



Role Profile

SERVICE MANAGER (COMMERCIAL AND WASTE TRANSFER OPERATIONS)

Reference No.	I386.01	Type	Individual
Service	Fife Resource Solutions LLP		
Job Family	Service Manager 1	Grade	FC11

Purpose

To maximise benefit to the bottom line of Fife Resource Solutions via:

- promotion of a commercial, customer focused and profit driven culture;
- strategic planning, delivery and expansion of commercial, industrial, trade waste, recycling collection services, logistics and waste transfer operations;
- strategic planning and delivery of sales growth for commercial, industrial and trade waste and recycling collection services, and waste transfer operations;
- creating strategies and tactics that identify, create and maintain positive relationships with customers, resulting in value for the customer and FRS;
- to manage/deliver specialist services that enable stakeholders (including businesses) and customers to engage with the legislative and regulatory obligations;
- to undertake interventions, provide advice and guidance in specialist fields;
- the efficient management of a revenue budget;
- to lead the operational management of different business units that provide specialist quality resource management, waste collection, environmental compliance and logistic services to Fife Council and commercial businesses;
- maximise the potential of the human and physical assets of each of the business units to deliver robust income growth from commercial activities;

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- have overall responsibility and accountability for the successful governance, management and development of each of the business units, ensuring that all aspects of the operation are commercially viable, efficient and effective and meet the needs of Fife Council and an extensive and varied customer base;
- direct and lead each of the business units to ensure the delivery of its business strategy, annual performance plans, annual financial arrangements and service and social outcomes;
- reporting to the Chief Operating Officer the role provides leadership and direction to over 100 employees working within the business units;
- the employees are based at a number of operational facilities and offices, including bases outwith Fife; and
- leading and engaging with all organisational stakeholders including; elected members, Council senior managers, Scottish government and all industry stakeholders.

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 and motivating each of the individual business units, setting a positive example in relation to behaviour, ensuring that employees, customers, contractors and others are treated with respect and empathy.	Educated to SCQF level 9, which includes a Degree or equivalent in relevant discipline or current relevant experience Membership of relevant professional organisation CPC Road Transport Operations COTC Level 4 in Waste Transfer Operations Senior leadership experience within a large complex and publicly accountable organisation (Deliver results – See 'How We Works Matters' Framework)	✓ ✓ ✓ ✓ ✓	

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Leading each of the specialist business units: Commercial Waste (RCV), Commercial Hooklift and Skips, Transfer Stations, Recycling Centres, Logistics and Transport. This will include the strategic development, success and sustainability of each business unit.	Experience of management of waste management services or environmental or resource management consultancy	✓	
Preparing annual business plans for each business unit. Ensuring that each business unit adapts to changing financial, market and legislation by providing authoritative specialist advice, guidance and challenge to customers/stakeholders minimising risk to the sustainability of each of the business units and maximising the commercial and financial benefits.	Experience of managing change and organisational development (Take ownership)	✓	
Promoting enterprise and development, including the use of new technology within each business unit. Creating a structure to install organisational change management systems and processes to reflect the needs of each business unit.			
Leading and be the principal specialist for transport and waste collections across FRS, providing advice, guidance and project input for all business units in these areas.			
Leading on the planning, delivery and monitoring of FRS business strategy for each of the business units, including the identification of key business opportunities for the collection of C&I, Trade waste, the use of the Transfer Stations and wider facilities.	Experience of Implementation and delivery of strategy for business (Focus on customers)	✓	
Developing and implementing 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.	Significant operational management responsibility for commercial and industrial waste management activity, including fleet optimisation and sales Experience of Account Management within a commercial context	✓ ✓	
Ensuring that the business units and FRS constantly identifies and responds to changes in patterns of market needs and expectations.			
Delivering services that both meet the needs of customers, key stakeholders and Fife Council.			

E = Essential Criteria D = Desirable Criteria

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In partnership with the Business Development Manager developing FRS' PR, marketing, media and communications/customer relations are effectively undertaken in line with its business strategy focusing on high quality cost effective services.	Experience of partnership working (Work together)	✓	
Leading and implementing a customer care strategy aimed at developing and retaining customers.	Direct management of sales personnel		✓
Acting as an advocate, ambassador and champion for FRS and its brand at a local, regional, national and international level.	Experience of relationship building at a senior/strategic level	✓	
	Developing stakeholder relationships	✓	
Developing and maintaining market knowledge, including competitor activity and opportunities for business growth.			
Developing a network of key contacts, which will support the future success of the business units and the wider FRS, including potential commercial customers, strategic delivery partners and other councils.	Experience of specific areas of the resource management sector or equivalent	✓	
	Experience of Business Transformation	✓	
	Senior managerial experience of both public and private sectors	✓	
	Experience in development and management of waste technologies and/or renewable technologies	✓	
Developing strong and effective working relationships with Fife Council, Scottish Environment Protection Agency, trade bodies, Scottish Enterprise and other organisations where such links are of benefit. Encouraging the development of similar working relationships at all levels of the business.	Experience of working with Board of Directors, local authorities and regulatory bodies	✓	
	Experience of representing FRS responsibilities at Board, Council and stakeholder level		✓
Responsibility for a P&L (Revenue) budget.	Financial management skills	✓	
Responsibility for a capital budget.			

