#### **JOB DESCRIPTION**

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| JOB IDENTIFICATION |
| Job Title SUPPLIES and DISTRIBUTION MANAGER  Responsible to Head of Procurement    Department(s): Procurement  Directorate: Infrastructure & Support Services  Operating Division: NHS Ayrshire & Arran HB  Job Reference:  No of Job Holders: 1  Last Update 27 January 2023 |

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| **2. JOB PURPOSE** |
| Accountable for leading the operational management of Supplies & Distribution for NHS Ayrshire & Arran’s area in Scotland, working with the Head of Procurement in introducing major change and delivering a professional logistics service for all Directorates, focused on consistent high quality service levels, improved value for money purchasing, product management and delivering NHS A&A’s strategic targets. Providing clear leadership, direction and drive are essential to the role.  The post holder will provide professional supplies management expertise to the Supplies & Distribution Team.  The post holder has direct responsibility for the effective management and staffing of all the NHS A&A Procurement Department Receiving centres on each major site – ( XH x 2/3, Ayr x 2 and ACH x 1 )  The post holder has direct responsibility for the development of the most effective processes and systems to ensure goods are available and delivered to meet end Users requirements.  All General, Dressing and Sundries supplies will be provided via this team and it is essential that a robust supply chain is maintained to ensure product availability to support delivery of Patient Care.  The post holder will lead on ensuring contract changes to be implemented as part of the West of Scotland Procurement Consortium activities.  The post holder has direct responsibility to manage the relationship with the National Distribution Service (NDS), NHSA&A Health board’s biggest single supplier and ensure that it meets the service delivery requirements of the Health Board.  The post holder has direct responsibility for ensuring the compliance of all relevant procedures and policies to the Supplies & Distribution Team within NHS A&A guidelines and Standing Financial Instructions.  Provides specialist Supplies & Distribution advice within and out with organisation in relation to areas of expertise to ensure procurement requirements are met. |

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| **3. DIMENSIONS** |
| The Postholder is employed by the Estates and Clinical Support Services Department of NHS Ayrshire & Arran to ensure an efficient and effective Supplies Distribution, Ward Product Management (WPM) and Customer Service to a total of c10,000 customers in health care organisations across NHS Ayrshire & Arran, as well as other non-NHS bodies. This involves annual deliveries of in excess of 1 million stock items to over 1,400 sites in:-   * East, North and South Ayrshire * Isle of Arran * Millport, Isle of Cumbrae   ***Staffing Responsibilities****:*   * The Jobholder is responsible for 13 members of staff, comprising: * Supplies Customer Services, Ayr Theatre x 1 w.t.e 37.5 hours * Supplies Customer Services Assistant, Ayr x 2 w.t.e 75 hours * Supplies Stores Operative Ayr x 1 w.t.e 35 hours * Supplies Customer Assistants XH x 4 w.t.e 150 hours * Supplies Customer Services Admin ACH x 2 w.t.e 60 hours * Supply Chain Assistant Deliveries (Drivers) ACH x 3 w.t.e 112.5 hours   ***Budgetary Responsibilities***:   * Annual Supplies and Service Expenditure: £100M per annum * National Distribution Centre Expenditure: £11M per annum * Operating budget: £160K per annum   In addition to this, the post holder is required to be flexible in developing the role and is expected to represent NHS Ayrshire & Arran at a national level, communicating with external partners and Scottish Government Departments on NHS Ayrshire & Arran and NHS Scotland issues in the development of Scottish strategies in the above specialist areas  The post holder will be based at Ayrshire Central Hospital but is required to travel frequently between all sites. There will also be some travel to other NHS Boards.  The post holder normally works Monday/Friday, but may be required to work out with regulated hours in event of extraordinary circumstances, e.g. floods or major security incidents as well as supporting staff working on shifts out with normal working hours.  The post holder will be expected to provide cover across all Procurement Managers areas as required to cover for colleague absence, both planned and unplanned.  Supplies Customer Services Assistants / Admin / Drivers - work daily at ACH, Crosshouse & Ayr Hospitals providing a WPM / Customer / Delivery Service and periodically need to cover at all other sites, planned and unplanned*.* |

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| 4. ORGANISATIONAL POSITION |
