#### **AGENDA FOR CHANGE**

#### **JOB DESCRIPTION**

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| JOB IDENTIFICATION |
| **Job Title:** Corporate Transport Manager  **Reports to:** Head of Transport and Travel  **Department, Ward or Section:** Transport Department  **Operational Unit/Corporate Department:** Estates and Facilities Management Directorate  **Job Code:**  **No of Job Holders:** 1  **Dated:** October 2022 |

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| 2. JOB PURPOSE |
| Provide comprehensive support to the Professional Lead to manage, lead and develop Transport Management Policies, staff and services across NHS Greater Glasgow and Clyde Health Board. Deliver a professional Fleet Management Operation for the Board, ensuring an efficient, safe and resilient fleet management operation locally that support the organisations as a whole. The post-holder will work collaboratively with a wide range of departments across NHS Greater Glasgow and Clyde to align all Fleet service provision within and where appropriate out-with the Board, ensuring that the Fleet Management Operation operates as one and within the agreed budget.  Assist the Professional Lead in effective financial monitoring and control of Pay and Non-Pay budgets, advising on key pressure areas and identifying the most effective utilisation of resources.  Assist the Professional Lead to ensure all aspects of the Governance agenda are addressed and oversee the quality of work undertaken by Corporate Transport staff. This includes CPD, Appraisal, Disciplinary procedures, Recruitment, Research, Audit, Policy compliance, Health & Safety, Risk Assessment and Guideline Appraisal/Implementation.  To support implementation of national fleet strategies and help develop local and national policies across the board to effect operational change and service improvement. The post-holder will co-ordinate and manage multiple work-streams to achieve collaborative efficiencies and operational effectiveness across the Board and meet agreed planned objectives.  To work towards being named on the Goods Vehicle Operator’s License for the Board and ensure the Regional transport fleet operates within all current legislation and good practices. |

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| **3. DIMENSIONS** |
| The NHS Scotland Fleet Management Operation consists of 5 geographic Regions covering the 14 territorial NHS Boards, which are supported by a National Fleet Support Unit (NFSU).  The Region consists of between 5 NHS Boards, which vary in size.  The Regional Fleet revenue budget influenced by the post holder will range from £3 million to £6 million and fund an operation of between 350 and 1,000 vehicles.    The various revenue budgets include; - Staffing, IT systems, Leasing, Insurance, Vehicle Maintenance, Vehicle Sales, Lease Creditors, Capital Charges, Equipment and Vehicle Fuel. As such, decisions made by the post-holder can have major implications.    The post is integral to the establishment and operation of both the National and Regional Fleet Management Operations.    The post will support the boards Fleet Management Operation and will have professional management responsibility for circa twenty five members of staff.  Responsible for external agencies and contractors who maintain NHS Boards’ vehicles, ensuring that they provide a cost effective and efficient service that meets the Boards’ standards and requirements. |

1. **ORGANISATIONAL POSITION**

Clyde Transport Hub

**Assistant Corporate Transport Manager (this post)**

Head of Transport and Travel

Corporate Facilities Lead

Citywide Transport Hub

North East and West Transport Hub

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| 5. ROLE OF DEPARTMENT OR SECTION |
| The Corporate Transport Department supports a wide range of clinical and non-clinical services in the delivery of healthcare provision. It provides expert specialist and professional advice in fleet management, and is responsible for the provision of a wide ranging fleet of vehicles. A key function of the department is the assessment of Road Risk and the formation of long term plans to reduce it as effectively as possible.  NHS Greater Glasgow and Clyde Transport team is made up of 3 hubs. Each Hub has Supervisory teams on site. The main focus of the hubs is to deliver an efficient transport service to meet the demands of our board. The operation involves a wide range of services including Patient Transport, Routine Sample runs and General medical Supplies. The main focus should be to utilise resource and look to expand the service to be flexable to demands from clinical services.  The Region operates a wide range of complex and technologically sophisticated vehicles, including large and Heavy Goods Vehicles (HGVs), a wide range of logistics vehicles, estates vehicles, pool vehicles, grounds maintenance vehicles of varying sizes and varying fuels (petrol, diesel, hydrogen fuel cell, nitrogen, and electric). |

