

Curriculum Vitae

Andrew J Firman
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Outstanding operations manager with an impressive record in delivering significant change and improved efficiency and profitability.

Career

2007 – Current Managing Director
AJF Waste Management Limited

Following the successful completion of my most recent assignment at Cardiff County Council I left local authority employment to set-up my own consultancy and training business.

My current business acquisitions are as follows;

- Provide consultancy & management services to Cardiff County Council. Contract period May 2007 – April 2008.
- Provide waste management consultancy services for an IT development company.
- Providing NVQ Assessment services for an accredited training provider.

2004 – Current Cardiff Council **Budget £13m p.a.**
Operations Manager Sustainable Waste Management.

Appointed to drive major change within a heavily unionised environment; by implementing a new fully integrated kerbside recycling and waste collection service, delivering a new MRF operation and improving the profitability of commercial collection and waste disposal services.

Main achievements:-

- Successfully commission and operated £4m MRF with a capacity of 90,000 tonnes p.a.
- Designed and implemented ahead of schedule a citywide fully integrated recycling and waste kerbside collection service within £3m p.a. budget.
- Significantly improved financial performance of a green waste composting operation of circa 9000 tonnes, saving £0.5m.
- Successfully negotiated and outsourced special waste collection services, ensuring legislative compliance and an efficiency of £0.25m p.a.
- Rationalised and improved commercial waste collection business, increasing profit by about £1m p.a.

- Challenged existing work practices to deliver improved efficiency and customer service in a heavily unionised workforce of more than 200 people.
- Implemented Health and Safety strategy ensuring compliance and HSE endorsement.
- Efficiently managed major landfill site, annual infill >350,000 tonnes p.a., to produce a trading surplus of £3m p.a.

1999 – 2004 **Powys County Council** Budget 6m pa

1999 – 2003 *Refuse Contracts Manager.*

2003 – 2004 *Refuse and Cleansing Contracts Manager*

Appointed to rescue failing refuse and cleansing contract and improve service delivery ensuring profitability and sustainability in the long term.

Achievements include:-

- Reviewed existing working practices to deliver improved service efficiency and profitability of approx £0.25m p.a.
- Realigned operating depots to improve strength of service management and eliminate poor performance.
- Re-designed failing clinical waste collection service which was brought in-house and maintained an operating profit.
- Implemented successful kerbside recycling service to help achieve highest landfill diversion rates of all welsh local authorities.
- Developed specialised vehicle design to achieve cost effective services county wide.
- Successful harmonisation of services operated by autonomous manager's county wide.
- Improved vehicle utilisation achieving 20% reduction in fleet size.
- Successfully managed a number of budgets to achieve cost effective service delivery.

1978 – 1999 **Suffolk Coastal Dist Council** budget 2.5m pa

Employed by SCDC as relief driver loader and progressed through many supervisory and junior management positions to Refuse and Cleansing manager by 1983

- Designed and implemented commercial waste collection service.
- Played a key role in reviewing service delivery to achieve success throughout compulsory competitive tendering regime.
- Designed and implemented kerbside recycling collection service.

- Implemented rotating shift patterns to achieve 7 day service delivery throughout cleansing services.
- Reviewed and successfully negotiated multifunctional staff working procedures.
- Developed service procedures to achieve BSI ISO9001 accreditation.

1969 – 1978 **HM Royal Marines.**

Qualifications

O H&S 4	Managing Health and Safety,	2006
COTC 4 TMH	Managing Waste Treatment Hazardous	2006
COTC TSS 4	Managing Waste Transfer Hazardous	2003
COC 4	Managing Waste Collection Services	2002
COTC LB4	Managing Landfill Biodegradable Waste	1999
Associate member CIWM		

Personal Details

Age 53. Married with 2 children.