

ROLE PROFILE

Job family	Leadership
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Role profile number and grade	LSL3-1865
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Role purpose:

A head of service with sole responsibility for a large corporate function or significant service to include an equal split of both operational and strategic responsibilities.
 Will be the council's lead professional in the function or will be managing a significant service which has wide impact across the whole council.
 Will include managing significant risk for the council.
 Will typically have large operational teams and/or significant budget.
 Will report to a director and be working independently.
 Roles at this level will be the exception and there will not be more than one L3 post within the function/service area.
 It is likely that these roles will be complex and managing large numbers of staff, therefore you would not expect the whole of these services to be delivered via contracts.

Example posts: head of legal services; head of IT; head of safeguarding

Factor	Relevant Job Information
Indicative qualifications	Degree in a subject relevant to the role or able to demonstrate equivalent knowledge, skills and experience. Relevant professional qualification at a post graduate level QCF level 7 in leadership and management Programme management qualification or able to demonstrate equivalent knowledge, skills and experience
Knowledge, skills and experience	Roles at this level require self-sufficiency in a technical or specialised field gained through broad and deep experience of concepts/principles or through wide exposure to complex practices. This includes: <ul style="list-style-type: none"> • Expert functional knowledge, providing significant advice with impact across the council. • A broad knowledge and understanding of the services impacted by the function • Proven extensive senior management experience of managing a significant corporate function or multiple services/teams • Substantial experience in both strategic and operational management within the function • Experience of working in a political environment and managing political challenges to the direction of the function. • Substantial understanding of local government and the local and regional context • Ability to deliver and support successful cultural and organisational change programmes both within the function and with impact across the council • Effectively handling challenging & complex situations which have wide ranging impact and reputational risk for the Council • Leadership of high profile innovative projects which have wide ranging impact and reputational risk for the Council • Significant budget management experience
Accountability for Budget	Roles at this level have a major impact/effect on the overall results of the organisation encompassing a substantial portion of the organisations' income, expenditure or resources. The nature of the impact of the role is contributory but with significant impact and influence in advising or facilitating services for use by others in taking decisions across the council. Leads a function of multi-disciplined professionals/specialists, or larger teams (30+) with narrower specialist responsibilities Delegated budget lead for own functional area (£1mplus) but will have influence on significant expenditure across council and partner services Impact on whole council gross budget (spend) circa £872 million Impact on partner organisations budgets County population is around 470K

Problem solving	<p>Roles at this level require thinking/problem solving where only broad functional guidelines/policies and objectives exist. The postholder will be required to establish standards and procedures for the whole service/function, interpreting broad/general policies in relation to complex situations that impact upon the whole council.</p> <p>Lead the implementation of required corporate change in the service/functional area, across the council and/or partner organisations</p> <p>Lead on the development and implementation of service/function strategies and make a significant contribution to the development of corporate strategies and business plans</p> <p>Lead on the design, development and implementation of complex solutions within the identified area which serve the council's vision, goals and core values, involving the application of significant council resources across the council and/or partner services</p> <p>Maintain the integrity of the service/function and culture of continuous improvement, ensuring increased functional capacity across the council and partner organisations.</p> <p>Ability to make decisions relating to the service/function that have high risk and impact upon the whole council without reference to a senior manager</p>
Nature of contacts	<p>Directly or through nominated line management, direct and oversee all activities of the service/function and more widely across the council and/or partner organisations.</p> <p>Influence, advise and make recommendations to members, chief executive officers, directors, heads of service and equivalent levels in external bodies, private sector and partner organisations regarding complex situations that have high risk and reputational impact across the council..</p> <p>Manage relationships with key stakeholders and delivery partners including consultation on complex political / strategic / commercial issues that have high risk and reputational impact across the council</p> <p>Provide service/functional direction, expertise, advice and support often in response to complex issues across the council and/or partners including external stakeholders and suppliers etc.</p> <p>Sponsor and lead working groups and project teams, likely to be cross service/council/partners or external at a regional or national level.</p> <p>Engage with stakeholders to seek and explore innovative opportunities for collaborative working within and across function, services, and/or with partners</p> <p>Establish and lead partnership working with internal / external services / organisations and liaise with national bodies.</p> <p>Managing complex situations which can be contentious and have the potential to cause significant reputational issues for the council.</p>
Additional duties	<p>Postholders are required (subject to the provisions of the Working Time Regulations) to work the hours that are necessary to do the job, including evening and weekend work and attendance at meetings out of office hours. This includes being on standby or call out to respond to emergency situations.</p>
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 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>
Skill profile	<p>To be demonstrating level 3 “expert” across all three skill areas of communication & customer service; performance through people; and personal effectiveness.</p>
Health & Safety	<p>To be responsible for managing services in line with the council's health, safety and welfare policies</p>
Equalities	<p>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.</p>
Authority to work in the UK	<p>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.</p>

