

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive
Date:	29th October 2018
Subject:	Appointment of Temporary Project Manager
Portfolio Holder(s):	Councillor Bob Parry, Portfolio Holder for Highways, Waste & Property
Interim Head of Service:	Huw Percy
Report Author: Tel: E-mail:	Meirion P. Edwards 2818 mpepp@anglesey.gov.uk
Local Members:	N/A

A –Recommendation/s and reason/s
<p>Authorise the appointment of a temporary Project Manager up to 31 March 2021 to:</p> <ol style="list-style-type: none"> a. Carry out an options appraisal to assess how waste should be collected and cleaned in future; b. Project manage the procurement of a new waste collection and cleansing contract which will start on 1 April 2021; c. Project manage additional one-off projects across the Council as required. <p>The main reasons for making the above recommendations is to ensure the Council meets its statutory duty to collect waste, keep relevant land free of litter and to meet recycling targets. The Council must ensure it has a service in place when the current contract ends on 31 March 2021. Failure to have a service in place by 1 April 2021 would pose a major risk to the Council.</p>

B – What other options did you consider and why did you reject them and/or opt for this option?
<p>Consideration has been given to the following scenarios –</p> <ul style="list-style-type: none"> • Undertake the work within current service resource • Outsource the work to a consultant to deliver on behalf of the service • Appoint the Project Manager to drive and deliver the corporate project within timescales and to an agreed corporate direction.

The first two options were disregarded due to management capacity and cost. It is proposed that the appointed Project Manager will undertake an options appraisal to consider how best to deliver the waste collection and cleansing services in future to ensure value for money. As the current contract is ending on 31 March 2021, the Council must have a solution in place by this date. Whichever option is finally chosen, there will be a requirement for a Project Manager to be appointed on a 2.5 year contract to manage this significant procurement/change process.

C – Why is this a decision for the Executive?

The appointment of such a Project Manager is important in ensuring the Council can plan, develop and implement a viable solution to deliver waste collection and cleansing when the current contract ends. The cost of the new service is estimated to increase from the current annual cost, therefore the budget will be significant and require the Executive's approval.

CH – Is this decision consistent with policy approved by the full Council?

Yes.

D – Is this decision within the budget approved by the Council?

Following consultation with the Finance Department and the Senior Leadership Team, the required funds have been identified from relevant reserves to fund this temporary Project Manager post.

DD – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	Agreement in principle with the appointment of additional capacity to undertake and deliver the work on a two pronged approach including appraising all options available to the Council.
2	Finance / Section 151 (mandatory)	Reference has been made to this resource requirement in the revised MTFP.

3	Legal / Monitoring Officer (mandatory)	External legal expertise will be required to assist and support the development of a detailed proposal.
4	Human Resources (HR)	The post has been evaluated through HR and will be advertised through the normal recruitment process.
5	Property	No comments
6	Information Communication Technology (ICT)	No comments
7	Scrutiny	
8	Local Members	
9	Any external bodies / other/s	

E – Risks and any mitigation (if relevant)		
1	Economic	Major financial risk (fines) if no viable waste collection and cleansing service in place by 1 April 2021.
2	Anti-poverty	N/A
3	Crime and Disorder	N/A
4	Environmental	Major risk if Welsh Government statutory recycling targets are not met.
5	Equalities	N/A
6	Outcome Agreements	N/A
7	Contract Risk	Failure to procure a new contract

F - Appendices:
Appendix 1 – Proposed list of duties to be performed by the temporary Project Manager

FF - Background papers (please contact the author of the Report for any further information): None
<p>1.0 Background</p> <p>1.1 The Council has a statutory duty to collect waste, keep relevant land free of litter and meet statutory recycling targets. The total cost of this service in 2017/18 was around £3.8M. The current 14 year contract with Biffa Municipal ends on 31 March 2021 and therefore plans have to be developed to ensure viable options are in place when the current contract ends. The process of re-procuring the contract will be a major task and will require significant resources to deliver the project.</p>

2.0 Resources Required

2.1 Given the size and complexity of the proposed procurement process there will be a requirement for significant resources to deliver this project. Experience from the previous procurement process (2005/6 – 2006/7) showed that significant project management time and support (legal, technical and financial) was required to procure a contract of this size and complexity.