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| 6. MAIN TASKS, DUTIES AND RESPONSIBILITIES |
| * Deliver effective and efficient performance and cohesive management of the Fleet Management provision across the Region. The post-holder will assist in the development of national technical guidance and policy for implementation at a local level. Responsible for external agencies and contractors who maintain NHS Board vehicles, ensuring that they provide a cost effective and efficient service that meets the Board’s standards and requirements. Assist with the development and review of Business Continuity Plans and to ensure effective Resilience measures are in place, understood and implemented as required. * Responsible for interpretation, adaptation and implementation of all National and Local policies to ensure all transport/fleet staff are operating at the highest standards and all governance requirements are being met. * Act as a key source of advice and expertise on all Transport/Fleet matters with a variety of stakeholders internal and external to NHS Greater Glasgow and Clyde. * Support the effective management of transport infrastructure within the Board, ensuring that it supports clinical departments and is responsive to the changing needs of the healthcare providers. * Assist in managing the Board’s fleet on behalf of all user departments, including vehicle procurement, utilisation, repairs, disposal and replacement in an effective manner that minimises downtime to users, optimises fleet utilisation and promotes the professional image of the Board. * Manage the training programme for all professional drivers within the Region, ensuring that they are operating within current legislation and NHS Board policy. * Provide expert specialist and professional advice and technical guidance to all senior management, fleet professionals and stakeholders’ teams who utilise vehicles across the Region. * Enable staff to deliver, operate and maintain a high quality support service for highly complex and technologically sophisticated vehicles efficiently, safely and in compliance with legislation. * Assist the Professional Lead in the effective financial management of the Corporate Transport operation Responsible for the financial activities of the Regional Fleet Management Operation which includes the control of all associated revenue budgets, ensuring that they are in line with the resource requirements and, where necessary, develop and implement effective costing systems. * Engage in periodical budget setting exercise with Head Transport, Locality Manager(s) and financial accountants. Manage allocated budgets for projects to deliver strategic and operation objectives. * Ensure devolved budgets are monitored and utilised appropriately, advising on “best value for money” approaches and preparing reports on financial governance. * Manage the fuel card systems and processes, ensuring that they comply with financial instructions and best value. Monitor all costs connected with the operation and identify areas for corrective action and/or onward reporting. * Control the process flow of fleet management and Telematics system data within the Region, ensuring that management information that is produced nationally and locally meets the needs of all stakeholders. The post-holder will require strong analytical skills to interpret data and drive the operational implementation of efficiencies identified, ensuring that the provision and delivery of data proactively encourages all user departments to operate their fleets as effectively and efficiently as possible. The post-holder will direct the administration resource to meet the required business continuity programmes as required and ensure that the relevant level of accuracy and process conformity is adhered to. * The post-holder will contribute to national Benchmarking initiatives and help develop national KPI’s. Responsible for local implementation across the Region. * Promote improvements to environmental performance including the reduction of emissions of the fleet through influencing, vehicle types, fuel efficiency and driver behaviour. Influence the development, evaluation and production of national vehicle and associated equipment specifications. Contribute to NHS Board activities such as Transport, Health, Safety, Infection Control and Environment Committees and ad hoc working groups as nominated. * To assist the professional Lead in the recruitment, development and retention of staff, ensuring staff are provided with CPD opportunities including appraisal, mentoring, in-house and external training and be responsible for planning future staffing requirements. * Responsibility for the Health & Safety of staff in conjunction with H&S managers and local representatives, ensuring documented evidence is available. Investigate accidents, incidents and complaints in conjunction with other senior managers (e.g. Health & Safety), take appropriate action as necessary and monitor outcome. * Counsel staff and advice on issues related to professional development, applying disciplinary procedures where there is a breach of acceptable practice. * Manage staff discipline, absence and grievances in line with NHS Greater Glasgow and Clyde’s procedures and manage such conflicts as may arise in such situations. * Facilitate innovative ways of working across the Region including the development, implementation and evaluation of collaborative options in order to ensure best use of Regional fleet resources and achieve target efficiency and operational gains without reducing the quality of the service. * Support the preparation of Business Plans that reflect the needs of the service and clearly identify sources of funding & sustainability * Help maintain a culture that involves staff in decisions on how the work of the team is delivered. * The post holder must ensure compliance with the Data Protection Act (1998) at all times. The post holder must comply with all Board Information and Data Protection Policies at all times. * Undertake such other duties as may be required commensurate with the seniority of the post. This may include ‘on-call’ provision for out of hours cover. |
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| 7. EQUIPMENT AND MACHINERY USED |
| There is a frequent need for driving significant distances or participation in all day meetings with very limited breaks.  Office based with high use of personal computer. Working in an open plan environment with constant interruptions and competing demands. The post-holder will visit all NHS Board properties within the region and will be required to drive and inspect vehicles in all weather conditions. |

