



Role Profile

Service Manager (Fleet Operations)			
Reference No:	A5683		
Service:	Place, Environment & Building Services		
Job Family:		Grade	FC12

Purpose
To lead, manage, and co-ordinate the activities of the Fleet Operations team to ensure the delivery of a consistent, high-quality, customer-focused service. As a key member of the Fleet Operations management team, the post holder contributes to the ongoing development and delivery of a comprehensive transport and fleet management service across the organisation. The role has a central responsibility for the continuous review and improvement of fleet and workshop service provision, ensuring value for money, operational effectiveness, and alignment with organisational priorities. The post holder also works collaboratively with teams across and beyond the Service to support the delivery of quality, best-value outcomes. As the professionally competent Transport Manager and holder of Fife Council's Operator Licence, the post holder ensures full

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compliance with all legal requirements relating to the operation and management of licensed vehicles. In addition, as the Authorised Examiner Designated Manager for the Council's MOT stations, the post holder is responsible for ensuring that MOT testing standards, security procedures, and DVSA requirements are consistently met.
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Task or Responsibility - For this role, there is an expectation that all, or a combination, of the following will be undertaken:	Person Specification: Skills, Knowledge, Qualifications or Experience - Criteria can apply to more than one task or responsibility	E	D
Leading the development of strategy, policy, practice and delivery areas of responsibility which are • Programme and project management support • Management of Fleet carbon reduction plans • Management of service data, records and systems • Management of service income and expenditures • Holder of Fife Councils Operator Licence • Continuous & effective management of the Operator Licence undertakings • To manage, audit and review compliance systems to ensure that they are effective • To review any shortcomings such as prohibitions and/or test failures	Educated to SCQF Level 9, which includes a degree or equivalent Accredited Goods Vehicle Operator's Licence Standard National qualification, Hold a disclosure certificate Be of good repute, no relevant convictions in the last 5 years Current membership of a relevant professional body (IRTE)(SOE) Experience of managing conflicting demands DVSA, AEDM certificate Ability to provide a regular, efficient and effective service	✓ ✓ ✓ ✓ ✓	

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• To ensure that relevant changes are notified in accordance with operator licence requirements • To keep up to date on relevant changes in standards and legislation • Responsible to the DVSA for the HGV Authorised testing facility • Responsible to the DVSA for the Council Mot stations. • Provide and manage a single, co-ordinated and joined up Service across Fifes workshops with unified policies, practices and procedures, provided within a 'Best Value' framework. • Provide the team with professional leadership, direction and support.			
Developing and implementing robust strategy, policy and procedures in relevant programmes, to ensure compliance with Council, Operators Licence, Taxi testing and MOT Testing along with Scottish Government statutory requirements.	Analytical skills Experience of policy development, implementation and evaluation Experience of driving change in designated area	✓ ✓ ✓	
Reporting to strategic and other relevant committees as part of the Councils governance framework. (Licencing and Regulation)	Knowledge and awareness of relevant regulation, legislation and statutory requirements	✓	
Managing change with Service Managers, employees and external partners as required, minimising disruption to service delivery in areas and minimise risk. Reporting on a regular basis to different strategic/management groups as required.	Experience of strategic planning and positively facilitating organisational change	✓	

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Identifying, monitoring and achieving relevant quality standards, representing the Council, Directorate, ATE or Client Services at both internal and external meetings, producing reports and delivering presentations.	Report writing skills Presentation skills	✓ ✓	
Work with the Senior Manager in ensuring the application of Service delivery remains at a consistent, high professional level. Deputise for the Senior Manager as and when required. Ensure the team support the political process and elected member involvement. Develop and promote the Council's culture change both internally and externally. Embrace and promote a 'customer first' philosophy in line with the Council's corporate objectives. Deputising for the Head of Service in their absence and participating as a representative of both the Directorate and Service Management Teams in all matters relevant to the efficient and effective management of the Service.	Significant experience in fleet management service delivery Experience of representing an organisation at various governmental and national sector organisation events	✓	✓
Leading and managing teams with responsibility for the strategic management, direction and improvement of programmes within Fleet Services managing and reducing operational/strategic risks and ensuring project governance as appropriate.	Experience of developing and maintaining effective relationships with Council services, partnerships and other relevant organisations Leadership Skills	✓	
Leading the development of strategy to ensure the delivery of Fife Council and Service level priorities to meet statutory requirements and national objectives with the Scottish Government regarding Carbon Reduction through reduction of ICE vehicles with introduction of alternative fuelled vehicles ensuring that they are implemented effectively and consistently and in accordance with appropriate legal, policies and statutory guidance.	Political Acumen, strategy, policy and practice development within a political context. Experience of collaborative working with partners in both public and private sector	✓ ✓	