| **Head of Procurement**  Contract  Implementation & Compliance Manager  Procurement & Systems  Manager  **Supplies and Distribution Manager**  Supply Chain Delivery Drivers x3 Bd2  Supplies Customer Services Assistants  x6 Bd3  Supply Stores Operative x1 Bd1  Supplies Customer Services Assistant  x1 Ayr Theatres Bd3  Supplies Customer Services Admin  x2 Bd3 |
| 5. ROLE OF DEPARTMENT |
| The Department provides a professional service to all NHS A&A Directorates and delivers best value procurement commercial arrangements together with the most efficient processes for the ordering and delivery of such goods and services. The service is managed in compliance with National Policies, NHS A&A Standing Financial Instructions, European Union Supplies and Services Directives and within an ever increasingly constrained financial environment.  The delivery of a professional service includes purchasing, storage, stock management and distribution of all clinical and general supplies. The department is also responsible for direct input into the delivery of the capital/major equipment programme, and the development and procurement of equipment maintenance contracts.  The Department is responsible for leading the development of optimum commercial strategies to deliver best value for money for the in-scope non-pay expenditure. It is also responsible for developing, planning and implementing Regional and National Procurement strategic sourcing strategies/projects as well as complex best value commercial contracts for high value, medical, surgical, pharmaceutical, general and corporate products/services together with their stock administration.  Planning and delivering the Board’s Capital Programmes and Projects and providing support, guidance and professional advice. |

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| 6. KEY RESULT AREAS |
| **Key Result Areas**   * The post holder will ensure the integrity of the delivery service in relation to all aspects of customer services. A prime role will be the close working co-operation with Head of Procurement, ensuring that the supply chain can meet its targets and is flexible in supporting the delivery of critical patient product / services at short notice. Development and implementation of the logistics project for the distribution of supplies from the NDC and the roll out of Ward Product Management (WPM). * Manage / Lead the operational aspects of the Area Receipting Point, local Supplies Distribution and WPM services across NHS Ayrshire and Arran in line with specific standards, statutory legislation to ensure the integrity of the supply chain by the effective development and management of the ward stock re-ordering processes to facilitate the availability of goods and quality needs of customer base. Health and Safety regulation codes of practice and ensuring that all records are available for inspection as required. * Promote the WPM/Distribution as a first point of contact with customer and/or contractors with regard to providing advice on Supplies issues and maintaining continuity of supply to customers. * Lead the development of the WPM Service to remove non-contracted spend, to maximise the usage of the National Distribution Service and manage supply on behalf of Wards & Departments from 3rd party contracted suppliers. * Lead the National Project locally to standardise and rationalise products & suppliers to reduce the supply costs and the supply chain process. * Lead role working with the implementation team and the West of Scotland procurement Consortium to implement best value products and suppliers and achieve optimum contract savings from national contracts. * Manage the maintenance of supply catalogue ensuring that contract/price changes are included quickly and effectively providing best value product availability. * Lead Role for ensuring the Master Delivery Schedule (Internal Delivery Addresses – IDA’s and Cost Centre’s - CC’s) for NHSA&A is updated and maintained / managed. * To manage and review the infrastructure that enables an effective service set-up and develop the logistics for the day-to-day running of the service ensuring that all the support needs of clinical services are provided. * Develop formal and informal systems for communication between Customer Services Assistants, and Customers to ensure the service standards are maintained and lead on continuous improvement activities. * Ensure the Department’s fleet of vehicles are maintained efficiently and to correct safety standards, including maintaining Log Sheets, maintenance and other records and identifying dates for Vehicle Services/MOTs * Review, evaluate and authorise expenditure to ensure compliance against agreed budget levels, preparing and submitting reports as required * Working in partnership with other Procurement Managers to ensure the department’s key objectives are being delivered. * Continually review service developments plans and capital schemes, identifying implications for Clinical Support Services during the planning process, proposing changes to existing processes where necessary, ensuring legislative requirements are met.   **Service Development**   * Act as a key adviser for other directorates using acquired specialist procurement knowledge in logistics stock and demand management. * Through development of a management approach provide professional advice and guidance to management and budget holders on all aspects of procurement of goods and services. Provision of timeous and accurate financial and other information to customers to enable budget targets to be met through control, management and utilisation of supplies. To ensure best value by means of continual review of current methodology and working practices, implementing where appropriate, systems of best practice subject to Board Policy and/or financial restraints. * Monitor, review and develop all functions falling within remit in order to achieve service quality improvements and achieve/ensure value for money in respect of service delivery * Lead in the development of the Ward Product Management service. * Identifying and incorporating best practice into the NHS and other related areas.   **Reporting**   * Plan, undertake and monitor Supplies deliveries and WPM, co-ordinating staff, collecting data and analysing reporting/Key Performance Indicators to better manage demand for goods and actively improve service efficiency. * Regularly provide accurate, relevant data in the form of reports & spreadsheets for the purposes of budgetary and service planning. * Regularly reporting of demand and usage reports to customers to enable them to manage budgets and identify savings opportunities.   **Delegated Authority**   * Share the responsibilities of the other sections in the absence of the applicable manager. * Deputising for the Head of Procurement where required.   **Staff Governance**   * Day to day management of staff which includes recruitment & selection of support staff, personal development, checking work performance, disciplinary & grievance issues & allocation of tasks. * Promote the creation of a culture of attendance at work : provide support, effectively managing staff absences, ensuring the application of the Promoting Attendance policy and procedures, to met NHS targets. * To continuously monitor capacity and workload demand to ensure efficient use of staff and to ensure process capability. * Ensure that leadership, training / coaching, planning, delegation, communication and development needs of all staff are identified and appropriately met, in order to retain an effective, efficient and motivated workforce and ensure best use of human resources. * Continually appraise the performance of staff to identify both their collective and individual development and training needs and ensure that staff are trained and equipped to meet technical, managerial and service requirements. * To authorise leave for all direct report staff. * Establish and co-ordinate all aspects of resourcing, including the recruitment and selection process, from advert to appointment, in order to maintain appropriate staffing levels, as well as develop training programmes in line with service requirements. To be responsible for ensuring the completion of engagement forms, termination forms and notification of change forms for all direct report staff.   **Financial Governance**   * To ensure all stock ordering activity is in accordance with NHS A&A Standing Financial Instructions. * To ensure all stock ordering activity has been duly authorised with reference to the Scheme of Delegation.   **Information Technology**   * Utilise software for project planning * Manage and be responsible for the accurate and timely update of all NHS A&A’s and related areas stock records on the computerised stock system. * To ensure the provision of accurate and timely information is provided to the appropriate teams in the maintenance of all NHS A&A’s and related areas, stock records on computerised stock systems.   **Health, Safety and Welfare of Staff**   * To ensure that all activities are undertaken with due regard to Health, Safety and Welfare of staff. |

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| 7a. EQUIPMENT AND MACHINERY |
| PC  Printers  Photo-copying equipment  Telephones/answer machine  Faxes  7.5tonne Truck with Tail-lift, Cages, Trolleys and Pallet Trucks for movement of goods (All equipment in accordance with H&S Regulations)  Car  Alarms - Departmental |
| 7b. SYSTEMS |
