

JOB DESCRIPTION

1. JOB DETAILS

Job Title:	NDS Manager
Immediate Senior Officer/Line Manager:	Operations Manager
Department(s):	Logistics, National Procurement
Division:	Procurement, Commissioning, Facilities

2. JOB PURPOSE

Play a lead role in implementing the National Distribution Service (NDS) logistics strategic direction for National Procurement Logistics. Build and maintain partnerships with department leads in National Procurement, National Services Scotland and Scottish Government to ensure that NP's logistics products and services are achieved; in accordance with NHS Scotland Boards priorities and agreed Service Level Standards.

Provide leadership and expertise within one of NP's major business functions, combining operational focus within the highest quality levels whilst ensuring the delivery of stock to all NHS Boards locations in Scotland and other partner organisations as directed.

Direct and control the resources (budget and staffing) of the NDS Operations function in order to develop and deliver high quality and innovative warehouse service and maintain an appropriately skilled and motivated workforce.

Provide expert advice on health and safety requirement for the NDS and use these skills to reduce near misses, accidents and health problems in the workplace.

3. DIMENSIONS

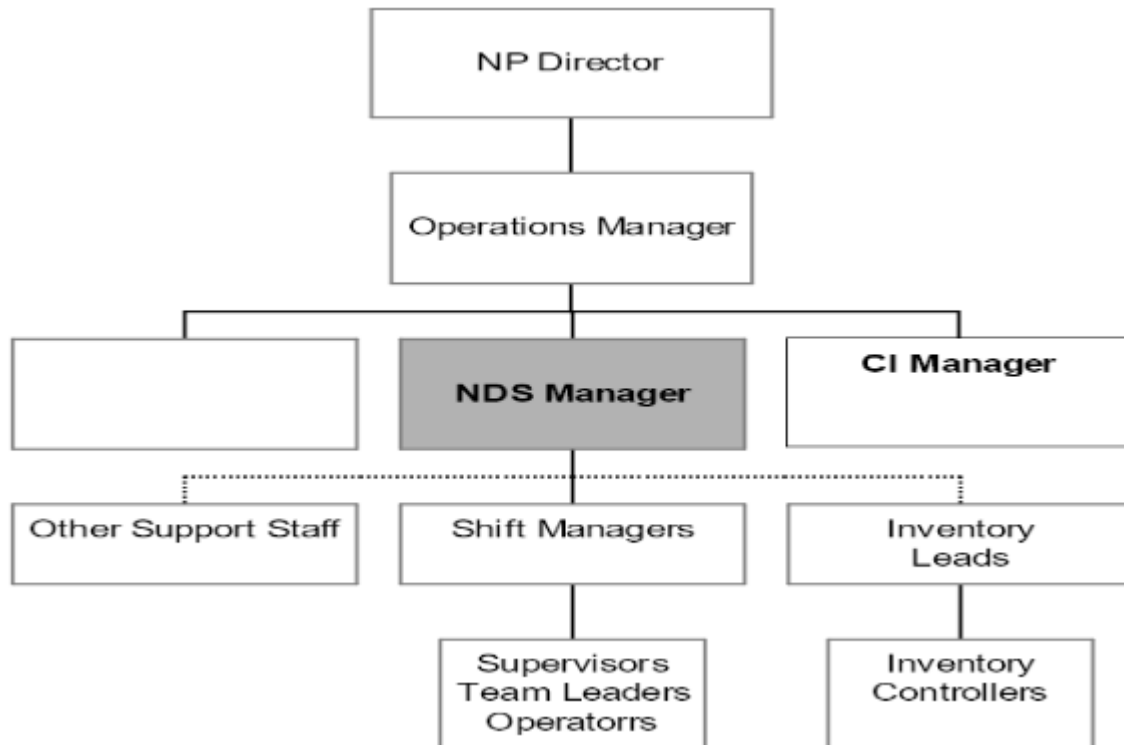
Healthcare policy and infrastructure have a significant impact on the supply chain serving NHSS. Changes to healthcare policy have to be achieved by the development of a Logistics Strategy that is closely coupled with the Strategic Purchasing capability. This is fundamental to aligning service delivery with policy implementation, which can meet the needs of NHSS. The Logistics service is strategic, forward-looking, and involved early on in policy development to ensure that patient services are supported by high quality efficient logistics provision.

