

ROLE PROFILE

Job family	Organisational Support	Role profile number	OS14-2632	Grade N
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Job purpose: Investigate, analyse, design and deliver a programme of work which includes managing complex and diverse projects / casework and initiatives involving other service areas / stakeholders / partners affecting the whole council.

Grade N posts are higher in 'Creativity & Innovation' with the requirement to act strategically in resolving problems and decision making when dealing with a variety of stakeholders and external partners. Posts at this level will require significant relevant experience at a technical/professional level within a related specialist field.
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Factor	Relevant Job Information
Supervision and/or Management of People	No full management of a team but will be required to monitor the quality and quantity of the work of others. Will provide advice, guidance and support to colleagues to ensure whole team achievements are met. May be required to project manage a team or specialist staff across service areas and external partners.
Indicative qualifications	Degree in relevant profession, or equivalent experience/skills. Licence / certificate / qualification required for the role. ITQ 2 or equivalent ICT skills and abilities demonstrating significant experience in related IT systems. Professional qualification in area of specialism (or equivalent experience)
Knowledge and Skills	Significant relevant professional experience post qualification in a similar work environment. Organisational expert in the area of specialism. Expert knowledge of relevant policy, systems, work practices, professional guidelines, legislation and a good understanding of emerging developments in the area of specialism. Excellent ICT skills including use of Microsoft applications and specialist systems. Knowledge and experience of developing systems, policies, procedures and / or practices. Good knowledge of the wider sector / external influences. Detailed operational knowledge of systems in terms of functionality, capability and availability. Excellent interpersonal, persuasion, influencing and negotiating skills. Excellent planning and organisational skills, with proven ability to prioritise and co-ordinate workloads, monitor and evaluate work, to ensure deadlines are achieved. Proven ability to apply initiative and strategic awareness to problem solving and decision making. Ability to motivate and lead small teams of specialist staff. Experience of managing projects with service / organisation impact.
Creativity and Innovation	Creative problem solving of issues, proactively anticipate problems and deliver solutions which enhance the quality and efficiency of services and the reputation of the council. Think and act strategically in problem solving and decision making in a complex political and business environment. A level of discretion is required in deciding what course of action to take and how to operate within the policy framework. Job holders will be required to contribute to long term strategies. Will be required to plan over a longer period (a year or more). Lead initiatives to design and deliver improvements and transformation. Manage projects or contribute to larger organisation wide programmes.
Contacts and Relationships	Provide advice and guidance to senior managers and the leadership team on a broad range of complex issues which could be contentious and challenging in nature. Ability to build strong relationships and engage successfully with colleagues /partners /customers / contractors and suppliers. Confident and expert at negotiation and advocacy, displaying tact and diplomacy to deal with complex situations. Ability to make difficult decisions to resolve issues and improve service delivery. Regular contacts will include: senior managers, leadership team, councillors, external bodies and partners. Consult with service users / stakeholders / partners to understand issues and challenges and

	<p>provide recommendations for solutions.</p> <p>Manage relationships with customers, partner organisations and / or suppliers – monitor inbound and outbound service levels: discuss operational issues with partners.</p> <p>Lead professional and point of contact to provide technical specialist solutions.</p> <p>Apply good judgement, sensitivity and diplomacy required in all dealings with others.</p> <p>Be a representative on behalf of the Service area / Council internally and / or externally.</p>
Decisions – Discretion & Consequences	<p>Decisions lead to the setting of working standards and important procedures for the service area which have an impact across the organisation.</p> <p>Use initiative to manage responses to complex business / technical issues within the service.</p> <p>Make business decisions based on up-to-date specialist knowledge and analysis.</p> <p>Contribute to developing council strategy within the service area.</p> <p>The consequences of the decisions will have a significant effect across the organisation.</p> <p>Drive and delivery complex work programmes within or across specialist areas to meet established operational targets.</p> <p>Develop, implement, maintain and manage complex systems, policies, procedures and / or standards within specialist area whose outcomes can affect council wide approaches / business. Review the functionality of these in response to either internal or external drivers.</p> <p>Recommend and implement changes as required to meet organisational needs.</p> <p>Research, manage and evaluate complex information / data / feedback. Identify and interpret organisational issues, trends and problems which may have a broad impact both within the organisation and for partner organisations.</p> <p>Identify and recommend solutions where service delivery / business / performance risk has been identified. Lead initiatives to design and deliver improvements and transformation.</p> <p>Monitor and report on service standards as required</p>
Resources	Little or no responsibility for physical or financial resources.
Work Demands	Work subject to interruptions and deadlines, involving changing problems, circumstances or demand.
Work Environment	Office based, but may involve some travelling to other council buildings
Our Identity	<p>Our Identity sets out who we are and provides a shared understanding of how we are all expected to lead, work and act with each other, our partners and our residents to deliver our services and build stronger communities. They enable us to continually evolve and adapt to meet the changing needs of our residents and ensure that we continue to deliver great services and make a difference to the people of Wiltshire.</p> <p>All of us are expected to demonstrate the ten elements of Our Identity in how we work to shape and create the organisation we want to be part of. It should influence our decisions, activities, projects and ways of working</p>
Health & Safety	All employees are required to carry out all duties and responsibilities with reasonable care for the health and safety of self and others and report any potential hazards or unsafe practices to their line manager.
Equalities	Wiltshire council is committed to ensuring employees do not discriminate against colleagues, suppliers or third parties at work or harass or victimise others. Incidents of discrimination at work are taken seriously and employees are encouraged to report incidents via their manager or anonymously via the whistleblowing policy .
Authority to work in the UK	All employees must have the legal authority to work in the UK. Non-EU nationals must have the relevant approval to work in the UK from the UK Border Agency. Copies of all documents provided as proof of identity are retained for our records, by providing these proofs the council will treat this as consent.

