



Role Profile

SERVICE MANAGER (BUSINESS & COMMERCIAL OPERATIONS)			
Reference No.	A4494	Type	Individual
Service	Fife Resource Solutions LLP		
Job Family	Service Manager 1	Grade	FC11

Purpose
<p>Overall responsibility for the Business & Commercial Operations business unit. This includes a Sales Team, nine Recycling Centres, 300+ Recycling Points and vehicle fleet comprising commercial waste collection, skip and multi-lift vehicles.</p> <p>Responsible for business development and sales predominantly targeting large key accounts for waste collection, treatment and disposal. Marketing and promoting the FRS/RES business and the strategic development of a company brand to achieve a commercial, customer focused and profit driven culture.</p>

Task or Responsibility - for this role, there is an expectation that all, or a combination, of the following will be undertaken:
<p>Leading and managing a designated team, ensuring that strategies and priorities are set, service levels, customer satisfaction and work plans are delivered to agreed priorities.</p>

Person Specification: Skills, Knowledge, Qualifications or Experience - criteria can apply to more than one task or responsibility.	E	D
Educated to SCQF level 9, which includes a Degree or equivalent, or relevant work experience.	✓	
COTC: Managing Transfer/Treatment Operations Biodegradable Waste (SVQ level 4/SCQF level 8).	✓	
CPC National Road Haulage Operations.		✓

E = Essential Criteria D = Desirable Criteria

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	Membership of Chartered Institution of Wastes Management, or another relevant body.		✓
Setting a positive example in relation to behaviour, ensuring that employees, customers, contractors and others are treated with respect and empathy.	Team building skills.	✓	
Providing professional leadership, guidance and support to team, and others through personal and team development, coaching, managing attendance, performance and conduct, project work and fostering knowledge sharing within and across teams in FRS.	Leadership skills; interpreting, shaping, aligning and inspiring people to achieve results.	✓	
Developing and maintaining good employee relations in partnership with employees and relevant Trade Unions through informal and formal processes of communication, consultation and involvement.	High standard of personal and professional integrity.	✓	
Monitoring and reviewing management systems and employee performance levels to develop and implement solutions for continuous improvement, including responsibility for managing employee absence, employee recruitment, employee development, and disciplinary action up to dismissal, all in accordance with Fife Council policies and procedures.	IT skills (Embrace Technology & Information - see 'How We Work Matters Framework').	✓	
Providing effective and visible leadership and innovatively manage allocated services to secure and sustain the necessary changes in culture and practice to ensure that these services perform well and in line with Service aims, goals and objectives.	Experience of managing significant numbers of staff, including management change, organisational development and contribution management.	✓	
Ensuring that the health and safety policy is an integral part of the business unit's culture, and that the policy remains a 'live' document able to respond to health and safety issues, which is communicated to all employees.	Knowledge and awareness of relevant legislation and other statutory requirements, with particular focus on health and safety and environmental protection legislation, guidance and approved codes of practice.	✓	
Ensuring that effective management systems and practices are in place to deal with risks sensibly, responsibly and proportionately by ensuring adequate resources are available, obtaining competent advice, and risk assessments are carried out with employees being involved in health and safety decisions.	Knowledge of HASAW Act, etc. 1974 and associated regulations.	✓	

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Ensuring that all staff receive the relevant training to allow them to carry out their duties safely and effectively.	Evidence of supporting staff development.	✓	
Leading the development of workforce planning, ensure the deployment of contribution management and general management of the team to support business needs.	Ability to develop and execute action plans to ensure ongoing capacity and capability to deliver team outcomes and support business needs (Deliver Results).	✓	
Ensuring that FRS financial performance allows it to implement its business strategy.	Knowledge of the company's and Council's Standing Orders, Financial Regulations, guidance, and approved codes of practice.		✓
Preparing annual business plans for each business unit that delivers the company's strategic priorities in the most efficient and effective way, including monitoring of their delivery.	Analytical skills.	✓	
Promoting continuous improvement and efficiency, and encourage creativity and innovation with a focus on improving business outcomes.	Initiating and managing continuous improvement.	✓	
Leading on the preparation of cross-team business development plans, as required and driving the transformational change agenda.	Strong communication skills, with the ability to influence at a high level, including senior stakeholders (Take Ownership).	✓	
Assisting with the preparation and submission of statistical data demonstrating business competitiveness, growth, and contribute to a programme of progress reports detailing progress and financial reports as required by Council procedures, management and other external bodies.	Project management skills.	✓	
Agreeing and monitoring annual budgets and targets for each of the business units in line with the business plan. Managing and monitoring of capital and revenue budgets, and contributing towards budget development.	Budget management experience.	✓	
Providing financial information and advice to relevant staff to ensure the effective monitoring and control of budgets.	Knowledge of funding mechanisms for Council and arm's length company business.		✓
Undertaking business unit costing for each commercial operation to ensure profit is achieved and maximised.			

