

HEAD OF FLEET AND COMPLIANCE, WAITROSE

Core information

Location: Bracknell head office ▾ with expectation to travel nationally as required	Lines of business or shared capability area: Waitrose Supply Chain
Reports to: Director of Distribution, Waitrose	
People Management: Yes ▾	
Assignment Management: No ▾	
Partnership Level: Partnership level 4 ▾	Manager's Partnership level: Partnership level 3 ▾
Number of direct reports: 4	Partnership level(s) of direct reports: Partnership level 6 ▾

About the John Lewis Partnership

The Partnership is the UK's largest employee-owned business and home to our two well-loved retail brands – John Lewis and Waitrose, as well as expanding into new areas beyond retail.

We aren't an ordinary business, though. The Partnership is different because everyone who works here isn't just an employee. We are Partners, with a shared responsibility for our success, and we share the rewards when we're successful.

Everything we do is powered by our unique Purpose: **Working in Partnership for a happier world.** Our Purpose inspires our principles, drives our decisions and acts as our guide, so that everything we do contributes to Happier People, Happier Business and a Happier World.

Critical purpose of the role

The Head of Fleet & Compliance is a pan-Partnership role responsible for defining and managing the fleet strategy and maintaining excellent standards of fleet compliance across all areas of the business. The role incorporates technology, systems, sustainability, safety, efficiency, fleet size and type. It will also align to and support the wider Waitrose Supply Chain transformation and optimisation programmes, enabling future business growth in line with the business plan and strategy.

The Head of Fleet & Compliance will create and embed collaborative ways of working and true end to end thinking to ensure the development and delivery of a strategy that fully delivers on the ambitions and targets of the Partnership Plan. Additionally they will be responsible for delivery of operational efficiency and financial performance of the Central Transport team across fleet engineering, vehicle design and procurement as well as providing a central support function for operational legal compliance, auditing and operating standards.

The role will embed a culture of collaboration across the Transport teams, and with wider stakeholders, through effective cross-departmental working to streamline supply chain management and enhance customer satisfaction by integrating transport activity. Always ensuring the strategy aligns with the overall business goals and market demands. With budget responsibility for c.£50 million in Central Transport and GNFR, they will negotiate with clients and suppliers to maintain smooth operations, monitoring quality control and transport costs, with a relentless focus on return on investment. They will lead contract management and commercial rate negotiations with 3rd party suppliers including vendor selection and terms of agreements (aligned to the Transport strategy).

The Head of Fleet & Compliance will ensure continuous improvement in standards of safety and compliance across the Partnership Distribution network, through the ongoing development and progression of the Central Transport function - incorporating the future fleet strategy, vehicle maintenance and Driver development. The role will identify synergies and transport integration opportunities across different areas of the business, as well as influence future legislation through lobbying as appropriate.

The role will lead, define and implement the alternative fuel approach for the Partnership, ensuring that this supports and enables the carbon reduction and sustainability strategy for the business. They will be a champion for developing and adopting new technologies to improve the delivery process, including exploring the use of hydrogen vehicles, optimising trailer design, and implementing innovative in-cab technologies as well as developing ESG policies. As a proven leader, they will empower their teams through professional development and inclusive leadership, cultivating future leaders in Transport Operational Excellence.

Primary Outcomes & Accountabilities

Leadership

- Leading the Partnership Central Transport function responsible and accountable for the Partnership's transport fleet and budget, including sizing and costing, fleet specification, purchase and maintenance of circa 4500 vehicles.
- Leading Central Transport Partners who are customer focused and able to make tradeoffs across the end to end supply chain (including retail) between efficiency and customer expectations.
- Ensuring the Partnership fleet is resilient and agile to ensure we respond to fluctuations in demand efficiently and effectively.
- Coaching and supporting team members to enable them to optimise their performance - providing appropriate development opportunities and clear development plans.
- Representing the Partnership on industry wide associations such as Logistics UK; RHA; TFL and DeFRA.