2.2 Internal discussions with several key stakeholders have taken place to discuss resource requirements for this project (as noted below).

2.3 The feedback from the Council's Procurement Section was that a project manager should be appointed for a project of this scale as there is no existing available resource within its unit. However, the Procurement Section will play a vital part in providing on-going advice and support on this project and will sit on the proposed internal Procurement Team.

2.4 The feedback from the Council's Legal Section was that they were unable to provide the required level of legal advice to support a procurement process of this scale and therefore external consultancy would be required. It has been estimated that the cost of this legal support for a procurement of this scale could be in the region of £200k.

2.5 The feedback from the Council's Waste Management Section is that it will be able to provide the majority of the time, expertise and resources to support this procurement process. However, external consultancy support may be required in carrying out option appraisals, specification reviews and the production of specialist maps for the procurement. It has been estimated that the cost of this technical support for a procurement of this scale could be in the region of £50k. The Council's Waste Management Section will play a vital part in providing on-going advice and support on this project and will sit on the proposed Procurement Team.

2.5 Several other Council Sections will play vital roles during the procurement and implementation phase of the new contract. These will include the IT Section (to integrate new computer systems including in-cab technology and CRM), the Property Section (to deal with any land issues at the proposed Depot, Gaerwen), Insurance and the Human Resources Section.

2.6 As shown above, there is a requirement to bring several specialties together as part of this procurement to ensure the different streams are managed and implemented in a timely fashion. The role of the proposed new temporary Project Manager will be to bring all these work streams together in a coordinated and structured way. In addition, to investigate best practice from other internal and external contracts to deliver value for money.

3.0 Proposed Project Manager

3.1 It is the opinion of officers and the Senior Leadership Team that a Project Manager should be appointed on a relatively short term contract to ensure this procurement project is delivered to a high standard to ensure risks are minimized and deadline dates met.

3.2 It is envisaged that the temporary Project Manager will perform the tasks as listed in **Appendix 1**. These tasks will be incorporated into the new job description if it is decided to move forward with the appointment of a new Project Manager.

4.0 Estimated Costs and Working Arrangements

4.1 To meet the requirements of the required job description, it is envisaged that there will be a need to appoint a person at a relatively senior level (a draft job description has been prepared and this has been scored at Grade 7). The maximum total annual cost to employ a Project Manager would be around £48k (2018/19). Based on a 1 December 2018 start date for the new officer, the estimated costs would be as follows (using 2018/19 rates):

- 2018/19 – £17k (includes start-up costs, IT and training)
- 2019/20 – £48k (does not include inflation)
- 2020/21 – £48k (does not include inflation)

4.2 The Waste Management Section has estimated the following work requirements for the new Project Manager for the procurement of the waste collection and cleansing contract:

- 2018/19 (from around December 2018 onwards – 3 to 4 days per week)
- 2019/20 – 3 to 4 days per week
- 2020/21 – 2 days per week

4.3 The above estimated work requirements shows the need for project management support for up to 4 days per week for the first two financial years and then reducing to 2 days per week up to the contract implementation date of 1 April 2021. Therefore, it is estimated that there will be 1-2 available spare days per week during the first two financial years and 3 available spare days per week during the final year of this temporary post. Officers and the Senior Leadership Team have identified that these available spare days could be used to work on other priority projects within the Council where specific project management support is required. The suggested additional projects would include support and lead in –

- School Modernisation
- Adults Transformation
- New school dinners contract
- Other various corporate priorities

4.4 Discussions regarding funding the temporary Project Manager post have taken place with the Finance Department and the Senior Leadership Team following the preparation of a formal business case. It has been confirmed that funds are available to finance the temporary post of Project Manager. Given the statutory requirement of the service being procured, the very high cost of the service, the risk of having long-term unfavorable contract terms and the timetable to deliver the procurement, the Senior Leadership Team felt that all necessary resources should be made available to deliver this project. Having a temporary Project Manager in place with dedicated time to coordinate all actions properly will help to mitigate risks.