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Ensuring that FRS' financial performance allows it to implement its business strategy.			
Ensuring that robust income growth is secured and maintained from growth in commercial activities within the business units.			
Continuous review of operating practices and structures identifying and implementing business efficiency opportunities.			
Agreeing and monitoring annual budgets and targets for each of the business units in line with the business plan that was developed.			
Achieving maximum value in terms of services to customers.			
Ensuring financial stability through the effective management of income and expenditure, and implementing a monthly review with your service Team Managers.			
Demonstrating strong effective leadership of health and safety within each of the business units that are based around planning, monitoring, and reviewing health and safety management.	Astute political experience coupled with a high degree of political sensitivity	✓	
Ensuring that the health and safety policy is an integral part of each of the business unit's culture and that the policy remains a 'live' document able to respond to health and safety issues, and that this is communicated to all employees.			
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, risk assessments are carried out and employees are involved in health and safety decisions.			
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.	Analytical skills		✓

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Leading the Team Managers and Operations Officers in developing new and amended risk assessments, safe systems of work and standard operating procedures.			
Demonstrating effective leadership in creating and promoting a culture of environmental excellence.			
Ensuring that all activities are carried out in accordance with the requirements of prevailing environmental legislation, permits and codes of practice, including the Duty of Care and environmental permits.			
Leading, developing and implementing a strategy for compliance, training and education of a team of Operations Supervisors, Chargehands, Drivers and Waste Collectors that are responsible for delivering commercial waste management services within FRS. This includes direct responsibility for all tachograph infringements, objective setting, performance evaluation, driver training, driver assessment and any disciplinary action.	Experience of strategic thinking and innovation	✓	
Maintaining a tight control of fleet maintenance costs for both contracted and ad hoc work. Overseeing and organising fleet records for MOTs and regular truck inspection, ensuring all defect reports are matched to corrective action statements. Ensuring compliance with drivers EU rules and all other vehicle and driver legislation.			
Managing and reviewing the progress of complex and high risk activities. Critical specialist advisory role in activity management and determining interventions. Planning, delivering and monitoring the appropriate interventions.			
Ensuring that everything that is reasonably practicable is done to ensure that the business units and FRS meets its financial and business growth targets, whilst complying with all relevant legislation and Codes of Practice.	Extensive knowledge of relevant policy agenda, including detailed knowledge of the Resource Management sector and the legal, commercial and technology influences on that sector (Embrace	✓	

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	technology and information)		
Ensuring that a robust performance monitoring framework is in place, and that Statutory and Key Performance Indicators are reported accurately and timeously.	Leadership and teambuilding skills	✓	
Ensuring that performance and quality assurance targets are developed and met for each of the business units.	Presentation and communication skills	✓	
Benchmarking performance, and ensuring that operational teams strive for excellence in their service delivery.	Motivate others to perform to the highest standards	✓	
Carrying out the evaluation of strategies, plans and actions and measuring the return on investment for projects.			
Ensuring continuous improvement and the delivery of best business practice.			
Ensuring that all required records and information are maintained correctly. Using technical knowledge and expertise to analyse information, identifying areas of potential concern and recommending options/solutions.			
Researching and evaluating current issues, developments, good practice and legislation changes in business units. Working with partner organisations as required.			
Delivering a specialist service, which engages customers/stakeholders and enables them to make effective use of the service. Developing the services provided using customer/stakeholder consultations to inform requirements.			
Overall responsibility for the operation of up to 3 transfer stations, 9 recycling centres, 368 recycling points, all FRS mobile plant, vehicle fleet comprising compaction vehicles, skip luggers, rollonoffs, and artics.	Experience of working effectively under pressure, and to respond positively to challenge	✓	

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Managing the work of the team ensuring the provision and co-ordination of services meet the priorities and demands within the available resources.			
Optimising vehicle, plant and operator efficiency of all facilities and routes.			
Leading, developing and implementing with the Service Manager (Resource Recovery) an operational plan to maximise the internalisation of collected waste for recycling, treatment or disposal.			
Leading, developing and implementing an operational plan optimising vehicle efficiencies in relation to deliveries from transfer stations, recycling centres, recycling points to Fife Council waste treatment facilities and collections facilities for delivery to third parties.			
Developing and maintaining good employee relations in partnership with employees and relevant Trade Unions through informal and formal processes of communication, consultation and involvement.			
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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Type of Protection of Vulnerable Groups Scheme (PVG Scheme) or Disclosure Check Required				
Type of Protection of Vulnerable Groups (PVG) or other Disclosure check (choose only one).	PVG Children <input type="checkbox"/>	PVG Protected Adults <input type="checkbox"/>	PVG Both <input type="checkbox"/>	None <input checked="" type="checkbox"/>
	Basic Disclosure <input type="checkbox"/>	Standard Disclosure <input type="checkbox"/>	Enhanced Disclosure <input type="checkbox"/>	

Additional Information - the following information is available:
<ul style="list-style-type: none"> • 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:
<ul style="list-style-type: none"> • Take Ownership • Focus on Customers • Work Together • Embrace Technology & Information • Deliver Results