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:	Head of Major Highway Projects
Role profile family:	Leadership
Number of posts:	1
Role profile number and grade:	LSL3-1865
Service/Team:	Major Highway Projects
Reports to:	Director Highways and Transport

Job Context
<p>This post is part of the senior management team for the Highways and Transport Directorate.</p> <p>The service is responsible for the delivery of a number of multi-million pound projects with a wide range of impacts that can directly impact on businesses, residents, the environment and the economic wellbeing of Wiltshire. The Council has been successful in obtaining funding to develop a number of these very large schemes and needs a professional engineer to lead a team to successfully deliver these projects with the assistance of external partners.</p> <p>The schemes include:</p> <ul style="list-style-type: none"> Melksham Bypass (£135m) Salisbury Junctions (Exeter St, Harnham, Park Wall) (£17.5m) M4 Junction 17 (£26m) A350 Chippenham Dualling (£20m) <p>The service area covers a number of key strategic functions including:</p> <ul style="list-style-type: none"> • Strategy and Policy Development in connection with delivering major infrastructure projects. • The delivery and creation of complex transport infrastructure improvements to support the local economy and future development. • Jointly delivering major infrastructure projects with other partners, including National Highways, the Environment Agency and private companies. • Developing, planning and bidding for major schemes to improve transportation links, the environment, safety and the environment. • Leading and directing multi-disciplinary teams of officers and external consultants, including technical, engineering, environmental and legal specialists. <p>The service is subject to significant external and internal pressures many of which have the potential to generate significant conflict and/or political intervention.</p>

Job Purpose

Specific duties and responsibilities include:

- Deputising as required for the Director Highways and Transport, including representing the Council in regional and national fora.
- Acting as the Council's lead expert on the development and delivery of major highway infrastructure and related schemes.
- Responsible for managing the delivery of major highway projects (i.e. Melksham Eastern Bypass - £135 million) through all parts of the statutory and legal processes.
- Leading on strategy and policy for the design and development of major schemes from initial concepts to construction and operation.
- Establishing and developing appropriate business and service plans, work programmes, budgetary requirements and strategies to ensure that the Council's statutory, financial and operational responsibilities are met in connection with major infrastructure schemes.
- Representing the Council's interest in complex infrastructure projects in partnership with others, including National Highways, the Environment Agency and others (i.e. £1bn plus Stonehenge Tunnel).
- Responsibility for managing and moderating often conflicting input from other teams/services, the public, contractors and suppliers.
- Commissioning work from internal and external teams, including specialist consultants for appropriate expert professional input as required.
- Instructing and managing the work of consultants and specialists including in connection with traffic, environmental, flood risk,
- Leading the Council's team at major planning appeals and public inquiries, including acting as an expert witness when required.
- Negotiating with others to deliver transport infrastructure to meet demands of growth and business, including obtaining funding or direct provision.
- Supervising and developing the skills of the engineers and staff involved in the projects to increase the Council's capacity and capability with regard to major infrastructure projects.
- Managing, monitoring, reviewing and controlling progress and expenditure on multi-million pound schemes.
- Leading on Stakeholder engagement, communication and public meetings in connection with schemes and policies.
- Ensuring appropriate Health and Safety and Risk Management for all stages of schemes.

More specifically:

The post holder is responsible for horizon scanning and developing organisational intelligence to maximise opportunity, success and continuous service improvement across the council in this specialist area of work.

The post holder is expected to develop relationships and networks within the directorate, across the council and with partners, at the most senior levels, in order to proactively deliver the schemes and corporate outcomes.

This postholder is required to adapt to frequently changing circumstances, and to significant changes in funding opportunities and delivery mechanisms. In that regard, the postholder provides expert advice and information on complex technical and quasi-legal issues to service and corporate

directors, the leader and cabinet. This is increasingly important to ensure that the Council's financial, legal and reputational position is not compromised.

The postholder will need to develop the Council's position (in principle and in detail) devising an approach dependent on an assimilation of involved practices and procedures where there is often little if any relevant guidance or precedent.

These projects are inevitably subject to challenge from a wide range of interest groups and individuals. That challenge is typically on technical, legal and/or procedural grounds, usually well researched and articulate, usually comprising passionate and strongly held views. In the case of the more environmentally sensitive schemes, that representation is likely to be local, national and international.

This type of project represents an especially high-stake venture for the Council as there is a significant resource implication across the Council over a timescale of many years. In that regard, the postholder is required to provide timely advice on the need for additional resources along with the likely cost implications.

Budget responsibility not only includes the management of discrete projects, but also includes projecting resource and funding requirements for future years, and ensuring effective budget management.