5.0 Risks

5.1 This is a major project with significant risks and everything possible must be done to reduce liabilities and protect the Council's interests over the lifetime of the contract. The current waste collection and cleansing contract, which started in April 2007, has been relatively favorable to the Council in terms of contractual terms and challenges made by the contractor, and has contributed to Anglesey being one of the best performing recyclers in the UK. Even though the Waste Management Section has had to negotiate significant service cuts and introduce major changes to the collection service over this period, these changes have occurred relatively smoothly without major contractual consequences. During the last procurement period in 2005/6 and 2006/7, significant time and resources were made available to prepare very detailed specifications and contract conditions to ensure that risks would be reduced over the lifetime of the main contract. Therefore, previous experience has shown that spending significant amounts of time preparing tender documents properly helps reduce the risk of challenges by the contractor during the lifetime of the contract.

5.2 The Project Manager's role will be to coordinate all aspects of the waste collection and cleansing procurement to ensure risks for the new contract are kept to a minimum. There will be several work streams and specialties to continuously manage, scrutinize and to ensure deadlines are met. The Project Manager will coordinate a new internal Procurement Team made up legal, procurement, financial, technical, IT, Property and Insurance specialists. This team will continuously review a live risk register maintained by the Project Manager to ensure risks are managed and key deadlines met.

6.0 Conclusion

6.1 The 14 year existing waste collection and cleansing contract will end on 31 March 2021. A significant work stream will need to commence in the near future bringing together multiple specialties to ensure new long-term arrangements are in place to take the Council through to the 2030s. To facilitate these long term plans a new temporary Project Manager is required to manage a major procurement process. The long term risks could be significant if the contract procured is not fit for purpose, however, these can be greatly reduced by having upfront dedicated project management and specialist expertise to support the project.

Appendix 1

Proposed list of duties to be performed by the proposed Project Manager (not exhaustive)

- a. Review all existing contract and tender documents to understand the baseline situation. Spend time with waste management officers and the current contractor to learn about the current service. Prepare a SWOT analysis based on the findings.
- b. Project manage the preparation of an options appraisal to assess what services should be delivered and how.
- c. Set-up, coordinate and manage a Procurement Team and sub-teams with key internal/external stakeholders who will provide advice, direction and key decision making for the project.
- d. Organise, appoint and manage relevant external consultants to assist with the project.
- e. Review contract documentation from other similar projects, with a view of implementing best practice outcomes. Visit other external sites to learn about best practice and implement where necessary.
- f. Co-ordinate the preparation of tender documents ready for the new procurement.
- g. Prepare and maintain an up to date risk register.
- h. Organise soft-market test/bidder days as appropriate and prepare required presentations/papers for tenderers etc.
- i. Coordinate all relevant stakeholders and ensure the required decisions are taken in a timely fashion to ensure deadlines are met.
- j. Project manage all aspects of the procurement process on Sell2Wales e.g. adverts, document management, tender queries etc.
- k. Project manage all agreed meetings and site visits by tenderers/other stakeholders.
- l. Project manage all communications in line with correct procedures with all tenderers and stakeholders.
- m. Project manage all aspects of the evaluation of tenders through the Procurement Team.
- n. Prepare and deliver update reports to the Procurement Team/sub-teams, any relevant committees and monitor their progress.
- o. Prepare a detailed plan for the implementation of the successful Contract and monitor its progress.
- p. Project manage any required tasks for the implementation of the new successful contractor e.g. IT works, building works, permissions, leases etc.

Isle of Anglesey County Council

Job Description

Job Title: Project Manager (appointment until 31 March 2021) – secondment considered

Post Number:

Directorate: 1) Highways, Waste & Property & 2) Transformation

Service Unit: Waste Management & Transformation service units

Grade:

Overall Job Purpose:

This is a corporate role working closely with Senior Officers, Members and external partners. The post holder will provide a key supporting role to the *Chief Waste Officer & Corporate Planning, Programme & Performance Manager* in planning, designing, supporting, monitoring and delivering on key strategic projects.