The above profile is intended to describe the general nature and level of work performed by employees in this role and does not detail a list of all duties and responsibilities. The Council reserves the right to amend this role profile as necessary.

ROLE DESCRIPTION

Role description:	Waste Services Programme Manager	
Role profile family:	Organisational Support	
Role profile number and grade:	OS14-2632	N
Number of posts:	1 FTE	
Service/Team:	Waste Services	
Reports to:	Head of Service – Waste Management	

Job Family overview

Organisational support job family overview:

Delivery of services to support the Council and its partners in longer term; corporate compliance, contracting, planning, performance, policy and strategy.

- Focus on the business and service infrastructure of the Council and its partners to ensure effective management and proper compliance.
- Advice and services rendered will generally be accepted as authoritative and recommended practice.
- Specialist area and/or management knowledge.
- Understanding area concepts and plans.
- Defining implications of external influences and trends.
- Shaping of Council responses including service plans/strategies & policies.
- Definition & management of strategic planning processes.
- Monitoring and reporting of performance.

Service / function Context

Waste Services forms part of the Environment Directorate, which in turn falls under the wider Corporate Directorate of Place.

Place Directorate:

Place services help communities to be stronger and more resilient. By taking an integrated place-based approach our services work together as "One Council" and with external partners to develop the economy, ensuring we protect and enhance the environment and meet our carbon neutral commitment by 2030.

We plan for the future in terms of housing, employment space and associated infrastructure and

ensure that development is high quality, meeting the needs of our communities now and in the future.

Place services support Wiltshire's communities to live healthy and active lives through the provision of leisure, culture and arts services, and the promotion of sustainable and active travel. All staff within Place services work as an integral part of the Place function providing professional input and guidance to the Place Leadership Team, Place Performance and Outcomes Board, Cabinet, Full Council and select committees when required.

Environment Directorate:

Environment Directorate is responsible for delivering the Council's Waste Services, Public Protection, Natural and Historic Environment and Climate Change priorities, all of which will contribute to the delivery of required outputs from the Environment Act 2021, and wider Environment-focused objectives.

Waste Services:

We provide one of the country's largest waste and recycling collection services delivering regular collections that enable residents to recycle significant quantities of waste. The service is highly visible to residents and is regularly cited as the main service delivered for council tax paid.

The collection of waste and recycling from households is one of the highest profile public services provided by the council and a key challenge will be to ensure the high levels of public satisfaction and service continuity service whilst the service itself is transformed to meet new legislative requirements. The reputation of the council is affected by the effectiveness of this and other associated waste services.

In addition to the provision of statutory waste and recycling collections, the Waste Service is responsible for procuring and delivering suitable waste management, treatment and disposal functions for Wiltshire Council, including: sorting of recyclable materials, waste transfer, landfill diversion arrangements, provision of a countywide network of household recycling, as well as delivery of the council's waste prevention and minimisation programme. It also has responsibility for delivering the council's Household Waste Management Strategy, fulfilling the service's statutory data reporting requirements, and ensuring service compliance with relevant legislation, council policy and contract specifications. The annual revenue service budget currently stands at around £44m (2023/24), arising from an annual spend of £54m typically offset by £10m in income.

Of the 7 key waste contracts currently in place, five are due to terminate in July 2026. These have a current annual contract value of £26m. The council has developed a Waste Services Delivery Plan to procure the most appropriate arrangements to secure provision of future services, whilst taking the opportunity to comply with new legislative requirements (eg Environment Act 2021) and maximise new funding opportunities under EA21, and Extended Producer Compliance Schemes in particular.