| **Information technology systems to include**   * Microsoft office software (Excel and Outlook in particular) * **Prime Role** - Ward Product Management System for maintaining wards and departments stock levels and to monitor usage (Genesis). * Business Objects (database reporting tool) * CCM – NHS national contract database * Pecos * Internet - search, information and market analysis source * Intranet – Internal web system – Athena   **Other systems to support the delivery of the service**   * HR Policies * SSTS ( electronic wage system ) * Standing Financial Instructions * KPIs * Best Practise Indicators (National, Procurement KPIs) * eKSF * eLearnpro * Datix * E-Manager |

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| 8. ASSIGNMENT AND REVIEW OF WORK |
| The post holder operates with a high level of autonomy and has the discretion to prioritise own workload and is expected to use own initiative in judgement and decision making in areas of own expertise and in absence of the Head of Procurement. Work may be assigned by Head of Service / professional leads but may also rise from other senior management sources i.e. : Director of Infrastructure & Support Services, Assistant Director of ISS, Head of Services from other Sectors, etc   * Assignments are self-generated, although priority, critical, local and national issues are discussed with the Head of Procurement and a course of action agreed * Reviews are conducted on annual basis by the Head of Procurement, against personal objectives set in accordance with the Department’s performance management process and as part of the Health System ongoing review process, which includes budgeting, activity and quality indicators ( KPI’s, PDR & PDP’s ). * Work performance is also reviewed against the local Health System and National NHS Scotland deliverables. |

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| 9. DECISIONS AND JUDGEMENTS |
| Frequency & Nature of Supervision  * The post holder is accountable to the Head of Procurement. * The post holder will be primarily self directed working towards obtaining exceptional results on assigned projects and has a high degree of independence and autonomy. * The post holder will work within the established parameters for codes of conduct and professional standards. * Discussion with line manager on procurement strategy * Monthly Briefings summary of progress for department reporting purposes * PDR twelve monthly review  Areas of Discretion  * Prioritising of workload for oneself and team. * Interaction with a wide range of multi disciplinary stakeholders * The day to day management of staff including approval of leave, disciplinary, grievance and other staff governance procedures. * Delivery priorities and means of distribution. * Substitution of products and or suppliers. * Addition and removal of products from the catalogue  Typical Judgements Made in Course of Job  * Balance of clinical & customer aspirations against financial pressures and targets ( Package of Care Patients – specialised/complex need with high value cost items – that patient requires ( discussion with Clinical Lead around this !! ) * Choosing best approach to discuss and communicate complex, contentious and sensitive information to a large group in an often hostile, antagonistic and highly emotive atmosphere (Pharmacy item supply to Ward Product Management supply – impact on current staff hours and working practices without remuneration) * Negotiating strategy with suppliers and stakeholders to deliver expected results ( As a Management of Road Risk – MORR group member in consultation with Senior Estates personnel and Building Contractors – I led a change to save monies and reduce risk to delivery point at XH Lab Loading Bay – re: new CDU building being built on site of this delivery area. Therefore I had to negotiate with National Procurement to move delivery schedule to suit the service delivery to Crosshouse Theatre/Renal/A&E/ITU and Area Labs in partnership with Hotel Services to accommodate the move with change to working practices, etc weeks prior to the final closure of the delivery point – to which this decision and judgement has been successfully changed and operating on a daily basis with no cost to NHSA&A ) * Presentation, wording and terms & conditions for tenders * Opportunities of reducing cost ( Rationalisation of products in NDC which are unique to NHSA&A – reduction in Health Boards stock liability costs - catalogue management ) * Generation of specifications * Establishing user requirements from many different stakeholders ( provide electronic shopping requisitions for Health Centres/ Clinics/ District Nurses and Health Visitors, etc) * Application of SFIs, EU Regulations and other legal procedures and guidelines |
| 10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB |
| * Meeting the needs and expectations of an increasing and more demanding customer base faced with tight financial constraints, while continually seeking to improve effectiveness and efficiency of the department. Delivery of the service and economic benefits, specific to supplies activity, as required by the Health System Procurement Strategy * Ensuring that all functions within remit are continuously adapted to meet the changing needs of service users while maximising value for money in terms of both quality of service delivery and cost-efficiency * Influencing, negotiating and motivating staff in the involvement and participation of new ventures, and patient centred changes by ensuring all staff is informed and aware of corporate and directorate aims and objectives, departmental policies and procedures, through a range of communication routes. * Ensuring ongoing development of staff during times of major change, in order to secure a complement of experienced, trained and motivated staff capable of delivering a high quality, cost-effective service * Maintaining delivery schedules, eg: inclement weather or when vehicle(s) are off-road due to breakdowns * Maintaining the service with limited numbers of staff over multiple sites. * Introducing Ward Product Management as a new service to all NHS Ayrshire and Arran. * The Area Receipting Point and Ward Product Management were the first in Scotland and part of the new National Logistics Implementation Stream. |

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| 11. COMMUNICATIONS AND RELATIONSHIPS |
| The post holder is required to communicate in a manner which creates a climate for open communication, co-operation and agreement using persuasive, motivational and negotiation skills. They will be expected to receive and understand complex information relating to their service area and maintain strong communication links with the following examples:  **Internal:**   * Director of Estates and Infrastructure & Support Services * Assistant Director of Estates and Infrastructure & Support Services e.g. on a range of different matters including CRES (Cash Releasing Efficiency Savings),   Heads of Clinical Support Services for North-South-East Sectors eg: providing specialist technical advice to answer complaints and Hotel Service requirements, feedback from outcomes of National Distribution Service issues / complaints, etc, and the day to day operational matters  Heads of Departments, staff and staff-side representatives eg Complaints, grievances, disciplinary meeting, change in practices/service relocation  Procurement/ logistics eg: external contracts, Technical User Groups / Commodity Advisory Panel feedback   * Estates eg: Capital Planning re new builds/refurbishments * Control of Infection Department eg: liaise regarding new products/practices within Department   Health and Safety Management/staff eg: Accident / Incident investigation, claims and Risk Management  Human Resources/Recruitment eg: Policy development , disciplinary/grievance, promoting attendance  I.T. Department and help desk eg: Implementation of the upgrade to our electronic procurement system  Managers/Senior Nurses and all non-Clinical Support Staff eg: Specialist technical advice re services: procurement of new products and range of day to day matters   * Nursing, Medical, Bed Management and Infrastructure & Support Services eg: Movement of specialist equipment from site to site i.e: bariatric beds XH to ACH, etc * Patients, Visitors and general public eg: complaints   Project Groups as relevant eg: specialist technical advice provided as required   * Service users * Internal Auditors   Occupational Health Staff /Staff Care eg: case conference  SSTS eg: changes to system  Finance eg: Budget meetings and review   * E-KSF Management and staff * Fire Safety Advisor * Datix Office * Training Centres- staff * Voluntary Organisations   **External:**   * Colleagues within other NHS Board’s i.e: National Procurement meetings * Key partners of the Health System Procurement Stategy i.e: other procurement professionals   Contractors, eg Suppliers Representatives ( GoJo Fitters – new hand hygiene products )   * PFI Contractors * National Procurement and National Distribution Service staff * Customers / users of our service * Scottish Healthcare Supplies * Delivery companies and drivers * Professional Bodies i.e: Strathclyde Police, Freight Transport Agency (FTA), Vehicle and   Operator Service Agency (VOSA)   * Training Organisations i.e: Jim Mair Driving Training ( Driver CPC ) * Voluntary Organisations   External Auditors e.g. Price Waterhouse Cooper |
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| **12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB** |
| **Physical effort/skills:**   * Requirement to attend many meetings, both internal and external, involving extensive and prolonged travel in all weather conditions * Driving between sites and other venues for meetings etc. * Keyboard skills for report writing etc. * Manipulation of cages, trolleys and pallet trucks. * Lifting and moving heavy / awkward goods supplied. * Long periods of sitting at computer, inputting data / information. * Walking / standing for long periods |