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Be part of a multi-agency group (NEP-F) to cover national fuel shortages for councils and emergency services			
Establish effective linkages and strong working relationships with key contacts both internal and external to the Council to help promote the Service and improve service delivery. Develop and maintain good employee relations in partnership with employees and relevant Trade Unions through informal and formal processes of communication, consultation and involvement. Prepare and deliver committee reports, presentations, papers on specific Service issues ensuring proposals align with Council and Service objectives and priorities. Establish benchmarking and best practice networks to improve service delivery and report regularly to Management Team.	Considerable experience in Local Government in a similar role	✓	
Developing and implementing robust strategy, policy and procedures in relevant programmes, to ensure compliance with Council and statutory requirements.	Analytical skills Experience of policy development, implementation and evaluation. Experience of driving change in designated area	✓	
Managing change with Service Managers, employees and external partners as required, minimising disruption to service delivery in areas and minimise risk. Reporting on a regular basis to different strategic/management groups as required.	Experience of strategic planning and positively facilitating organisational change	✓	
Manage major projects and service delivery, ensuring adherence to Council policies, national standards, statutory and legislative procedures and regulations Co-ordinate the scheduling of workload	Communication skills	✓	

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and resources to provide an effective and programmed service ensuring effective utilisation and management of resources.			
Preparing and managing Fleet Services revenue budget (including prediction and monitoring of income) and delivering agreed savings and efficiencies, always ensuring compliance with the Council's financial regulations.	Financial management skills IT Skills	✓ ✓	
Strategic management of the Vehicle Replacement Capital Budget (£10.5m annually) and Revenue budgets (circa £17.5m annually) of Fleet vehicles.			
Manage the workload of the team, including the production of team plans in accordance with the Service Planning process. Respond to urgent/emergency changes in team priorities by moving staff within the Team to deal with unplanned peaks and troughs in the team's overall priorities. Contribute as a member of the Service Management Team to the ongoing monitoring, control and improvement of service delivery and carry out research and prepare reports in support of the development of the Service. Manage health, safety and welfare to ensure that the requirements of legislation, policy, procedures and instructions are properly implemented to make the working environment as safe and healthy as possible for employees and others who may be affected	Team building skills (Work together) Team building skills (Work together)	✓	
Contributing to and representing Fife Council at Public enquiries regarding Fife Councils Operator's Licence at the request of the Scottish Transport Commissioner.	Knowledge of laws and regulations relating to Fife Councils Operator Licence.	✓	
In line with the Service 'Scheme of Delegation and Empowerment' and the consistent application of the Council's policies and	Leadership skills (Take ownership)		

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procedures: Set and maintain standards of conduct and performance and undertake any disciplinary action required. Support employees by applying people management skills e.g. staff motivation, team building and conflict resolution. Maintain an overview of team activities in order to meet agreed targets e.g. recruitment and selection of staff, re-allocation of resources, identify and prioritise activities, manage and authorise holidays/leave, working arrangements, overtime, flexitime, training and expenses, delegate authority to other team members etc. Manage the team's attendance management levels and employee performance in relation to set triggers and improvement targets. Providing professional leadership and managing performance through team development, coaching, managing attendance and performance as well as fostering knowledge and professional learning.	Experience of managing teams and motivating others including supporting staff development	✓	
Leading or contributing to other relevant change programmes (e.g. Delivering Change) and partnership working.	Experience of contributing to change outside of immediate area of responsibility	✓	
Contributing to the wider development of the Service and Directorate as a member of the Service Management Team, and extended Directorate Management Team.	Experience of working as part of a senior management team or extended management team	✓	
Managing communications with all stakeholders, including Elected Members/MSP's, MPs to respond to queries, support policy development and improve the customer experience or reputation of the Council.	Communication skills	✓	
Promote the recognition of achievement and the attainment of qualitative outcomes in service delivery. Ensure the future skills and	Project management skills	✓	