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| **8. SYSTEMS** |
| The job requires the post holder to operate a variety of software packages which include some or all of the following; Excel, Access, Word, Outlook, PowerPoint, Microsoft Project, Microsoft Visio, Fleet Management systems, Telematics systems etc.  A limited amount of organisation support systems used for line management purposes such as PECOS, SSTS, eKSF and other HR functions supported by online facilities.  Specific to fleet management:   1. Responsible for the control of fleet management and Telematics system data within the Region ensuring accuracy and process conformity. Interpretation and analysis of management information reports produced from the systems. 2. Develop and introduce systems to manage Quality Assurance and Best Value across the Region and allow for the implementation of national standards and procedures. 3. Utilise fleet specific online web system tools – Tachograph software, Operator’s License self-service, Motor Insurance Database, Allstar Fuel Cards, etc. |

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| 9. ASSIGNMENT AND REVIEW OF WORK |
| This is the key senior fleet management role for the Region that will be responsible to the Professional Lead for GG&C  The post-holder will assist in the development of the Service Level Agreement as required between other NHS Boards and external organisations as required.  The post-holder will participate in the formal performance appraisal scheme with annual objective setting and takes a proactive approach to the formulation of a personal development plan which supports the development of in-depth specialist knowledge required. |

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| The post-holder works with a high degree of autonomy at a regional level and contributes to national strategy  Designated as the expert on fleet management for the Region, the post-holder will make judgements across a wide range of issues relating to fleet management to ensure maximum efficiency of the fleet, taking into consideration legislation, health and safety and current research and development.  Decisions and solutions are influenced by relevant regulations, Fleet Management principles, Standing Financial Instructions and Industry Best Practices.  The post-holder will make highly important decisions and judgements regarding financial and budgetary matters which have Regional effects. There will also be a requirement to make the same level of decisions and judgements in the area of the design, specification and manufacture of vehicles such as purpose built special types.  It will be necessary to make instant and accurate decisions/judgements on areas such as condition of vehicles, breakdowns, road traffic accidents, telemetric information, and any other areas than may have a major impact on vehicle risk, driver safety, capital and revenue budgets etc  As a member of the National Fleet Management Team, the post-holder influences the review and development of a wide range of technical guidance, strategic planning and operational policies relating to National and Regional Fleet Management. The post-holder will be required to analyse, assess and make judgements on data and specialist information  As a member of the National Fleet Management Team, the post-holder contributes to national reviews of support services provision, identifying efficiencies and the best use of resources, and is responsible for the development and implementation of long term strategic operational plans for the NHSScotland fleet management operation.  The post will provide leadership, direction, and expert advice in fleet management to fleet professionals and senior management across the Region. The post-holder works with a high degree of autonomy at a regional level and contributes to national strategy.  Lead and facilitate innovative ways of working across the Region including the development, implementation and evaluation of collaborative options in order to ensure best use of Regional fleet resources and achieve target efficiency and operational gains without reducing the quality of the service. The post-holder will make highly important decisions and judgements regarding financial and budgetary matters. There will also be a requirement to make the same level of decisions and judgements in the area of the design, specification and manufacture of vehicles such as purpose built special types.    Prepare high level analyses on Key Performance Indicators and profile resource patterns that best meet the needs of continuity of operational services. Research and evaluate all performance data for senior management against planned targets and report any deviance on expected performance profiles. The post-holder will contribute to national Benchmarking initiatives and help develop national KPI’s. Responsible for local implementation across the Region.    The post-holder will receive a great deal of specialist information from a wide variety of sources. This, often contradictory and incomplete information, must be assessed, judged and used to form a regional picture, taking into account legislation and health and safety considerations, to inform regional operational plans and policies, which may have major financial and operational consequences. The post-holder will require advanced planning and analytical skills to deliver within timescales which are out-with their control with often conflicting demands made of the service and department. |

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| 11. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB |
| To develop and implement the Regional Fleet Management Operation and national initiatives and policies locally where there may be resistance and/or conflicting priorities and viewpoints from different stakeholders at a local, regional and national level. This is in the context of multiple differently managed fleet operations across NHS Boards within the Region. The post-holder will be responsible for aligning all fleet service provision within the Region, ensuring that the Regional Fleet Management Operation operates as one and within agreed budget. This will require extensive engagement and collaboration with a wide range of departments across NHS Boards. Locally there will be challenges in terms of looking at Staff and Vehicle utilisation to ensure this is being maximised across the board. There is a requirement to assist with staff appraisals and disciplinary matters.  Accurate analyses of information from various sources to form an accurate, detailed picture of regional fleet management activities, from which far reaching financial and operational decisions are made, with due consideration of statutory and mandatory regulations and strategic objectives. |