The post-holder is accountable for a major business function within NP Logistics Operations Dept, comprising up to 50+ multi-disciplinary staff. Staffing will include shift managers, planning managers' supervisors, inventory managers and other business support specialists/staff as required.

The post-holder has responsibility for controlling a total budget (revenue) of up to £10m, covering staff, equipment, supplies and expenses.

Customers include NHS Boards (and other NHS Organisations), Scottish Government (SG), Local Authorities; professional bodies such as Medicines and Healthcare products Regulatory Agency, other partner organisations and commercial organisations.

4. ORGANISATIONAL CHART



5. ROLE OF THE DEPARTMENT

NP Logistics Operations is an established, fit for purpose, NHSS logistics National Distribution Centre (NDC) that compares with the best in the private or public sector. Our operations strategy is based around simplifying the physical supply chain using managed distribution systems capable of achieving substantial economies of scale, delivered via our purpose built Distribution Centres at Canderside, Larkhall and Euro Central. These facilities provide modern warehousing and logistics capability as well as being the strategic PPE stockholding locations for the Scottish Government.

The NDS provides a comprehensive, logistics support service for NHS Scotland Territorial, Special Health Boards and provides support to the Scottish Government Resilience, Business Management and PPE Directorates'. The NDS 'picks and ships' £180m+ pa of medical / surgical product across Scotland with a current strategic goal to further integrate health and social care logistics streams and therefore increase throughput by an additional 25%.

To assist the delivery of NSS Logistics in Inventory and material control and the processes to facilitate credit, re-order of post transactional issues, and manage the procedures within the inventory, which relate to customer Special Order's / Customer re-orders / urgent and emergency picks. Agreeing customer charges / credits where necessary via Red Prairie warehouse management system; managing with and resolving customer complaints relating to products unfit for purpose and/or within warranty periods, liaising with all associated departments and organisations.

The NDS will have a key role in strategy execution; delivering the NP Logistics delivery strategy within the environment of significant Health and Public Sector Reform, agenda whilst driving continued efficiency levels within all the NDS operational elements.

6. KEY RESULT AREAS

1. Accountable for a large business function comprising circa 200+ staff in multidisciplinary teams spread over multiple service areas within the NDS locations, which are responsible for the development and delivery of high quality warehouse fulfilment services to support the procurement needs of NHS Scotland and its partners. Ensure customer and stakeholder needs are understood and met, work is appropriately prioritised, staff are deployed timeously to priority areas and work is delivered according to agreed deadlines.
2. Assist the development, and thus implement the Division's long term strategic plan (typically 5 years) and key priorities. Responsible for the delivery and achievement of NP's Logistics Operations NDS Business Plan (Annual Operating Plan) objectives.
3. Responsible for the achievement of financial, workforce and operational business plans to ensure agreed service and performance levels are met. Utilise best practice in operational planning, governance and risk management. Ensure that policies, procedures and standards, are developed, audited, and implemented, covering all aspects of operational procedures, information and staff governance, and kpi reporting standards.
4. Build and maintain partnerships with customers and stakeholders in the Scottish Government, NHS Scotland and partner organisations to ensure the NDS is recognised as an essential contributor to key stakeholder's priorities. Assist stakeholder engagement in the development of the strategies so that the organisation continues to be aligned with stakeholder needs, maintaining strong relationships. In addition, a key role of the post-holder is to assist the Operations Mgr with effective partnership: working with representatives from a range of professional and staff side bodies.
5. Responsible for budgetary spend levels (up to £10 million per annum) within the NDC. Assist with preparation and negotiation to obtain budgetary agreement from internal and external sponsors, including where appropriate the development of work that generates additional revenue, ensuring that any ongoing expenditure is properly monitored; taking corrective action to ensure that spend remains within agreed levels. Thus, assist to ensure that NP Logistics demonstrates value for money and achieves cash releasing efficiency savings whilst maintaining and improving service levels and customer satisfaction.
6. Provide leadership for the ongoing development, modernisation and integration of NP's Logistics future NDS infrastructure, including outsourced 3PL activity, and service delivery platform by working with a wide range of professional and managerial stakeholders, thus ensuring that NP's Logistics NDS infrastructure meets the changing needs of NHS Scotland, the Scottish Government and partner organisations
7. Implement nationally agreed requirements for new logistics strategies and linkage platforms to support health and care integration and continuous improvements in service planning and provision and in the health of people in Scotland. Implement agreed change and CI plans where appropriate; in partnership with the Continuous Improvement (pgms) / Supply Chain Managers.
8. Assist the management of change against a background where expert/stakeholder opinion may differ. Assist and help drive forward initiatives for modernisation and quality improvement along with productivity gain. Develop innovative solutions to the evolving requirements for the NDS and make best use of current technology and outsourced solutions.
9. Recruit, lead, manage, motivate and develop high quality staff to ensure they are able to meet new challenges and are relevant to the NDS. Responsible for developing staff to have a strong understanding of the operating context of their stakeholders.
10. Deputise for the Operations Manager: Operations as required, maintaining an understanding of wider operational requirements out-with own business function.

