

## Curriculum Vitae

Andrew J Firman - MCIWM, grad IOSH  
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Outstanding operations manager and entrepreneur with an impressive record in delivering significant change and improved efficiency and profitability.

### Career

2007 – Current, Managing Director of AJF Waste Management Limited  
<http://www.ajfwastemanagement.co.uk/>

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;

- Providing training services for local authorities throughout Wales
- Design and delivery of accredited training courses for both public and private sector waste management companies. Training courses have gained accreditation from **CIWM**, **IOSH** and **ROSPA**
- Provide interim / project management services at Cardiff County Council to introduce a Food Waste collection service city wide. Contract period April 2008 – March 2009.
- Provide consultancy & interim management services Cardiff County Council. Contract period May 2007 – April 2008.
- Provide waste management consultancy services for an IT development company providing services to the waste industry.

**2004 – 2007 Cardiff Council** Budget £20m p.a.

Operations Manager Sustainable Waste Management.

Appointed to drive major change initiative 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

A1	NVQ Assessor (level 1 – 4 all areas below)	2007
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
Corporate Member	Chartered Institution of Wastes Management	