Job Purpose

The Waste Services Programme Manager reports to the Head of Service for Waste Management and will strategically lead the timely delivery of a complex and wide-ranging Programme of work to be undertaken by the Waste Management Service, and with essential support, both from within the team and other critical council services (legal, procurement, ICT, communications and customer services)

The Waste Transformation Programme comprises several individual projects and workstreams, each of significant scale and often with complex interdependencies to be considered. Therefore, delivery of the Programme will require a crosscutting approach, and need clear direction and management of multi-disciplinary resources allocated to the projects or workstreams to realise the intended outputs and benefits.

The Waste Transformation Programme is currently comprised of the following major projects, each made of a several individual workstreams to be led by members of the waste team:

- Waste Contract Procurements (Waste Services Delivery Plan) and mobilisation of any new services arising.
- HRC Development project (including network review and delivery of proposals under the Medium Term Financial Strategy)
- Residual Waste and Recycling Processing Project (including review of £multi-million landfill diversion arrangements, future food waste treatment arrangements, risk mitigations against tonnage shortfalls)
- Business as Usual Waste Collections efficiency project (review of near term vehicle requirements, improvement of communal recycling facilities, reuse of Bulky household waste items, Customer Experience workstream activity)

The Waste Services Delivery Plan will involve both internal and external representation at senior levels to deliver a mix of services that could be delivered through contracts, joint venture models and asset-based solutions for the Council.

The Waste Services Programme Manager will:

Lead and co-ordinate activity relating to the procurement of new contracts (or extensions to existing contracts), ensuring there is no loss of service delivery.

Lead and coordinate activity that supports the transfer of any contractual obligations ensuring that all parties are involved and suitably informed in respect of any programmes of work as required.

Lead on the co-ordination of essential mobilisation activities in support of any new contract or service delivery arrangements, and implementation of key service changes post-contract award.

Work closely and collaboratively with a highly motivated and skilled group of managers and senior officers within the waste services, all of whom will lead multiple workstreams that comprise the overall Programme.

Work closely and collaboratively with lead officers in other council services in order to maintain the necessary traction and progress required to deliver the Programme against challenging timescales.

Provide the essential Programme Management function between the service areas, external suppliers, partners and other internal Council stakeholders, ensuring a best practice approach is taken in ensuring the Programme is delivered at an appropriate pace, whilst identifying, reporting and mitigating risks to delivery throughout.

Work closely with allocated Transformation resource to effectively manage the Waste Transformation Programme plan, updating and adjusting as required through the term of the Programme and ensuring delivery of the required outputs.

Be expert in Waste Management practice and make evidence-led recommendations and provide appropriate challenge to support future service delivery of Waste Management Services, influencing and generating support for projects that deliver the required service outcomes. This may include the optimisation of waste flows, and ability to identify potentially novel solutions to achieve the objectives, whilst balancing risks to service delivery against strategic aims to meet new

requirements under Environment Act 2021, and also meet the strategic objective to provide council-owned infrastructure to support future contracts and enhanced service delivery.

Specific duties and responsibilities include:

- Establish and manage robust governance structures that support effective, efficient and timely decision making, active risk management and regular progress reporting on programmes and projects.
- Maintain robust oversight of all relevant Waste Management programmes across the waste service and relevant activities in other related service areas, working closely with the other Council services to identify cross cutting themes and impacts, ensuring a one council approach is taken and critical path maintained throughout high risk projects to deliver the desired outcomes.
- Coordinate and actively participate in procurement of new major contracts and/or negotiation of the extension of existing major contracts, for contracts due for renewal in 2026 (with a combined estimated value of circa £230m over 8 years), to include waste & recycling collection services for 230,000 households, waste transfer services, sorting of recyclable materials and provision of household recycling centres, composting services, landfill and treatment of residual waste.
- Maintain up to date knowledge of relevant environmental legislation and ensure new services are designed to be compatible with legislation such as Environment Act 2021 and the Emissions Trading Scheme. Use this expert knowledge to ensure that service design maximises external funding potential as part of wide-ranging waste reforms and initiatives with EA21.
- Co-ordinate the delivery of multiple technical options analysis, which may be undertaken by specialist consultancies, to include waste service optimisation review; collection vehicle condition assessment review, waste collection fleet procurement / review of waste fleet decarbonisation opportunities, ensuring the outputs of technical appraisals are utilised to evidence and facilitate timely decisions.
- Provide strategic input to Depot and strategic operational infrastructure delivery plan and lead on transformational service change (e.g. oversee possible relocation of a significant sized workforce and operational fleet).
- Take a system-wide approach, understanding the requirements of customers and service users, the functions and processes of other service area/s and influence the development of Transformation for those functions. To provide advice, guidance and challenge to said service particularly around forward planning, horizon scanning and identifying potential reputational issues.
- Manage projects and programmes to time, cost and quality and seek new innovative ways to deliver efficient Waste Management services, often considering different approaches; suggesting resolution to capacity constraint issues, both across the project teams and support services (Procurement, Legal, etc.)
- Contribute to development of strategies and implementing measures to reduce the service budget, in line with reductions and efficiency savings across the council.
- Ensure that the Waste Transformation Programme and its related projects are well communicated through the Council and its partners and stakeholders to encourage engagement and the adoption of transformational change.