7. ASSIGNMENT AND REVIEW OF WORK and DECISIONS AND JUDGEMENTS

The post-holder is responsible for providing operational leadership, and assisting strategy formulation, for one of PCF's major business functions. The post-holder is fully accountable for the delivery of business objectives, management of performance, and quality of deliverables within the NDS locations.

The post-holder has autonomy to allocate resources and develop methods for achieving the NDS business objectives. The post-holder ensures appropriate governance is in place for aspects of their budget, business plans and business objectives including stakeholder engagement, performance and quality management, and management of risk.

He /she participates in the formal Divisional performance appraisal scheme with annual objective setting and takes a proactive approach in the formulation of a personal development plan which supports the maintenance of the deep multidisciplinary knowledge required. The Operations Manager will undertake evaluation of results and objectives.

8. COMMUNICATIONS AND RELATIONSHIPS

Internal

- NP Director, Operations Manager, other General Managers, Health & Safety Manager, Heads of Service, Heads of Procurements and other senior managers on an informal basis to gain business intelligence, influence support for innovative solutions, to share NDS change projects, approach, objectives, progress, funding / budgets, staffing resource requirements and matters relative to the various projects. On a more formal basis attend periodic performance review meetings with all relevant customers of the NDS service.
- Regular meetings with Operations Manager, Service Managers, Health & Safety Manager, Key Stakeholders and other staff in own Service Areas to discuss priorities and monitor progress and performance towards business plan objectives.
- The post-holder is required to have effective working relationships with PCF Executive Directors to ensure that existing cross divisional programmes of work are effectively planned and managed, that opportunities for collaboration are fully explored and that resources required from other areas of NSS can be utilised to maximise effectiveness and value for money.

External

- The post-holder is required to build partnerships with a wide range of external stakeholders, including, NHS Board Directors of Procurement and heads of other partner organisations. These relationships are essential to ensure that existing NDS services are meeting stakeholder requirements, are fully funded and that proposals for new work are fully discussed, resources negotiated and change agreed in advance of implementation.
- Excellent negotiation and interpersonal skills are required to ensure relationships are maintained while potentially unwelcome changes are implemented.
- The post-holder is required to chair / attend national groups relative to specific projects e.g. development of NP logistics infrastructure; development of health and care integration and continuous improvements in service planning and cash releasing savings to Logistics customers.
- Excellent written and oral communication skills are required since the post-holder will be required to present proposals, persuade stakeholders to invest in change projects and explain highly complex operational topics in a way that can be understood by non technical or lay audience. Key elements include attending and presenting at workshops, conferences and meetings; representing NP on national groups.

9. MOST CHALLENGING PARTS OF THE JOB

Deliver necessary but sometimes unwelcome change which may impact on ways of working with stakeholder organisations, PCF and wider NSS. Influence, reach agreement and implement directed strategy where there may be strong differences of opinion across stakeholder groups about the development of changes within the NP NDS.

Maintain relationships and agreed service levels with key customers and stakeholders in a climate of increasingly limited resource.

Build a culture of quality, safety, continuous improvement that ensures the NDS services are not just fit for purpose but demonstrate value for money and develop in line with the demands of stakeholders, changes in models of service delivery, exploit technological advances and anticipate future needs, within the constraints of time, resources and workforce skills.

10. SYSTEMS

Accountable for the operation, development and deployment of NHSScotland-wide Warehouse Management (WMS) and other relevant processing and reporting systems, example Pecos, under the remit of the NDS.

To promote the integration of approaches to timely data capture and analysis, championing consistency and interoperability in logistics and supply chain data collection systems thus avoiding duplication of effort while promoting the use of established controlled national systems.