These will include all aspects of procuring and implementing a new Waste Collection & Cleansing Contract for the Authority, ready for a 1 April 2021 start date. The post-holder will also be allocated additional corporate projects to manage / support as the work demands and the initial role reduces (the actual additional projects are yet to be defined but could include aspects of school modernisation / adults transformation / education contracts and so on).

The post holder will also be expected to participate and play a guiding and supporting role in the delivery of these key corporate projects. This will include:

- providing expert advice to the aforementioned Service Managers whilst developing and regularly reviewing the projects development
- following an Anglesey PRINCE2 approach, undertaking the role of *Project Manager* leading on the key corporate projects outlined above, devising and executing effective and meaningful communications;
- monitoring of the progress of the projects

General: *To comply with the local authority's Corporate Safeguarding Policy and the safeguarding duties and responsibilities which that policy places on every employee, aligning with the core values of the Authority which includes supporting children, adults who may be at risk and their families to keep them safe and healthy.*

Principal Accountabilities / Key Tasks:

1. Project manage the entire life of the Waste Collection and Cleansing contract procurement and any other allocated projects.
2. Manage associated capital and revenue budgets.
3. Prepare, implement and monitor detailed Project Delivery Plans to ensure all project outcomes are successfully achieved.
4. Effectively manage a combination of capital and revenue project delivery mechanisms, including direct implementation, implementation by other County Council officers, and implementation by other agreed delivery partners.
5. Prepare tender briefs, co-ordinate project procurement processes and manage all relevant contracts.
6. Prepare detailed reports to obtain approval for key decisions from the designated decision making body.
7. Establish appropriate governance structures to govern the development of the projects and prepare regular project progress reports outlining activities, outcomes; issues, constraints, expenditure and commitments.
8. Develop and maintain positive working relationships with internal and external stakeholders at all time throughout the life of the project.
9. Develop and implement monitoring systems in relation to project funding, contract payments/ costs, and outputs/ impacts, and ensure all relevant information is collated.
10. Manage the development and implementation of project activities efficiently and effectively. Authorise expenditure in line with the approved budget and report on progress, including expenditure.
11. Undertake effective planning and supervision of implementation activities in order to ensure compliance with contract conditions, health and safety legislation and adoption and ongoing maintenance requirements.
12. Prepare and implement Communication and Marketing Plans to ensure that project activities and outputs are effectively promoted and publicised.
13. To maintain data effectively and securely in relation to all projects.
14. Ensure that all project planning and delivery activities comply with statutory requirements.
15. Represent the relevant Council Section at internal and external meetings that are relevant to any project;
16. Deputise for the relevant line manager as required.

17. Ensure full compliance with all relevant County Council policies and procedures (e.g. EU Procurement and the Council's Financial Regulations; Data Protection Act; Freedom of Information; Equalities Act 2010; Welsh Language Standards)
18. The post-holder may be required to carry out any other responsibilities as appropriate with the nature of the post and its grade.
19. In respect of the new Waste Collection & Cleansing Contract procurement, the post-holder will project manage the following key tasks (not an exhaustive list):
 - a. Review all existing contract and tender documents to understand the baseline situation. Spend time with waste management officers and the current contractor to learn about the current service. Prepare a SWOT analysis based on the findings.
 - b. Project manage the preparation of an options appraisal to assess what services should be delivered and how.
 - c. Set-up, coordinate and manage a Procurement Team and sub-teams with key internal/external stakeholders who will provide advice, direction and key decision making for the project.
 - d. Organise, appoint and manage relevant external consultants to assist with the project.
 - e. Review contract documentation from other similar projects, with a view of implementing best practice outcomes. Visit other external sites to learn about best practice and implement where necessary.
 - f. Co-ordinate the preparation of tender documents ready for the new procurement.
 - g. Prepare and maintain an up to date risk register.
 - h. Organise soft-market test/bidder days as appropriate and prepare required presentations/papers for tenderers etc.
 - i. Coordinate all relevant stakeholders and ensure the required decisions are taken in a timely fashion to ensure deadlines are met.
 - j. Project manage all aspects of the procurement process on Sell2Wales e.g. adverts, document management, tender queries etc.
 - k. Project manage all agreed meetings and site visits by tenderers/other stakeholders.
 - l. Project manage all communications in line with correct procedures with all tenderers and stakeholders.
 - m. Project manage all aspects of the evaluation of tenders through the Procurement Team.
 - n. Prepare and deliver update reports to the Procurement Team/sub-teams, any relevant committees and monitor their progress.
 - o. Prepare a detailed plan for the implementation of the successful Contract and monitor its progress.
 - p. Project manage any required tasks for the implementation of the new successful contractor e.g. IT works, building works, permissions, leases etc.

Position in the Organisation:

Reports to: Relevant Service Manager

Responsible for: Will be involved in commissioning of external contractors & consultants and overseeing work of others on specific tasks critical to the undertaking of various projects.

Staff supervised: None

Financial Resources

Level: A,B or C? 4B – The new Waste Collection & Cleansing contract will be worth **£50M+** over its lifetime over an expected contract term of 14 years. There will be significant responsibility on the postholder to ensure financial advice is coordinated into tendering documents to ensure risks are mitigated during the lifetime of the contract. There will be a need to project manage external consultants as part of this project (legal consultants estimated at £200k, technical consultants estimated at £50k). The postholder will need to project manage several workstreams where financial control will be required.

Physical Resources

Land and buildings - No./area	The procurement works may involve significant building upgrade costs to the Council's depot at Gaerwen, potentially up to £250k during the implementation phase.
Plant/ Vehicles/ Equipment – No	Integration of a new in-cab technology system to integrate with the Council's CRM is likely to cost around £300k.
Information Systems – No./volume:	Delivery and monitoring documentation. Financial spreadsheets. Statutory consents Data storage for future audit purposes. Stakeholder and community engagement databases. Commercially sensitive data (contractors) Procurement documentation Value £100k

Demands within the job:

Physical demands

- Involves mainly spending time in the office
- Dealing with demanding situations at times.
- The role will involve attendance at some lengthy meetings.
- The work may involve the post holder undertaking travelling to review best practice, in other organisations.

Mental demands

- The post holder will need to manage high levels of work related pressures and competing demands. This will require confidence in decision making.
- Post holder will need to effectively work with stakeholders and be able to balance the needs and expectations of different stakeholders.
- The post holder will be required to use discretion to resolve unexpected problems and identify issues which need to be escalated.
- The post holder must be an effective communicator at all levels.
- In order to effectively fulfil the role, the post holder will have excellent influencing/ persuasive ability and negotiating skills to ensure projects meet the required expectations.
- The post may involve writing complicated or sensitive information to a range of audiences.
- Manage high level of work related pressures and competing demands.
- Lengthy periods of concentration in participating in several critical work disciplines.
- Working to produce strategic documents, reports and pieces of work within specific timescales.

Emotional demands

- The post holder needs to be able to work under pressure in a fast-paced service.
- The post holder will need to make regular decisions.
- The post requires management of competing demands and high level of sensitivity to develop effective working relationships, including excellent communication and interpersonal skills.
- The post will also require resilience, problem solving skills, good influencing and negotiating skills.
- The post involves direct contact with stakeholders, funders, suppliers, contractors, employees of the local authority, Elected Members, consultants, stakeholders, and members of the public.
- Assist senior officers with conflict management.
- The post holder must be able to take responsibility for own area of work and work with a high degree of autonomy.
- The post-holder will make some decisions which could impact on the organisation's achievement, objectives and financial performance
- The post holder must be able to take responsibility and work with a high degree of autonomy.
- Some aspects of the project may be subject to critical comments in the press and/or in social media.