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| **12. COMMUNICATIONS AND RELATIONSHIPS** |
| The post requires advanced communication skills and strong negotiation and influencing skills in order to communicate complex information to NHS Scotland fleet management colleagues, senior management and a wide range of user departments at a local, regional and national level, overcoming resistance and influencing others to reach agreement and achieve buy-in to effect change. This may require the post-holder to display both great sensitivity and a high level of political awareness.  Communication will be by verbal, written or visual means. The post-holder will be expected to present papers and complex reporting at a local, regional and national level. This may include presentations to NHS Boards, Local Authorities and Staff side representatives. As a member of the National Fleet Management Team, the post-holder will contribute to the strategic development and direction of the function and provide written and oral reports to the Management Team, and operational and national advisory groups.  Liaising and negotiating extensively at all levels with NHS Boards within the Region and the respective user departments to develop systems, processes and collaborative working and implement efficiencies and service improvement. Influence departments in the economic and safe practices associated with transport.  Difficult negotiations will be encountered when changes to operating procedures and contracts are required, within acceptable timescales and within agreed budget.  Leading and contributing to a range of national groups, utilising advanced negotiation and influencing skills to achieve stakeholder agreement on solutions that will address local, regional and national requirements, ensuring best value for NHSScotland. The post-holder will be required to lead sub-groups or projects, which may influence the strategic objectives of the national fleet management operation and contribute to the formulation of national policy.  Contributing to and agreeing standards, specifications and technical requirements for different aspects of a range of local, regional and national projects. The post-holder will have the ability to listen and work with suppliers and clients to formulate the correct response to technical specifications and project planning.  Regular communication and consultation with external organisations required to ensure that the latest information and regulations can inform decisions taken. These will include NHS organisations, Health Facilities Scotland, National Procurement, Local Authorities, Police, Fire Service, Department of Transport, DVLA, Traffic Commissioner, Health & Safety Executive (HSE), and the Freight Transport Association. |

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| **13. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB** |
| **Physical Effort**  The physical skills that are needed include sitting and standing for long periods of time, walking, and competent keyboard skills - manipulating complex data at speed, e.g. project plans, spreadsheets, reports - and driving skills. Driving may, sometimes, be over long distances and times.  **Mental Effort**  The post requires extended periods of intense concentration, creating and checking technical guidance, policy and safety information, complex dataset and data analysis with frequent interruptions.  To maintain intense concentration to be able to deliver a wide range of data where accuracy and attention to detail are paramount. The consequences of mistakes in this can involve danger to health including life, or financial consequences extending to millions of pounds.  Responding to complaints in respect of services and/or staff. Dealing with competing demands whilst faced with constant interruptions.  .  **Emotional Effort**  Emotional challenges of the post include extensive negotiation and influencing of others.  Co-ordinating and maximising a wide range of strategic issues. Dealing with high level line management issues, including complex organisational change.  Dealing with staff performance and disciplinary issues.  Managing stressful situations when dealing with difficult colleagues or members of staff when in conflict or various project performance issues.  Dealing with staff that may be distressed/shocked etc when contacting the department as a result of an accident.  Negotiation with contractors over disagreements of work completed on vehicles. |

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| 14. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB |
| **Qualifications**   * Willing to work towards Certificate of Professional Competence (CPC) in National Road Haulage * Car Licence as minimum requirement   **Experience**   * Significant experience in assessing Road Risk and in the production of strategies and plans to reduce it. * High degree of business and financial acumen and proven experience in developing strategies that support organisational objectives. * Experience in procurement, negotiation and contract management. * Experience in planning and managing large revenue and capital budgets successfully. * Experience in developing and implementing collaborative/partnership working with a wide range of stakeholders.   **Knowledge and Skills**   * Excellent oral and written communication skills suitable for multi-professional interaction at all levels and with the ability to influence outcomes effectively through reasoned argument. * Excellent analytical skills. * Comprehensive knowledge of fleet management and Telematics computerised systems and application. * Be self-disciplined, proactive, and able to respond quickly to change and with a determination to achieve targets and commitment to achieve high quality customer service and support quality care * Excellent project management skills and experience, preferably Prince 2. * Knowledge of the various methods for asset funding (purchase, lease etc). * Ability to lead, develop, motivate, and manage teams, and has well developed transformational leadership skills that, by example, inspire and encourage commitment. * An innovator with extensive knowledge of a wide range of Commercial vehicles. |

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| **15. JOB DESCRIPTION AGREEMENT** | |
| I agree that the above Job Description is an accurate reflection of my duties and responsibilities at the date of signing.  Job Holder’s Signature:  Manager’s Signature: | Date:  Date: |