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competency requirements of the team are addressed by leading the employee development and contribution management process. Ensure the team is up to date with events in the Council or the Service through regular team briefing sessions, team meetings or informal contact. Foster knowledge sharing within the team and on the job coaching to expand team knowledge and capacity and ensure the growth of individuals. Keep the Senior Manager appraised of developments affecting the work of the Team.			
Set, agree and manage forward work plans for the team in line with customer, contractor, Service and corporate priorities. Ensure that quality standards are identified, monitored, achieved and continuously improved. Investigate and resolve complaints where required. Support Service-wide policy development issues and the initiation, design, implementation and subsequent monitoring of new strategies and policies. Provide expert support and advice on the management, development and implementation of performance management systems for the collection, provision and dissemination of performance information.	Ability to appreciate and manage political objectives, local aspirations and financial constraints (Embrace technology and information)		✓
Champion high standards of performance across the full range of SPI, KPI and other performance measure and challenge underperformance effectively. Review practices and procedures to promote improvements to service delivery, customer satisfaction and more effective use of resources. Encourage cross service/inter-service working by encouraging employees, where practicable, to participate. Organise debrief sessions after any critical service incident e.g. dangerous buildings, customer complaint, staff	Effective organisation skills	✓	

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incidents and lead in implementing changes and decisions, including collective actions as required.			
In line with the Service 'Scheme of Delegation and Empowerment' and the consistent application of the Council's policies and procedures: Optimise service delivery by managing, developing and monitoring the Team budget and authorising and approving expenditure within agreed limits e.g. overtime, expenses, temporary appointments. Assist the Senior Manager in the preparation of budgetary estimates, spending profiles and plans allied to the targeted priorities of the Service. Liaise with the Senior Manager and the Accounting Control Team in Finance & Asset Management on any budget implications prior to seeking authorisation for any proposed changes to establishment. Ensure appropriate audit, control and collection procedures are implemented to monitor and recover income charges and fees.	Extensive knowledge of trading arrangements and tendering processes in local government	✓	
Seek opportunities to enhance income streams in order to enhance team budgets e.g. through external funding support and partnership approaches to service delivery. Contribute to the Council's efficiency agenda by implementing change to ensure a reduction in the cost-of-service delivery whilst maintaining and potentially improving services.			✓
Promote effective partnership working within Fleet Operations and across other Council Services to ensure a shared understanding and commitment to quality service delivery. Represent the Council on the Taxi Testing Licensing Committee and prepare appropriate reports and information as required. Maintain awareness of changes in legislation, regulation and good practice at a national	Effective financial management and budgetary skills	✓	

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level which impacts on the delivery of Fleet Operations functions, forwarding recommendations to the Senior Manager for consideration and implementation. Manage defined business and fleet programmes, including review and updates of Service Level Agreements, maintenance arrangements and workshop facilities, fleet management systems and the impact on job functions. Other technical projects could include review of fleet operational efficiency, fleet carbon footprint and taxi operations, additional hire requirements and pool car management. Develop and manage fleet capital replacement plans and liaise with customers other Council Services and Procurement in ensuring the procurement process complies with the Council's Financial Regulations, Standing Orders and Scheme of Delegation	Experience of leading and implementing change management initiatives	✓	
Manage the development and monitoring of the Council's occupational road risk policies and procedures. Manage and develop systems for recording, analysing and communication fleet accident and avoidable damage to clients. Manage and develop the fleet management system 'Tranman' ensuring operational and performance reports from the fleet management system are produced accurately and timeously. Liaise with IT Services and Fleet Operations management in connection with the implementation and regular updates of the Tranman fleet management programmes. Manage the monitoring of the fleet tyre contract with performance reports produced monthly. Manage the monitoring of the planned fleet maintenance programme including monthly inspections, servicing and MOT maintenance schedules and ensure that the requirements of the 'Operators Licence' and	Level 3 Certificate of Professional Competence for Transport Managers. Authorised Manager/Designated Manager for approved DVSA ATF and MOT testing facilities.	✓ ✓	