- Work with other teams across the organisation to assist in the development and implementation of a joined up and strategic approach to delivering new initiatives that effectively utilises assets, resources and ensures programme objectives are delivered to time.
- Prepare reports for Programme Board and council committees, including Cabinet and relevant scrutiny groups, providing expert advice with regard to amendments to established policy, redesigned service options, operational and performance issues.
- As a member of the Waste Senior Management Team, contribute to the general development of the Service. To include production and presentation of technically complex briefing papers with evidence-based options and recommendations to inform policy development, best practice, and the design of more efficient and effective systems and processes.
- Build credible working relationships with senior leaders, officers, members and external suppliers, consultants and develop a sound understanding of the service/s direction and engagement priorities.
- Supporting the organisation to ensure the business plan priorities are delivered.
- Deputising for the Head of Service Waste Management and other senior managers in the service when appropriate.

Specific requirements for this post:

- N/A.

Person Specification

Specific qualifications, knowledge, and skills required for this role:

Essential

- Degree in a subject relevant to the field or able to demonstrate equivalent knowledge, skills and experience.
- Member of Chartered Institute of Waste Management or other waste related body
- A professional Programme Management or Systems Thinking qualification or significant relevant experience in Programme or Systems Thinking methodologies.
- Demonstrable track record of delivery of complex work programmes or multiple projects.
- Extensive experience of developing and building effective working relationships with senior managers, elected members, and stakeholders.
- Extensive, relevant experience of working strategically in Waste management. With strategic understanding of waste flows optimisation, and ability to provide potentially novel solutions to achieve the objectives.
- Expert knowledge of strategic and operational issues in Waste Management in the local government context and well versed in procurement and contract law
- Good understanding of alternative contract procurement methods, such as Joint Ventures or Local Authority Owned Trading Companies
- Proven experience in giving direction and supporting large technical waste management programmes with complex interdependencies.
- Proven experience of procurement and contract management with strong negotiation skills, and

<p>able to demonstrate ability to take a commercial approach in order to protect the interests of the commissioning authority.</p> <ul style="list-style-type: none"> • Demonstratable analytical and problem-solving skills with the ability to understand and interpret complex information and proven ability to present data and evidence. • Resilience and tenacity to gain agreement and follow through on delivery of plans with the ability to be collaborative and respectful, but able to challenge constructively to ensure successful outcomes. • Personal credibility to influence and direct the work of others, and to inspire loyalty. • Proven ability to forward plan a comprehensive programme of work with engagement activities with both internal and external stakeholders. • Experience of researching and analysing complex information and data to make recommendations and influence decision making. • Significant experience of working with a range of internal and external stakeholders, including the ability to negotiate to achieve the best outcome when there may be differing opinions and offering advice and guidance. • To demonstrate an innovative and can-do approach, developing, identifying and learning from good practice to support continuous improvement for waste services
<p style="text-align: center;">Desirable</p> <ul style="list-style-type: none"> • Evidence of ongoing continuous professional development

Career graded posts (where applicable)
<p>This post does not form part of a career grade structure.</p>

Supporting information

Driving classification	
Occasional driver A valid UK driving licence is not required. Occasionally may need to travel to different locations in order to undertake the duties of the role.	<input type="checkbox"/>
Regular Driver Must hold a valid UK driving licence and have access to either their own car or a pool car in order to undertake the duties of the role, unless other forms of transport are available and viable to perform the role, including public transport, or unless a reasonable adjustment has been agreed.	<input checked="" type="checkbox"/>
Required Driver Must hold a valid UK driving licence and will drive a vehicle supplied by the Council in order to undertake the duties of the role.	<input type="checkbox"/>
Employees should refer to the Corporate Driving at Work policy for further information.	