| **Mental effort/skills:**  High concentration is required in carrying out the following duties:-   * Analysing / evaluating large data * Dealing with complex service issues. * Requirement to study a number of papers for attendance at numerous meetings both internal and external * Computing skills * Apply logic and analytical skills * Dealing with staff problems and unexpected occurrences, e.g. staff shortages, bereavements, grievances and disciplinary situations * Problem solving * Dealing with staff’s individual needs * Ability to switch effectively and efficiently from one duty to another upon demand and constantly deal with interruptions * Working within strict time-scales and to deadlines * Innovation and negotiating skills * Ensuring budgets are adhered to   **Emotional effort/skills:**   * Required to communicate empathy and sensitivity by supporting staff during stressful and highly emotional circumstances, e.g. counselling, grievance, domestic crisis, and personal problems ( i.e: supported/assisted a staff member through Alcohol Rehab programme twice ) * Dealing with highly sensitive, and or contentious information i.e. redeployment/closure of services * Dealing with distressed staff that may be highly emotional and stressed in a calm, empathetic and sensitive manner i.e. dealing with staff with difficult family circumstances, disciplinary and grievance matters. * Dealing with target pressures; responding to continual change and ensuring deadlines and budgets are met. * Influencing change and differing attitudes of staff who demonstrate resistance which can be stressful in particular when trying to make changes to daily duties/routines. * Dealing with dissatisfied customers/suppliers re: delivery schedules, damaged goods, etc * Ability to maintain professionalism and not be provoked by displays of abusive or disrespectful behaviour     **Environmental demands:**   * Mainly office based but required to be mobile across the board area and will enter a number of clinical and non –clinical areas. * Occasional exposure to highly unpleasant working conditions, e.g. exposure to chemical spillage, physically dealing with said spillages as necessary in times of staff shortage or in emergencies. * Exposure to dust/dirt/noise |

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| 13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB | |
| The job holder must have a significant number of years experience in supply chain / distribution / purchasing and supplies management within large scale, complex, multi-discipline environment. Have a proven track record in delivery of change management and strategic procurement.  **The Job holder requires to have**:   * Educated to Degree or equivalent level * Professional qualification in Purchasing & Supplies, eg: C.I.P.S * Management Certificate * Full driving licence (C1 / CPC Licence) * The ability to use own initiative and prioritise   **Be able to demonstrate experience of:**   * Moving and Handling Procedures * Success in delivering economic/service benefits through supply chain management * Human Resource legislation including implementation of policies and procedures. * Communication / negotiation * Presentation skills. * Interviewing skills for recruitment and selection. * Time management * Well developed IT and Information Management/reporting skills * Ability to reason and interpret from varied sources of information. * Supporting staff at difficult times * Management of Customer Services including Complaint Procedure * Transport, Warehousing and Distribution development and operational delivery at middle management level within a large, complex organisation. * Driver’s (C1) – Certificate of Professional Competence (CPC)   **The Job holder requires to be proficient in:**   * Budget analysis * COSHH ( Control of Substances Hazardous to Health ) * Excellent communication/negotiating/people management skills * Health & Safety Regulations * Departmental Risk Assessments * Processing of orders/advice notes/goods acceptance/delivery notes * Stock control procedures   **The Job holder requires to have knowledge of:**   * Codes of Practice, Policies and Procedures * Safe transportation and legislation on Dangerous Goods * Policies/Procedures in relation to Financial, Security, Fire and Health & Safety issues * Fire Drill/Training * Food Safety Regulations * Induction training * Delivery routes and vehicle scheduling * Waste Management Policies/regulations | |
| **14. JOB DESCRIPTION AGREEMENT** | |
| A separate job description will need to be signed off by each jobholder to whom the job description applies.  Job Holder’s Signature:    Head of Department Signature: | Date:  Date: |