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Managing a sales and operation expenditure budget of up to £10M, including the purchase of essential services and staffing of directly provided services and service support.	Knowledge of contemporary marketing and sales techniques.	✓	
Ensuring that robust income growth is secured and maintained from growth in commercial activities within the business units. Ensuring that each business unit adapts to changing financial, market and legislation by providing authoritative specialist advice, guidance and challenge to customers/stakeholders thereby minimising risk to the sustainability of each of the business units and maximising the commercial and financial benefits.	Political awareness of requirements for public accountability in a public sector context.	✓	
Developing and implementing strategies and initiatives that will both consolidate and expand the business base with the aim of exploiting opportunities as they emerge, and maintaining and expanding the market share, including competitor activity.	Experience of implementation and delivery of strategy for business.	✓	
Setting direction for allocated services and engage, motivate and inspire team members to support the objectives of the company.	Able to represent FRS responsibilities at Board, Council and stakeholder level.	✓	
Developing the marketing and promoting of the FRS/RES business and the strategic development of a company brand, including media and communications/customer relations.	Experience of delivering outcomes in a multi-agency and organisational context.	✓	
Developing and implementing a customer care strategy aimed at both existing and potential customers. Delivering a specialist service, that will engage customers and stakeholders, which will enable them to make effective use of the service.	Customer care skills (Focus on Customers).	✓	
Networking with key figures within the waste industry and developing new contacts to maximise the income opportunity of FRS/RES.	Experience of collaborative working, developing and maintaining effective relationships, resulting in credibility at senior level (Work Together).	✓	
Leading the delivery of support to Account Managed Customers from external providers through knowledge of the services that FRS/RES can offer.	Experience of account management within a commercial context.	✓	
Managing a commercial and industrial waste collection service to Fife Council and third parties.	Knowledge of the waste and resource management industry, particularly the local market.	✓	

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Managing a number of household waste recycling centre facilities. These are also open to commercial customers, but full cost recovery has to be achieved.	Proven achievements in specific areas of the resource/waste management sector or equivalent, including management experience of a waste treatment/disposal facility.	✓	
Managing a number of community recycling points throughout Fife. Ensuring consistent, high quality, efficient, customer focused services are provided that optimise the employment of physical, financial and employee resources, whilst ensuring that target operating margins (gross profit) are achieved.	Ability to manage conflicting demands.	✓	
Establish and maintaining appropriate business continuity arrangements for the areas of functional responsibility and contribute to business continuity plans across the company as required.	Ability to provide a regular and effective service.	✓	
Leading, creating and promoting a culture of environmental excellence.	Ability to create a team culture where staff take ownership and responsibility and feel supported in the work they do.	✓	
Developing strong and effective working relationships with Fife Council, Scottish Environment Protection Agency (SEPA), trade bodies, Scottish Enterprise and other organisations where such links are of benefit.	Astute political awareness coupled with a high degree of political sensitivity.	✓	
Reviewing operating practices and structures to identify and implement business efficiency opportunities, and high risk activities.	Conflict handling skills.	✓	
Monitoring fleet maintenance costs for both contracted and ad hoc work, and challenging these when necessary.			
Ensuring that employees are completing the relevant documentation in relation to MOTs, vehicle inspections, defect reports.			
Ensuring employees are complying with drivers EU rules and all other vehicle and driver legislation.	Knowledge of health and safety, including the principles of risk assessment and control measures.	✓	
Developing and implementing an operational plan to maximise the internalisation of collected waste for recycling, treatment or disposal.	Ability to think strategically with experience of translating strategy into deliverable plans.	✓	

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Optimising vehicle/plant efficiencies in relation to deliveries from transfer stations, recycling centres, recycling points to FRS waste treatment facilities and collections facilities for delivery to third parties.	Knowledge of vehicle routing and fleet optimisation.	✓	
Ensuring that a robust performance monitoring framework is in place and that Statutory and Key Performance Indicators are reported accurately and timeously.			
Ensuring that performance and quality assurance targets are developed and met for each of the business units.			
Benchmarking performance and ensuring that operational teams strive for excellence in their service delivery.			
Evaluating strategies, plans and actions and measuring the return on investment for projects.			
Ensuring continuous improvement and the delivery of best business practice.	Knowledge of Planning process, Waste Management Licences (WML) application process, modification applications, operating under a WML regime and of SEPA's compliance assessment scheme.	✓	
Ensuring that all required records and information are maintained correctly. Use technical knowledge and expertise to analyse information, identify areas of potential concern and recommend options/solutions.			
Researching and evaluating current issues, developments, good practice and legislation changes in business units.			
Working with partner organisations as required.	Team working skills.	✓	
Developing the services provided using customer and stakeholder consultations to inform requirements.			
Promoting enterprise and including the use of new technology within each business unit. Create a structure to install organisational change management systems and processes to reflect the needs of each business unit.	Networking and organisational skills.	✓	

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Delivering operational and financial services that both meet the needs of customers, key stakeholders and Fife Council.	Skilled negotiator (particularly in relation to relationships with contractors and customers).	✓	
Preparing and co-ordinating reports for the Board, Chief Operating Officer, Senior Management Team, its Committees or working parties and to attend these meetings as required.	Presentation skills.	✓	
Demonstrating effective leadership in creating and promoting a culture of environmental excellence.	Knowledge of the company's Scheme of Delegation.		✓
Ensuring that all activities are carried out in accordance with the requirements of prevailing environmental legislation, WML, Working Plans, WML exemptions, planning permissions and integrated management system.	Delegation skills.	✓	
Ensuring that monitoring and report mechanisms are relevant, which cover preventative information, audits, changes in procedures or processes and that procedures are in place to implement new legal requirements.			
Ensuring that the review process examines the policy, so that it reflects the organisation's priorities, plans, targets and actions to address weaknesses or shortcomings.			
Ensuring financial stability through the effective management of income and expenditure, and implementing a monthly review with your team. Ensure that, as far as is reasonably practicable, the business units and FRS meets its financial and business growth targets, whilst complying with all relevant legislation and Codes of Practice.			
Ensuring compliance with Driver Hours Regulations. This includes Driver Certificate of Professional Competence and other training.	Knowledge of Driver Hours Regulations.	✓	
Undertaking all other duties as required for the role. Duties will be in line with the grade.			

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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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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:

- Skills Framework (if applicable)
- How We Work Matters

Expected Behaviours - it is essential that you display the following behaviours as they are expected of all our employees:

- Take Ownership
- Focus on Customers
- Work Together
- Embrace Technology & Information
- Deliver Results