

LONDON BOROUGH OF MERTON
ENVIRONMENT, CIVIC PRIDE AND CLIMATE DEPARTMENT
JOB DESCRIPTION

POST TITLE: Head of Fleet & Depot Services

Grade: MG1/2

DIVISION/SECTION: Public Realm

Location: Garth Road Depot, Amenity Way

Responsible to: Director of Public Realm

Expenditure Budget of £1.9 million

Responsible for: Fleet and Passenger Transport Service

Direct Reports:

- **Transport Operations Safety Manager**
- **Passenger Operations & Fleet Manager**

Post number:

Date: October 2024

MAIN PURPOSE

To manage the Council's fleet and passenger transport operations, and the development, implementation and management of strategic programmes, as directed by the Director of Public Realm and in collaboration with the relevant service leads. These include the division's decarbonisation plan, the depot remodelling project and the passenger transport business plan.

To ensure the effective and efficient management of Passenger Transport and Fleet services which meet customers' needs and are sustainable.

To be the Council's lead officer for passenger transport and fleet management, including passenger transport operations, procurement, commissioning, contract management, partnership arrangements, the development of service improvement strategies and plans, to oversee the delivery of the depot

remodelling project in liaison with the Council's facilities management team, and performance management.

To prepare and agree Service Level Agreements relating to passenger transport services in conjunction with client departments.

To act as the convener and chair of the Depot Users Group, taking a lead on resolving issues impacting on services provided from the depot, and liaising with the Facilities Management service as appropriate.

To be responsible for ensuring that all services are cost effective, adopting a commercial approach, delivering to the highest possible standards and in accordance with legislative and regulatory requirements.

To manage the fleet maintenance contract, Phase C Lot 1, as lead client, and ensure compliance with the standards required in that contract.

To be professionally competent, to be the holder of the Council's HGV Operators' Licence(s), as applicable, and its nominated representative with delegated authority to monitor and control all aspects of the corporate vehicle fleet regulated by law, including VOSA, DVLA, TfL and other Government & enforcement agencies.

As a cost centre manager, lead the effective management of the budget for all Passenger and Fleet Transport service activities; ensuring both in-house services and contractor(s) are delivering value for money, developing and implementing savings plans in accordance with corporate targets, maximising all commercial and external funding opportunities.

To achieve high levels of communication and staff motivation through open and responsive management, monitoring individual and team performance systematically, including measuring performance against agreed objectives.

To lead and manage these functions in accordance with the core principles, key aims and priorities as defined in the Target Operating Model, Business Plan, Divisional plan(s), and Member priorities.

To make a proactive contribution to the Public Realm service and the Environment, Civic Pride and Climate Department.

MAIN DUTIES AND RESPONSIBILITIES

1. Service Responsibilities

- 1.1. To lead the development and implementation of vehicle transport and related strategies to ensure that the Council's ambitions in these areas are advanced at pace.
- 1.2. To ensure that all aspects of direct service provision and commissioning activity deliver cost effective, good quality outcomes as outlined by developed performance management frameworks, business plans and transport strategies. To develop the service's Target Operating Model, strategies and action plans to deliver improved quality and cost reductions whilst continuing to provide overall value for money
- 1.3. To lead on the management and monitoring of Fleet & Depot services and contracts. To oversee the effective and efficient programme of inspection of assets (both internal and external) and monitoring of contracted services and utilise this to inform service improvement plans.
- 1.4. To work closely with key client services in Education and Adult Social Care, to ensure the services shape together future development activity to ensure it meets the needs of service users.
- 1.5. To provide and present regular reports on the performance of the in-house team, all outsourced contracts and any other relevant issues, to a range of stakeholders including (but not limited to): the Director of Public Realm, the Executive Director of ECPC, Cabinet and the Overview and Scrutiny Panel.
- 1.6. To develop and ensure the delivery of strategies and accompanying improvement plans, in accordance with Council policies and budgetary constraints, and to develop service arrangements to reflect value for money requirements and changes in legislation and other relevant factors.
- 1.7. To be the Council's expert advisor on fleet- related matters, including policy, strategy and commissioning, ensuring policies and procedures are in place to ensure compliance with all relevant legislation for HGV Operator Licensing.. Provide good quality timely advice to senior managers and councillors, respond to relevant government agencies and professional bodies and represent the Council at meetings with external bodies.

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- 1.8. To ensure all elements of the council's vehicle fleet meets the requirements of legislation in terms of vehicle technical standards, including PSV testing, particulate and carbon emissions, use of tachographs, construction, and lighting.
 - 1.9. From time to time take the lead or contribute to cross divisional, departmental or corporate projects.
 - 1.10. To perform any other duties that may be required commensurate with the salary and grade, including contributing to the overall management of the division and deputising for the Director as required.