The post holder has responsibility for developing and leading project teams to support their work area, whilst retaining an overview of all projects, as well as providing guidance, workload co-ordination and mentoring to associated technical groups within the wider service area.

The postholder takes a pro-active role in identifying preferred solutions in the development of proposals, optioneering on potential and feasible solutions, and deciding on those which can be developed further. This will often require development of non-standard solutions, especially with very large, high-profile and complex schemes requiring innovation, imagination, expertise and creativity.

A major element of the role is to ensure a cohesive approach across transport and planning service areas and the integration of multiple workstreams associated with projects and programmes. This responsibility includes the commissioning and overseeing work by external consultants and contractors.

This post has been created in response to a fundamental shift in the Government's capital funding regime for transport, and the post is key to ensuring that the Council extracts maximum advantage from these opportunities.

Dimensions				
Type of budget	Direct	Indirect	Responsibility	Amount / Cost
Large Local Major Schemes Funding from DfT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A key element of the role is to deliver the A350 Melksham Bypass major infrastructure scheme.	£135m
Major Road Network Scheme	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Delivery of the A350 Chippenham Dualling	£20m
Major Road Network schemes at Salisbury	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Delivery of major junction improvements at Harnham and Exeter Street	£20m
Department for Transport Stonehenge Scheme	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Partnership with National Highways – for major strategic improvements to Wiltshire roads	£1bn+ (individual scheme cost)
Other funding opportunities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Develop bids for future funding opportunities including RIS, NPIF etc	tbc
<p>Highways Act 1980 and related legislation provides the power for Wiltshire Council as local highway authority to carry out major highway improvements, including the use of Compulsory Purchase Orders and statutory procedures to alter other highways.</p> <p>Traffic Management Act – council manages the traffic on the network. The post deals with major infrastructure improvements on the network.</p> <p>Public Utilities and Streetworks Act – council is required to coordinate works by others as well as its own on the road network.</p> <p>Health and Safety legislation including CDM – Postholder is responsible for ensuring that those working on the highway on major schemes have taken adequate measures to ensure the safety of the public and workforce.</p> <p>Performance standards include reducing the numbers killed and seriously injured in road collisions.</p>				

Person Specification

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

Essential

Chartered Civil Engineer with Degree or equivalent in Civil Engineering

At least 15 years post qualification experience of major transport infrastructure planning and delivery within local or central government or private sector, with demonstrable and proven record of achievement in same.

Experience and proven ability to manage and resolve controversial and challenging issues in a complex environment.

Direct experience of both capital and revenue budget management.

Strong familiarity and understanding of local government structure and decision making – equally familiar with external public and private groups/bodies including MP's, Government departments (and Ministers), National Highways, Environment Agency, Natural England and a wide range of other special interest/pressure groups.

Up to date knowledge of relevant legislation and understanding of design standards and guidance.

Practical evidence of developing and maintaining good working relationships with a wide range of customers/stakeholders, developing a positive personal and organisational profile and building partnerships

Project management qualification or equivalent knowledge, skills and experience.

Experience of having worked at a senior level in a political environment, skills in understanding and responding to different perspectives and taking a cross-organisational perspective.

Experience of collaborative working with internal and external partners to achieve the delivery of infrastructure business cases that deliver policy outcomes.

Highly developed negotiation skills and in-depth experience of problem solving and consensus building.

Extensive experience of managing teams/groups and external consultants and contractors at a senior level.

Very high level of written and oral communication skills.

Desirable

NVQ Level 7 in strategic management and leadership.

Knowledge and experience of Compulsory Purchase Order procedures in connection with land acquisition for major schemes.

Knowledge and experience of statutory procedures in connection with side road orders and related highways legislation.

Supporting information

Driving classification	
<p>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.</p>	<input type="checkbox"/>
<p>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.</p>	<input checked="" type="checkbox"/>
<p>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.</p>	<input type="checkbox"/>
<p>Employees should refer to the Corporate Driving at Work policy for further information.</p>	

Driving trigger points			
<p>The trigger points set out below, regarding driving licence points and at-fault accidents, apply to all staff who drive on council business.</p>			
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
<p>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.</p>			
<p>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.</p>			

Political restriction	
<p>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. The job holder is furthermore not permitted to canvas 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</p>	<input checked="" type="checkbox"/>
<p>This role is not politically restricted</p>	<input type="checkbox"/>

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"/>
The role requires a Basic DBS check to check for convictions and cautions that are considered to be unspent under the terms of the Rehabilitation of Offenders Act 1974.	<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 type="checkbox"/>

Clearances – Baseline Personnel Security Standard (BPSS)	
This role requires access to the UK government Public Services Network (PSN) 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 type="checkbox"/>

Safeguarding	
<p>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.</p>	<input type="checkbox"/>
<p>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.</p>	<input type="checkbox"/>
<p>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.</p>	<input checked="" type="checkbox"/>