Use of NSS financial reporting systems to monitor budgets and determine costing for new services.

- Daily use of Microsoft Office Suite: Word, Excel, PowerPoint, Outlook Client
- GeNSS - use as a means of accessing information, administration and management of Communities to publish and disseminate information
- PECOS- eProcurement system. Use of system to requisition goods and services on-line.
- Adobe Acrobat Reader and Writer – use to create and view PDF documents

Visio or equivalent process mapping software

11. PHYSICAL, MENTAL, EMOTIONAL EFFORT

Physical Effort:

Frequent requirement for sitting at a key board e.g. 2-3 hours at a time with (appropriate breaks). Requirement to carry heavy equipment to internal and external meetings (e.g. laptop and/or projector). Some travel required which may include driving between 3 and 4 hours; also travel by train and by air.

Mental Effort:

Strong element of unpredictability in working day. The ability to make sound judgements, deal with unpredictable interruptions and meet deadlines, using own initiative. Requirement for post-holder to change from one task to another, prioritising effectively and adjusting plans

Substantial mental effort required in terms of problem solving, juggling demands, and negotiating and influencing direct reports and peers to achieve the operational requirements of the NDC.

Sustained concentration, 1-2 hours at a time required to create and review complex analyses and reports.

Frequently required to work to tight deadlines.

Ability to sustain mental effort and attention required to chair working groups, ensuring discussions remain focussed and balance of views extracted.

Regular requirement to develop, deliver and debate presentations to senior management and professionals.

Ability to quickly assess customer requirements and mentally associate these with current or emerging operational change projects.

Ability to maintain focus on the uncompromising attention to the Health, Safety and Wellbeing of staff operating within the NDS. Ensuring adequate systems of control, example, SSOW's, Risk Assessments are maintained, challenged, audited and adhered to all aspect of NDS operations.

Emotional effort:

Frequent exposure to strongly held, conflicting stakeholder views and resistance to change. Required to deal with these with skill and diplomacy to build rapport and gain co-operation and compliance. Required to maintain emotional resilience to see major work/change programmes to completion.

Provide advice and support to staff and colleagues to maintain emotional stability through times of change and conflict.

Required to handle and resolve conflict and challenging behaviour during meetings or discussions, and through other channels, especially where these are related to service development or strategic matters.

Occasional exposure to distressing or emotional circumstances in relation to staff discipline and grievance matters.

12. ENVIRONMENTAL/WORKING CONDITIONS & MACHINERY AND EQUIPMENT

Standard office conditions and equipment.

Standard keyboard skills.

13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

Educated to degree level, or equivalent, with extensive knowledge and experience of managing senior operation managers within a Distribution Centre environment across multiple shifts whilst having significant experience of managing and working with external customers.

Significant demonstrable experience in a number of key areas including:

- Senior management experience, covering all aspects of financial, performance and risk management, within a large DC preferably within the FMCG or public sector.
- Management of major projects and initiatives, with a deep knowledge of the breadth of logistics / supply chain structures within health and health care. Proven experience of project management and/or acting in an advisory capacity in a change management environment is essential.
- Developing effective customer relationships and working in an environment where customer engagement is a key focus.
- Proven skills in leading and managing specialist and multi-disciplinary, high calibre staff. Post-holders are expected to keep abreast of, and contribute to changes to, relevant policies and guidelines which impact on their staff (e.g. PIN guidelines, HR policies) or the way their business is delivered.
- Extensive Health and Safety knowledge, proven experience of H&S legalisation and governance requirements to ensure best in class standards. Training and/or qualifications in Nebosh/IOSH, or equivalent are highly desirable.
- Proven knowledge of transport management, in particular, radial distribution networks and their planning and scheduling. Experience of managing 3PL support partners.
- Good knowledge of the strategic direction and priorities for the NHS Scotland and have the necessary vision, experience and influencing skills to implement and deliver logistics/supply chain development. This requires comprehensive knowledge of, and experience in dealing with, logistics and supply chain sources for health and social care and modern technology to deliver solutions.

Excellent communication skills, including the ability to simplify and communicate complexity, and the maturity to operate at all levels within NHS, and other service providers, including outsourced partners.

The post-holder should have vision and imagination and should be change, action and results oriented.

14. JOB DESCRIPTION AGREEMENT

Job Holder’s Signature:

Date:

Head of Department Signature:

Date:

HR Representative’s Signature:

Date: