

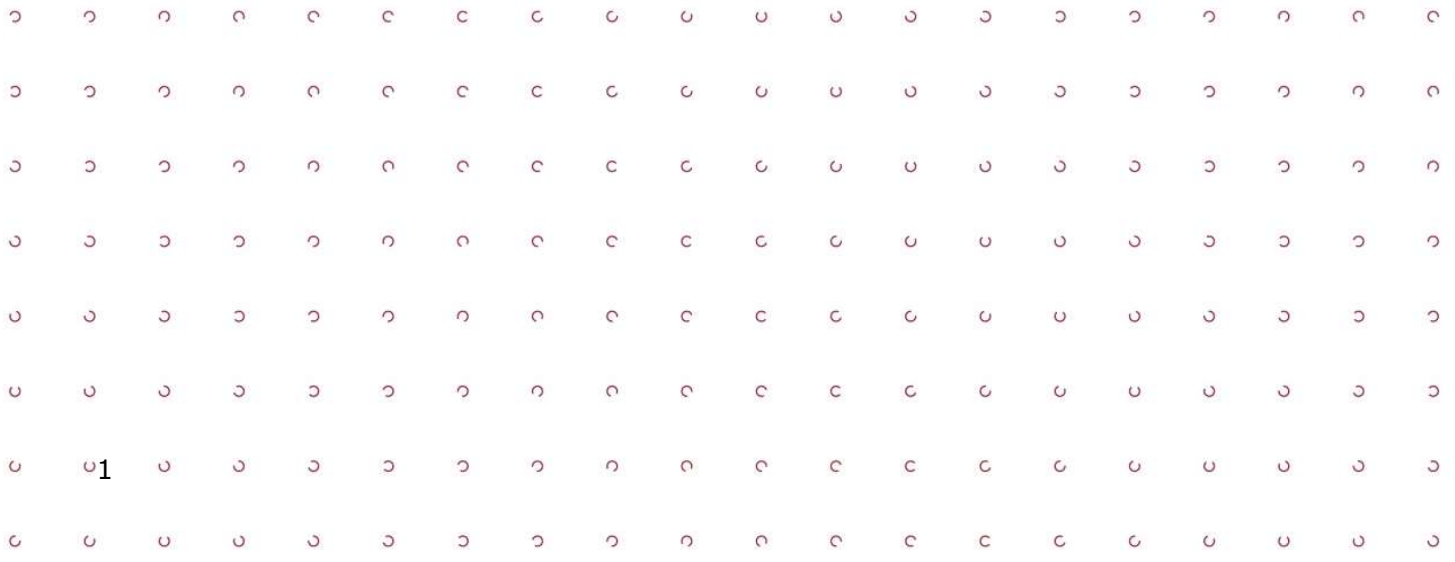
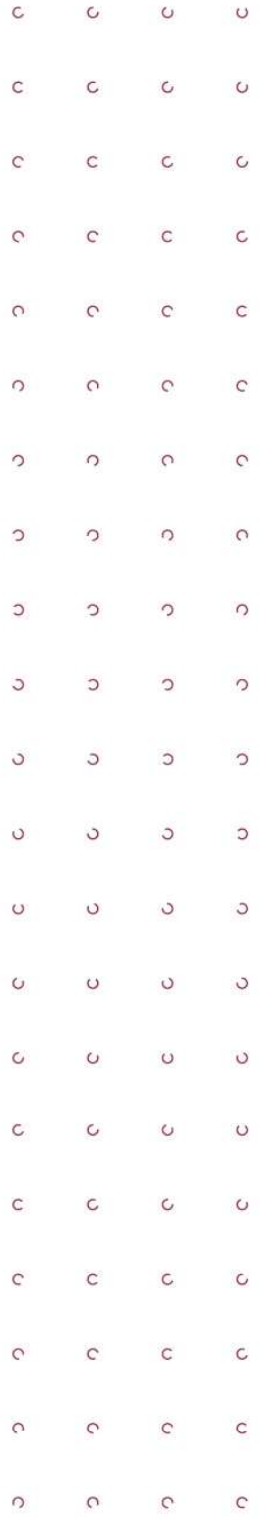


## Position Profile

NHS National Services Scotland



Logistics Director



## Contents

1: Welcome from the Director of Procurement, Commissioning and Facilities .....	3
2: About NHS NSS & National Logistics .....	4
3: The Role & Opportunity .....	6
4: Knowledge and experience required .....	9
5: Remuneration .....	11
6: The Recruitment Process .....	12

---

## 1: Welcome from the Director of Procurement, Commissioning and Facilities

---

Dear Candidate,

Thank you for your interest in this role.

Procurement Commissioning & Facilities (PCF) is a business unit within NSS. We support NHS boards, local authorities, Integration Authorities and third sector organisations to identify opportunity to collaborate, maximising our commercial leverage to support service delivery and service transformation for the benefit of the people of Scotland.

Our organisation is diverse. You may have heard about our delivery of Oxygen Concentrators to patient's homes or the management of a number of population screening programmes designed to capture and identify potentially serious conditions at an early stage. Alongside direct clinical services we also provide a range of services acting as a 'centre of expertise'. In procurement we house the largest dedicated team in the Scottish Public Sector tasked with ensuring value against an annual expenditure of £2.5bn. In facilities we develop policy and provide support across the built environment of the NHS in Scotland from engineering, environment and facilities management. And, of course within Logistics we are one of a kind in the public sector, driving efficiencies and economies of scale. We are also an integral part of keeping Scotland going, by our contribution to the annual flu vaccination programme, resilience planning and emergency stockholding.

These are just a few of the very distinctive and important contributions made by PCF. That is why we describe ourselves as an organisation with 'many parts but one purpose' - to support Scotland.

With a strong track record, our role and profile is growing along with demands for our expertise. Our context is also changing. We have expanded our services to include primary care and are establishing an innovative approach to engaging with industry to understand the goods, services and technologies that will support the Health service in the future.

We are now seeking an outstanding leader to build on our success and to accelerate progress in transforming the next generation of Logistics service offering. You will have the opportunity to bring fresh thinking, creativity and a passion to make a difference for the people of Scotland. You will be at the centre of designing and supporting a high quality logistics and distribution service in Scotland, one that can extend beyond NHS Scotland and offer value to the whole Health system.

---

---

The Logistics Director will provide the necessary focus on excellence in day to day operations whilst creating the vision and support for more comprehensive service - locally, regionally and nationally, both within the NHS and beyond. With a strong directorate, you will have the opportunity to further develop it and enhance its performance. As a member of the Senior Management Team, working with other Directors, you will have a major part to play in shaping the wider strategy of the organisation. You will join an ambitious, dedicated and highly regarded team.

On a personal note, I feel privileged to lead this organisation and am constantly amazed and proud at the direct contribution we make to people. It may not always be direct and we may not always be seen but we are certainly fundamental to the success of NHS Scotland and the wider Health System that we will all require at some point in our lives!

I wish you well in your application.



Jim Miller  
Director PCF  
National Services Scotland

---

## 2: About NHS NSS & National Logistics

---

NHS National Services Scotland (NSS) are a national NHS Board operating right at the heart of NHSScotland. Through their services they provide invaluable support and advice a role which they also extend to the wider public sector.

NSS supports customers to deliver their services more efficiently and effectively and offer shared services on a national scale using best-in-class systems and standards. Their aim is to help our customers save money and free up resources so they can be re-invested into essential services with NSS also providing consultancy and support to help public bodies join up health and social care.

Their priority is simple - to support Scotland's health. Within NSS there are 6 strategic business units

- Public Health Intelligence
  - Procurement, Commissioning and facilities
  - Central Legal offices
  - Information Technology
  - Scottish National Blood Transfusion Service
  - Practitioner and Counter Fraud Services
-

---

## **NSS National Logistics**

Situated within the Procurement, Commissioning and Facilities (PCF) business unit, National Logistics is the key centre of logistics expertise for the public sector in Scotland. Delivering goods to hospital wards, departments and community centres across Scotland with more than 80,000 lines delivered every week on a 48-hours service with a 98% on time, first time, in full supply record, National logistics saved the NHS £9.8 million last year

Providing leadership and direction for the on-going operation and development of logistics, supply chain and fleet operations across NHSScotland, National logistics aims to maximise the efficiency of NHSScotland purchasing power for consumable and by working closely with customers look to optimise for example demand forecasting, product choice and utilisation. They are also responsible for developing and promoting greater use of effective logistics techniques to other parts of NHSScotland examples of this include co-ordination of national resilience stockholding, vaccine programmes etc.

Providing a fit for purpose logistics infrastructure which compares with the best in the private or public sector their logistics strategy is based around simplifying the physical supply chain using managed distribution systems capable of achieving substantial economies of scale, delivered from the purpose built National Distribution Centre at Canderside, Larkhall. This facility provides a modern warehousing and logistics capability for £155m/pa of products as well as accommodating many of PCF's key staff from all functions.

As part of PCF, National Logistics is led and managed within National Services Scotland (NSS), however it operates in close collaboration with managers and Procurement Staff within Health Boards, Special Health Boards and the Scottish Procurement Directorate. From a Logistics perspective, they seek to best manage a number of related processes – operations management and resource planning, develop 'best in class' business processes resulting in a world class logistics service to NHSS.

They also work with the Director of Finance Logistics Group, to agree and implement best logistics practice at both national and local levels whilst also seeking to; make best use of existing expertise and systems, develop capability either by personal development or recruitment and encourage investment in value-adding technologies and process redesign.

---

## 3: The Role & Opportunity

---

Job Title: Logistics Director  
Reports to: Director of Procurement, Commissioning and Facilities  
Division: Procurement, Commissioning and Facilities (PCF) Strategic Business Unit  
Location: National Distribution Centre (NDC), Larkhall

### **The Opportunity**

This is a fantastic opportunity for an experienced Logistics leader to join the one of the largest UK support organisations to the public sector in a truly unique role.

With an ever changing political and social landscape in Scotland, there is opportunity to develop a dynamic and flexible supply chain function which will underpin the provision of NHS Scotland services across the country.

With the introduction of the programme to deliver each new parent a Baby Box, and the impending shift from bulk transport to one of a hybrid bulk/multidrop distribution model there are a range of complexities and opportunities to reshape and expand the overall service model in a fast paced and time critical environment.

The NSS NDC in Larkhall is also at capacity, and there is excitement around the growth of the organisation which presents an opportunity for the new Logistics Director to lead and manage the start-up of an "NDC 2" in Scotland.

### **Role Purpose**

Assuming overall responsibility for the strategic leadership and operational management of the logistics service in accordance with the directions of the Scottish Government and National Services Scotland you will provide:

- Strategic direction and to plan the development and implementation of efficient and effective physical systems for the supply of goods to the NHSScotland
- A cost effective storage and distribution service of a range of products required by NHSS
- A NHSS pandemic resilience service for SGHSCD, including the storage of £26m consumables and pandemic response program

---

## Dimensions

Logistics Budgets upon which the post holder has impact (based on 2017/18 budget):

Sales	£155m/pa
Operating costs	£13.9m/pa
Trading inventory	£11.5m/pa
Savings	£2.5m/pa
Dedicated Transport Fleet of vehicles	£0.8m

Staff:

Direct reports	3
Total Employees	286
Dedicated fleet staff	24

Other relevant data:

Number of customers	4 Regional & 3 Special Health boards (152,000 users)
Supplier base	Approximately 375
Supplier contracts	c190 for current stock lines
No. of product lines	Approximately 10,000
No. of lines delivered /pa	4,800,000
No. of items delivered /pa	48,000,000
Warehouse sites	National Distribution centre Pandemic Stock outsourced at 2 third party locations

## Key Result Areas:

- Manage and develop a national logistics service provided by the National Distribution centre to NHS Scotland in line with Local Delivery plan (LDP) targets
- Recommend strategic objectives and plans to PCF in order to maximise organisational performance in accordance with Departmental Directions and as set out in the Business Case and meet customer needs. In particular, relating to:
  - the continual development of an integrated supply chain for the NHSScotland
  - continuous improvement in the provision of a cost effective storage and distribution service to the NHSScotland and increasing the volume throughput to an optimal level
  - maximise the benefits realisation for Health Board customers via optimal product pricing, service efficiency delivery and releasing time to care
- Implement strategic plans in accordance with PCF processes

- 
- Deliver planned results through monitoring and appropriate corrective action
  - Provide the NHSScotland NSS Board with regular reports covering income and expenditure, balance sheet and key performance indicator trends
  - Ensure that logistics service functions interact in such a way as to maximise corporate performance
  - Assess corporate threats, opportunities and implications of developments in the health care market and take appropriate action based upon assessed risk
  - Ensure effective financial stewardship and viability
  - Ensure that high standards of corporate governance and personal behaviour are maintained (SFI's)
  - Work in accordance with national contract strategies and policies developed by PCF
  - Ensure that resourced staff training and development plans are implemented in support of the SBU's business objectives
  - Ensure Logistics complies with all directions on corporate governance and risk management
  - Provide, test and maintain a national resilience infrastructure for pandemic consumables
  - Identify, promote and deliver additional business growth opportunities utilising effective logistics techniques to other parts of NHSScotland operations, and if appropriate to the wider public sector

### **Communication and working relationships:**

#### **Internal**

- Director of PCF and other PCF/NSS Directors
  - Clinical & Medical Directors
  - Partnership representatives
  - Senior Departmental sponsor (Scottish Government Health and Social Care Directorate)
  - SGHD Pandemic / Contingency Directorate
  - Chief Executive, NHSScotland Health Boards
  - Director of Finance / Directors of Facilities
  - Directors of functional directorates and internal auditors
-



---

## External

- Customers (senior executive level), particularly NHS Boards
- NHS and other professional bodies
- Trade and supplier associations
- Audit bodies, Audit Scotland
- Government Ministers and senior management of the SGHSCD
- Procurement Steering Group / Scottish Government Procurement Directorate
- Wider Public Sector COE's and Local Authority Directors
- Senior Supplier Community

### **Assignment and review of work, decisions and judgement:**

In consultation with the Director of PCF the post holder will decide on how to manage these issues with his/her management team to ensure effective delivery. The post holder is fully accountable for leading and driving progress within the identified areas of responsibility.

