July 2020

Sherbourne Recycling Limited

Managing Director

Job Description

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# Introduction

**JOB TITLE:**  Managing Director

**REPORTS TO:** Sherbourne Recycling Limited (SRL) Executive Board (the Board)

**DIRECT REPORTS:** Business Manager and Technical & Operations Manager

## 1.1 Job Purpose

Under the general direction of the Sherbourne Recycling Limited (SRL) Executive Board (the Board), and in respect of the operation of the SRL business;

1. Working collaboratively with the Board and other stakeholders to provide strategic leadership, by planning and directing operational and support activity which should be customer focused and performance driven to achieve high quality standards while maintaining value for money;
2. Working collaboratively with the Board and other stakeholders to create and execute a business vision and strategic plan which engages and inspires staff, achieves excellent customer service, and delivers profitable revenue growth;
3. To ensure that the business is well managed, with all the necessary operating practices, resources, supply chain and other matters being effective in delivering to customer demand;
4. To ensure the business contributes positively to the local environment, adopting practices that support a ‘green’ agenda, and plays a part in tackling the climate emergency;
5. To work with stakeholders in the shareholding Councils (the Partner Councils) to identify opportunity to create value through collaborative working practices;
6. To manage the financial performance of the business, including retaining the correct resource levels to profitably deliver services to customer demand;
7. To adopt, put into practice and enforce all necessary systems, policies and safe working practices to deliver a legislatively compliant and safe operating business;
8. To be responsible for general legal compliance and executing the general governance agreed with the Board;
9. Pursue continuous improvement and growth, to build capability and resilience throughout the business;
10. Monitor performance and service standards to maintain a competitive edge;
11. Take a lead in promoting the business to partners, stakeholders and prospective customers, taking a lead role in relationships with strategically important customers;

# Main Duties and Responsibilities

## Strategy Planning & Development

1. In conjunction and collaboration with the Board and with other stakeholders, to design a commercially focused business strategy, staffing and resource structure, underpinned by policies and practices that promote excellent service as the norm;
2. Work with stakeholders in the Partner Councils to identify opportunity to create value through collaborative working practices;
3. Set challenging service delivery targets which match or exceed industry standards and implement effective performance measures;
4. Gain the Boards commitment to the organisation’s vision and values, ensure effective communication processes are in place to cascade this and other key information to all staff;
5. Create a culture in which every member of the team understands the business ethic and strives to contribute to its continuing success;
6. Lead on the development of policies and processes which support service delivery and empower managers and supervisors within the organisation;
7. Develop a culture which encourages information sharing and constructive feedback at all levels to improve service and systems;
8. Identify strategic risks and oversee the development of contingency and business continuity plans which ensure minimal disruption to service delivery.
9. Seek continuous improvement and efficiency savings to maintain a lean, responsive business which is commercially viable and customer focused. Be responsible for the continual identification and application of schemes and service developments to improve the business’ performance and efficiency to include: -

* IT infrastructure and functions
* Promotional activities and campaigns
* Statistical monitoring and evaluation
* Operational procedures and practices
* Operational compliance

## Governance & Legal Compliance

1. Comply with all relevant statutory and legal requirements, with particular – but not exclusive - regard to the Health and Safety at Work Act 1974, Equalities Act 2010, Companies Act 2006, and Environmental Protection Act 1990;
2. Ensure facility operational activities are compliant with permitting and planning conditions, and Operator Compliance is maintained;
3. In collaboration with the Management Team, create a Health, Safety and Welfare culture in which practice are rigorously adhered to and regularly reviewed. Require managers to deliver information on health and safety matters in a clear and relevant format and establish methods to check for understanding;
4. As directed by the Board, determine organisation specific policy on matters such as “Quality” and “Environmental Management” and ensure that the principles underpinning these policies are embedded at all levels;
5. Provide timely guidance, advice and support to the Board. Help inform their decision making by ensuring the provision of management reports and performance data on operational activity at designated intervals
6. Ensure completion and submission of all corporate, financial and statutory returns to required deadlines

## People Management

1. Effective management of all employees in line with legislative requirement and best practice, to include: -

* Recruitment, training and development
* Performance and absence management
* Appraisals

1. Lead by example and act as a positive role model at all times;
2. Manage and develop a strong management team, capable of delivering high quality, customer focused services across all functions. Provide coaching and development opportunities for managers, to enhance their business and people management skills;
3. Invest adequately in both formal and informal training, to embed a culture of continuous development and improvement for the service and individuals;
4. Encourage managers to be resourceful and innovative to achieve required outcomes;
5. Empower managers to use their initiative and to be creative in their approach to decision making and solving problems;
6. Utilise existing and create processes which reward good performance and address underperformance constructively;
7. As necessary, foster and maintain constructive relationships with the recognised Trade Unions to maintain industrial relations, and to support any transition and development of new organisational culture and ethos;
8. Ensure access to expert HR, Health, Safety and Welfare support for all staff;
9. Create a communications strategy and framework to consult and inform staff. Encourage involvement, feedback and courteous challenge;
10. Foster an organisational culture which treats all with dignity and respect, and values diversity.

## Finance & Resources

1. In collaboration with the Board and other stakeholders ensure the organisation’s commercial strategy is appropriate for the current and evolving economic climate and can adapt to changing market forces;
2. Liaise with the Board to set operational and financial objectives which focus on sustainability and growth;
3. Promote a culture which encourages staff to identify potential savings and reduce waste.

## Customer Service

1. Promote a culture that sees customer service as its core responsibility;
2. Monitor service standards regularly and address any shortcomings;
3. Proactively seek and act on customer feedback, ensure that complaints are investigated robustly and promptly. To coordinate the resolution of requests and queries relating to the services in accordance with policy and best practice, including investigation and response to complaints;
4. Monitor contingency plans and review risk register to maintain business continuity and avoid slippage.

## Business Development

1. Working collaboratively with the Board and other stakeholders to create and execute a business vision and strategic development plan that delivers profitable revenue growth to the satisfaction of the aspirations of the Board;
2. Maintain operational knowledge, undertaking regular reviews of the market place   
   and monitoring performance against competitors;
3. Network within the business area and target growth regions, noting good practice;
4. To develop partnerships between existing Board other stakeholders to take full advantage of joint working opportunities and maximise benefits;
5. Forecast opportunities for new business and maintain a state of readiness to compete effectively;
6. Take a proactive approach to promoting the organisation and its activities to the wider community and potential customers;
7. Be alert to any threats to the company’s success or potential damage to its reputation. Take steps to address such threats in a robust but proportionate manner;
8. Any other duties and responsibilities commensurate with that of a Managing Director and as may be required by the Board from time to time.