2. Finance and Resources Responsibilities

- 2.1. To be the cost centre manager for the Fleet & Depot Service budget, including preparing resources and performance reviews, savings plans, detailed budget plans, capital programmes and undertaking budget management for all for delegated and applicable cost centres.
- 2.2. To lead on the procurement of all council fleet requirements, working with users to assist in the development of vehicle and plant specifications, identifying appropriate purchasing options and managing the overall purchasing process.
- 2.3. To produce regular reports on the use of resources and financial budgets, ensuring financial regulations, standing orders, service forecast planning and payment procedures are followed.
- 2.4. Use technology effectively with colleagues, stakeholders, and contractors to improve the effectiveness and efficiency of services delivered.

3. Staff

- 3.1. To lead and manage the staff in the Fleet & Depot Service effectively, including recruitment, performance management, sickness monitoring, training and communication and managing workload taking into account Council priorities. This will include leading and advising on appropriate team structures to adapt to the emerging commissioning and contract management responsibilities.
- 3.2. Contribute to the promotion of Merton Council's visions and missions, including adopting a "One Team" approach and contributing to Merton Council's core values.

3.3. Tackle poor performance positively and effectively utilising the Council's established policies and procedures. Manage the provision of professional driver training and compliance services to minimise risks to the council's Operator's License, costs and general professional standing, including compliance with the law and all parking and traffic regulations.

3.4. To ensure that all staff in the service are aware of and follow corporate and departmental health and safety policies and procedures.

4. Commissioning, Contracts and Relationship Management

4.1. To provide to customers, clients and stakeholders the specified standard and level of service that is specified or expected, working with the contractor or in-house team to rectify any shortfalls in performance or deliver identified potential improvements.

4.2. To maintain close working and effective partnership with colleagues through the established Passenger Transport Board.

4.3. To develop and maintain effective partnership working with external stakeholders, regional partner authorities, and educational establishments.

5. Management and Leadership

5.1. Comply with the Council's performance appraisal scheme to develop and enhance personal and service performance.

5.2. To ensure the service works towards and conforms with council agreed objectives and targets.

6. Equalities

6.1. Implementation of the Council's diversity and equal opportunities policies, fulfilling its statutory responsibilities to individuals, client groups and service delivery.

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PERSON SPECIFICATION

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Criteria	
Knowledge	
1.	Contract governance, management, and performance monitoring, including relevant principles and techniques.
2.	Strategy development and implementation across the transport and/or fleet management sector. Financial governance and procedures, including budget management and reporting.
3.	Understanding of local government organisation and services, and the key challenges facing service delivery and improvement.

4.	Technical understanding of transport and fleet services and depot operations, including operational, legislative, licensing and other regulatory matters. Either hold valid current professionally relevant qualifications or alternatively demonstrate the ability to achieve the appropriate qualification within 6 months of appointment.
5.	Commissioning and procurement processes in a large public sector organisation.
6.	Knowledge of the principles of staff management and development.
7.	Knowledge of and commitment to equal opportunities.
Skill	
8.	Ability to prepare and manage budgets.
9.	Ability to lead on key projects, making decisions in priority areas utilising a flexible and agile approach to problem solving and incident management.
10.	Ability to communicate clearly and effectively with a range of audiences.
11.	Demonstrable experience of adopting and implementing project and programme management principles in the delivery of projects.
12.	Ability to manage and develop a team, to achieve strategic goals and manage a demanding workload.
13.	Ability to recognise and source relevant and appropriate data and information to manage and improve service performance, contractor performance and obtain customer insight.
14.	Ability to interpret national legislation and develop policies and strategies to meet or exceed requirements of the service.
15.	Ability to quickly analyse and interpret complex written, numerical, and financial information.
Aptitude	
16.	Ability to deliver high quality services for clients and stakeholders.
17.	Innovative and imaginative approach to service improvements and meeting financial challenges.
18.	Creative, flexible and proactive approach to problem solving.
19.	Ability to identify and deliver commercial opportunities to generate income.
20.	A confident approach to managing demanding relationships with internal and external providers and contractors.
21.	Seeks feedback and uses all learning opportunities to increase self-awareness and create opportunities for personal development to improve performance.

Experience	
22.	Developing and implementing effective strategies across the transport sector.
23.	Experience of delivering and developing transport and other depot-based services.
24.	Experience in risk reduction using risk assessment, analysis and incident management.
25.	Experience of building and developing productive and collaborative working relationships with partners, suppliers and providers including the voluntary sector.
26.	Leading on contract management responsibilities and negotiations in a partnership environment (both internal and external).
27.	Experience in managing high value contract management activities.
28.	Successful contract negotiations that have created service efficiencies, improvements and sustainable savings.
29.	Project management of complex and high value programmes of work.
30.	Experience of working in a political environment and developing effective relationships with members.
31.	Experience of managing a diverse team effectively through a consistent approach to recruitment, training and development, performance management, capability, grievance and disciplinary issues.
Special requirements	
32.	A commitment to Equal Opportunities and the ability to assist in the development and delivery of equalities initiatives, and meet the authority's Codes of Practice.
33.	Prepared to work outside normal office hours as required in the interests of the service, including responding to emergencies, as well as actively participating and representing the Division with Emergency Planning requirements.