Strategic Direction

- In depth understanding of the medium to long term Supply Chain strategy and a clear vision of the future it defines and underpins.
- Creation of the future vision and direction for the Transport Strategy, enabled through developing and embedding collaborative ways of working and end to end thinking. Aligned to the Waitrose Supply Chain Transformation & Optimisation Strategy and the Partnership business plan.
- Leading the design, development and delivery of the Partnership's sustainability strategy for vehicles and fuels across a broad variety of vehicle types, from

Measures of success

Aligned with Partnership Plan objectives.

Delivery of Financial performance against budget/forecasts measured through period statistics.

Delivery of productivity and operational performance measures.

Delivery of Workshop operational KPIs and SLAs to support optimised transport operations, enabling fulfilment of delivery on time and availability targets.

Delivery of safety performance including; Fleet Risk performance, Occupational Health & Safety, Environmental Safety in line with our operational and technical policy and standards.

Partner measures as defined by wider Partnership, plus local measures defined at location level.

Develop and measure a diverse and inclusive team, aligned to business plans and strategies.

Deliver effective commercial negotiation strategies with 3rd Party providers to ensure value for money is achieved across all relevant contracts.



Large Goods Vehicles, e-commerce vans to passenger cars.

Fleet Management

- Ensuring fit for purpose systems are in place across all Partnership Fleets supporting legal transport operations.
- Responsibility for procurement decisions and understanding the total cost of ownership of assets over their useful life.
- Developing future fleet plans in collaboration with multiple stakeholders to enable delivery of business plans.
- Managing the asset replacement cycle and determining, through consultation with multiple stakeholders, the fleet size and type.
- Evaluating alternative fuels and new green technologies.
- Carbon reporting and management towards agreed business targets.
- Fuel procurement and tender as required.
- Provision of vehicle recovery, repairs and maintenance services to all fleet vehicles.
- Ownership of vehicle insurance relationships and managing claims liability.
- Cost effective repair of accident damage.

Safety and Compliance

- Leading compliance and risk management across the network ensuring adherence to local regulations and legislations (e.g O Licence) and managing corporate responsibility obligations in line with the Partnership strategy.
- Building a culture of safety and compliance through clear leadership of standards and a robust auditing function.
- Identifying and mitigating risks, responding to unforeseen circumstances and managing contingency plans when issues arise.
- Committed to improving our safety performance, as well as the health and wellbeing of Partners.
- Managing all legal requirements, business and safety compliance risk across the transport network, including reputational risk from both internal and external providers.
- Monitoring driver infringement rates and management of non-conformances by transport operations teams.



Technology and Innovation

- Exploring and utilising technology to optimise systems & processes to improve efficiency and service levels.
- Staying informed about industry trends, new logistics technologies, and practices that can improve the efficiency and safety of operations.
- Driving operational excellence through key technology implementation and process improvement projects.

Skills

- **Change Leadership** - Leads confidently and competently through change, reflecting Partnership values
- **Customer centricity** - Understands the end to end customer journey and puts the customer experience at the forefront of considerations and decision making
- **Outcome Focused** - Persists in the face of obstacles and overcomes barriers that arise, keeping focus on the desired outcome
- **Stakeholder management** - Identifies key stakeholders, their motivations and priorities, and considers these when building and managing relationships. Anticipates stakeholder challenges and proactively plans for these, displaying strong communication skills
- **Continuous improvement** - Consistently demonstrates a continuous improvement mindset.

Qualifications & Experience

Essential & Desirable

- Significant experience working in a senior fleet management position within logistics/supply chain/ fulfilment
- Experience in implementing planned maintenance regimes and fleet replacement schemes
- Experience of leading large, diverse and geographically spread teams
- Experienced in leading large scale commercial fleet negotiations
- A commercial mind, able to identify opportunities and articulate their financial impact to create powerful business cases
- Able to establish strong cross-functional working relationships as a basis for influencing and aligning plans
- Project/business leadership with a track record of implementing transformational change