Driving trigger points			
The trigger points set out below, regarding driving licence points and at-fault accidents, apply to all staff who drive on council business.			
Trigger Points	Corrective Driver Training Course or further action	Additional corrective training if appropriate or further action	
Points on driving licence	6	9	
Trigger Points	Discussion and advice on expected driving standards	Corrective Driver Training Course or further action	Additional corrective training if appropriate or further action
At fault accidents within a two-year period (whether work or personal)	1	2	3
Job applicants who drive must have 9 or less points on their driving licence, and must have less than 4 at fault accidents within a two-year period. If they meet the trigger points, they will be subject to the actions outlined in the table above.			
If holding a valid licence, occasional drivers will need to declare penalty points and no-fault accidents as requested. Depending on the role, decisions as to whether this might either affect appointment or require corrective driver training, will be made case by case.			

Political restriction	
This role is politically restricted. The job holder is not permitted to undertake political activity involving standing for election as a member of parliament, as an MEP, as a member of the Scottish or Welsh Parliaments, or as a local councillor. The job holder is furthermore not permitted to canvass on behalf of a political party or a person who is already, or who seeks to be, a candidate. In addition, they may not speak to the public or publish any written or artistic work that could give the impression they are advocating support for a political party	<input checked="" type="checkbox"/>

This role is not politically restricted	<input type="checkbox"/>
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Professional fees and related occupational costs	
As part of this role, or to support professional development, the job holder is required to be a member of a professional body or association. The job holder is responsible for payment of all professional fees, memberships, registrations or subscriptions and no reimbursement or contribution towards these will be provided by the council	<input checked="" type="checkbox"/>
This role does not have any professional or occupational membership requirements	<input type="checkbox"/>

Clearances – Disclosure & Barring Service (DBS)	
This role will be engaged in 'regulated activity' providing specific services relating to children or vulnerable adults and is subject to a Disclosure from the Disclosure and Barring Service.	<input type="checkbox"/>
This role is exempt from the Rehabilitation of Offenders Act 1974 and will require an Enhanced DBS check before appointment can be confirmed.	<input type="checkbox"/>
This role is exempt from the Rehabilitation of Offenders Act 1974 and will require a Standard DBS check.	<input type="checkbox"/>
This role is not subject to a Disclosure from the Disclosure and Barring Service in order to undertake the duties of the role.	<input checked="" type="checkbox"/>

Clearances – Baseline Personnel Security Standard (BPSS)	
This role requires access to the GCSX network and is subject to a BPSS check.	<input type="checkbox"/>
This role is not subject to a BPSS check	<input checked="" type="checkbox"/>

Clearances – Non-Police Personnel Vetting (NPPV)	
This role requires working in partnership with the police, and/or having access to Police related systems and is subject to a NPPV check at level 2* . (*regular access to police premises and police information, intelligence and financial or operational assets. Occasional access to those deemed 'secret').	<input type="checkbox"/>
This role requires working in partnership with the police, and/or having access to Police related systems and is subject to a NPPV check at level 3* (*regular unsupervised access to police premises and/or access to police information and/or information systems and/or hard copy material either on police premises or by remote access up to "secret" level. A level 3 includes a check on you, your spouse/partner, co-residents, and all family members).	<input type="checkbox"/>
This role is not subject to a NPPV check	<input checked="" type="checkbox"/>

Safeguarding

For all roles within Children's Services. Wiltshire Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and all staff are expected to share this commitment. You will be expected to report any concerns relating to the safeguarding of children, young people or vulnerable adults in accordance with agreed procedures. If your own conduct in relation to the safeguarding of children, young people or vulnerable adults gives cause for concern, the council's agreed child protection/vulnerable adults protection procedures will be followed.	<input type="checkbox"/>
For all roles within Adult Social Services. Wiltshire Council is committed to safeguarding and promoting the welfare of vulnerable adults and all staff working for the council are expected to share a commitment to this. You will be expected to report any concerns relating to the possible abuse of a vulnerable adult in accordance with the agreed interagency safeguarding adults' procedures. If your own conduct in relation to the safeguarding of vulnerable adults gives cause for concern, the council's agreed interagency safeguarding adults' procedures will be followed, alongside implementation of the council's disciplinary procedure. The job holder is accountable for their safeguarding of vulnerable adult responsibilities to their line manager.	<input type="checkbox"/>
For all other roles within the council. Wiltshire Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and all staff are expected to share this commitment. You will be expected to report any concerns relating to the safeguarding of children, young people or vulnerable adults in accordance with agreed procedures. If your own conduct in relation to the safeguarding of children, young people or vulnerable adults gives cause for concern, the council's agreed child protection/vulnerable adults protection procedures will be followed.	<input checked="" type="checkbox"/>