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other statutory legislation is met. Manage the programming of workshop loading requirements in consultation with Service users and Workshop Supervisors. Manage and co-ordinate the procurement of sub contractors. Contribute to the development and maintenance of Fleet Operations industrial relations in liaison and negotiations with Trade Union officials and co-ordinate and support the Service For a consultation process.			
Development and management of workshop employees through effective objective setting, performance management and skills development with the aim of ensuring high quality standards of service delivery. Develop a performance management culture and operating framework that continually monitors service performance. Ensure the future skills and competency requirements for the team are addressed by leading the employee development and contribution management process Consultation and negotiation with Trade Unions of Fleet Operations workforce terms and conditions, local agreements and working practices. Reviewing of fleet management and maintenance working arrangements and liaising with Trade Unions	Excellent report writing skills Excellent presentation skills		✓ ✓
Development and management of workshop employees through effective objective setting, performance management and skills development with the aim of ensuring high quality standards of service delivery. Develop a performance management culture and operating framework that continually monitors service performance. Consultation and communication with workshops employees in pursuance of objective setting, performance management and skills development	Partnership working skills (Focus on customers)	✓	

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Optimise the Fleet Operations trading account, (in excess of £24m) liaising closely with Finance & Asset Management and others as appropriate. Reviewing Service fleet revenue budgets on an annual basis, ensuring adequate funds are in place prior to committing resources to fleet capital replacement plan.		✓	
Manage and development of the fleet capital replacement plan ensuring appropriate resources are in place to deliver the plan to set financial and timescales and the procurement process complies with the Council's Financial Regulations, Standing Orders and Scheme of Delegation. (Annual budget around £10.5m). Reviewing transport related expenditure including internal contracts for the supply of services. Ensure the team and Fleet Operations budget information is available timeously for inclusion in any Service budget process. Continually seek opportunities to enhance the Fleet Operations income opportunities through working with other Services and partnerships Continually seek opportunities to enhance the team budgets through external funding support and partnership approaches to service delivery. Manage the Councils fuel contract annual budget £5.5m.		✓ ✓	
Development and implementation of a strategic approach to fleet asset management systems, policies and procedures, to ensure that the Council's fleet is optimised in terms of procurement, maintenance, utilisation and disposal. Develop a performance management culture and operating framework that continually monitors service performance. Consultation and communication with workshop employees in pursuance of objective setting, performance management and skills development.		✓	

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Ensure the Council fulfils its statutory obligation with respect to the requirements of its Vehicle Operators licence. Develop and manage appropriate Service Level Agreements with user Services that meet their service delivery requirements within agreed financial constraints. Consultation and negotiation with Trade Unions of Fleet Operations workforce terms and conditions, local agreements and working practices. Reviewing of fleet management and maintenance working arrangements and liaising with Trade Unions. Management of the Fleet Operations staff training and developments plan, ensuring the training meets the needs of the Council and the employee. Manage and development of the fleet capital replacement plan ensuring appropriate resources are in place to deliver the plan to set financial and timescales and the procurement process complies with the Councils Financial Regulations, Standing Orders and Scheme of Delegation. (annual budget around £3.75m). Represent the Council on the Taxi Testing Licensing Committee and prepare appropriate reports and information as required. Developing new training programmes and providing guidance to instructors on quality assurance processes applicable to the delivery of Driver CPC training. Reviewing transport related expenditure including internal contracts for the supply of services.		✓	
Reviewing Service fleet revenue budgets on an annual basis, ensuring adequate funds are in place prior to committing resources to fleet capital replacement plan.		✓	
Hold a disclosure		✓	

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Be of good repute			
Undertaking all other duties as required for the role. Duties will be in line with the grade.			

Additional tasks or responsibilities – this is a generic role, however this particular job may also require you to undertake the following:			
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Job Title (Specialists Tasks)			
Transport Manager / Operating Licence Holder	Certificate of Professional Competence for Transport Managers (Road Haulage)	✓	

Type of Protection of Vulnerable Groups Scheme (PVG Scheme) or Disclosure Check required	
Before confirming appointment: You may be required to obtain PVG scheme membership or a Disclosure check. Please refer to the job advert for clarification of the specific requirement.	
Additional Information – the following information is available:	Expected Behaviours
- Skills Framework (if applicable) How we work matters	Every council employee is expected to lead the way by making decisions and behaving in ways that uphold our community commitments and values. Please refer to How We Work Matters Guidance to learn more.

