a fundamental, enhanced or advanced level. The expected levels for this role are as follows:

	<b>Fundamental</b>	<b>Enhanced</b>	<b>Advanced</b>
Innovation & Commercialism		✓	
Working with Integrity		✓	
Delivering Excellent Performance			✓
Collaboration & Teamwork		✓	

**How can you demonstrate the behavioural competencies at the required level for your role?**

The table below is designed to help you to understand how you can put the behavioural competencies for your role into practise. You can meet the required level by demonstrating the behaviours listed. Some examples are included in the 'Guide to behavioural competencies' to help bring these behaviours to life.

## Role Profile

Behavioural Competency	Level			Behaviour
	Fundamental	Enhanced	Advanced	
Innovation & Commercialism		✓		<ul style="list-style-type: none"> <li>• Role model fairness and clarity in all commercial undertakings.</li> <li>• Support others to continuously improve our services, including identifying and pursuing new opportunities.</li> <li>• Adhere to Best Value principles in my work.</li> </ul>
Working with Integrity		✓		<ul style="list-style-type: none"> <li>• Empower people to make decisions which model integrity.</li> <li>• Maintain confidentiality and support a culture which encourages constructive challenge and feedback.</li> </ul>
Delivering Excellent Performance		✓		<ul style="list-style-type: none"> <li>• Support my team's professional development.</li> <li>• Support others, helping them achieve their goals and relevant quality standards.</li> <li>• Manage others to ensure excellent customer service is received internally and externally.</li> </ul>
Collaboration & Teamwork		✓		<ul style="list-style-type: none"> <li>• Encourage teamwork and collaboration in others.</li> <li>• Promote effective team processes and assign tasks according to ability and potential.</li> <li>• Develop and maintain partnerships and identify opportunities for new ones.</li> </ul>