The work will be driven by the strategic direction of the organisation. Performance of his/her department will be reviewed against key performance indicators on a periodic basis by stakeholder meetings including review by the Director of PCF.

Strategies designed to improve services, reduce costs, increase productivity will be led by the post holder and measured by the Director of PCF.

The post holder will continuously review his/her work to ensure satisfactory standards are achieved and will brief the Director of PCF regularly on progress against delivery of any objectives contained in the Business Plan.

The Director of PCF will review work twice per year on a formal basis measuring quality and the achievement of personal objectives via a system of performance appraisal

---

## 4: Knowledge and experience required

---

### **Qualifications**

#### **Essential**

- Educated to degree level with post graduate qualifications or equivalent in Logistics & Supply Chain Management
-

---

### Desirable

- Chartered Membership of an appropriate professional body such as the Chartered Institute of Logistics & Transport or the Chartered Institute of Purchasing and Supply

### Experience

#### Essential

- Significant senior executive level management experience
- A seasoned professional with extensive experience at senior management level used to dealing with directors at a Board level.
- A proven track record of leading, directing and managing complex change, as well as delivering national strategies and programmes.
- Excellent communication and influencing skills with the ability to work sensitively with a diverse group of stakeholders from different professional disciplines and organisations across a high profile service.
- The ability to manage the media, public and internal communications sensitively and effectively.
- A sound understanding of Governance and Risk Management within NHSScotland and/or working in a heavily regulated environment.
- Experience of working with legislators and regulators.

#### Desirable

- Previous NHS or industry experience in a large supply chain organisation in a health care related market

### Competencies

This post requires an individual who can demonstrate a high level of competency in the critical leadership behaviors identified nationally as crucial to achieving success within NHSScotland:

- **Leadership** - Communicates a compelling vision and provides visible and supportive direction and guidance that empowers, enables, motivates and develops the senior team to achieve the organisation's goals
  - **Improving Performance through Team-Working** - Works effectively as a team member and leads the team with tenacity to deliver shared goals.
  - **Caring for Staff** - Creates a healthy, safe and dynamic working environment in which staff well-being is promoted and individuals are supported and motivated in their roles
-

- 
- **Communicating Effectively** - Communicates clearly and consistently and ensures that staff, customers and other stakeholders influence service planning and delivery
  - **Promotes a Learning Organisation** - Views learning as integral to service planning and delivery and develops organisational learning plans to maximise staff potential
  - **Working in Partnership** - Builds effective relationships with staff, customers and other stakeholders
  - **Improving Quality** - Focuses on continually improving outcomes for customers, patients and other stakeholders
  - **Achieving Results** - Develops and implements SMART service plans and reviews own team and service performance against these
  - **Strategic Thinking** - the ability to transform strategy into implementation planning and project/change management to deliver significant change programmes
  - **Political Sensitivity** – fostering and building effective alliances, underpinned by a strong ethos of partnership working with a broad range of stakeholders to enable effective working at a national level, both within SGHSC and across NHS Boards

## General

The post holder must have the ability to travel throughout Scotland with a full clean driving license desirable.

---

## 5: Remuneration

---

<b>Salary:</b>	£66,707 – 90,014 (Executive Grade D)
<b>Pension:</b>	NHS Pension Scheme (Defined Benefit) (X% Employer and Y% employee contribution)
<b>Holidays:</b>	27 Days (rising to 29 after 5 yrs and 33 after 10 yrs) + 8 public holidays

---

---

## 6: The Recruitment Process

---

Initial discussions will be held with NSS's advising consultants Livingston James. In the first instance interested parties should contact Douglas Adam, the lead consultant managing this assignment for Livingston James by email [douglasadam@livingstonjames.com](mailto:douglasadam@livingstonjames.com) or call 0141 375 7300

### **Recruitment Timetable:**

Closing date for applications	28 <sup>th</sup> June
Longlist meeting (Livingston James & NSS)	4 <sup>th</sup> July
Assessment Centre	12 <sup>th</sup> July
Shortlist meeting (Livingston James & NSS)	18 <sup>th</sup> July
Final Panel Interviews	24 <sup>th</sup> July

---