Language Requirements:

POST IS WELSH ESSENTIAL (as noted on the Welsh Language Skills – Post Assessment)

Welsh Language Skills (Please see the skills framework attached)						
Listening and Speaking (Tick One)	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5 ✓
Reading (Tick One)	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5 ✓
Speaking (Tick one)	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5 ✓
Writing (Tick One)	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5 ✓

English Language Skills (Please see the skills framework attached)						
Listening and Speaking (Tick One)	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5 ✓
Reading (Tick One)	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5 ✓
Speaking (Tick one)	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5 ✓
Writing (Tick One)	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5 ✓

Working Arrangements and Conditions:

Working week: Any 5 out of 7 (Monday – Sunday)

Contracted hours: 37 hours per week

Spread: Monday to Sunday (with occasional flexibility of hours to meet specific work demands)

Identified work base: Your principal work base is identified as Llangefni. You may, however, be required or permitted to work anywhere within the Council's area on a permanent or temporary basis without additional time or payment for doing so. You may also be required to work from home on a regular or ad-hoc basis, as part of the 'smarter working' initiative, reducing contact with other officers

Normal work location

- Normally office based
- Office based but with some site / home / meeting visits
- Role involves substantial travelling with occasional visits to identified work base

Business Travel

- No business travel
- Some business travel. Post holder may be called upon to provide own vehicle
- Some business travel. Council vehicle may be provided to post holder
- Post holder employed as driver / required to operate specialist machinery

Exposure to disagreeable working conditions**Environmental**

- Minimal / normal office environment
- Some
- Significant

Aggressive / difficult clients

- Minimal
- Some – see emotional demands
- Significant

Other Conditions:**DBS check required**

- Enhanced
- Standard
- Not applicable

Work Flexibilities / Restrictions**Politically Restricted Post:**

- Yes
- No

Home / Mobile Phone provided

Yes

No

Protective Clothing provided

Yes

No

Flexibility

Your attention is drawn to the fact that in some cases particular duties and responsibilities are difficult to define and may vary from time to time without changing the general character of the duties and level of responsibilities entailed. In addition, it is a requirement of all employees that they accept elements of flexibility in duties and responsibilities and when necessary interchange within the organisation which will meet the changing needs and demands of the service. Such a requirement will enable the particular expertise of the post holder to be developed and maximised to the mutual benefit of both employer and employee.

Date of preparation of this job description document:

This job description is issued at **September 2018** and will be reviewed regularly as part of individual and organisational development and performance review and may be subject to variation.

Isle of Anglesey County Council - Person Specification

1. Education and Training

The minimum educational requirements/professional or vocational qualifications for the post

1.1 Essential

1.1.1 A degree or equivalent (or significant experience in a relevant place related profession).

1.2 Desirable

1.2.1 Project management qualification

1.2.2 Masters/ postgraduate qualification

1.2.3 Waste Management/technical/engineering/procurement qualification

Any specific training required for the post Incl. Certification

1.3 Essential – N/A

1.4 Desirable – N/A

2. Key Competence Requirements

Job related knowledge Critical for effective performance

2.1 Essential

2.1.1 Knowledge and experience of project delivery

2.1.2 Knowledge of project management methods and practices.

2.1.3 Knowledge of procurement and contract protocols and procedures

2.1.4 Problem-solving skills

2.1.5 Knowledge of financial processes and procedures

2.1.6 Knowledge of front-line service delivery

2.2 Desirable

2.2.1 Detailed project management delivery knowledge.

2.2.2 Detailed front-line service delivery knowledge

2.2.3 Knowledge of contract management

2.2.4 Knowledge of the environmental sector

Specific skills critical for effective performance

2.3 Essential

2.3.1 Computer literate with appropriate keyboard skills.

2.3.2 Capability and experience of improving performance by effective management of processes and developing partners.

2.3.3 Capability and experience of effectively communicating with the public, politicians and other stakeholders (including staff).

- 2.3.4 Ability to analyse complex information, situations and issues.
- 2.3.5 Ability to prepare funding spend profiles.
- 2.3.6 Excellent verbal and written communication skills in English and Welsh.
- 2.3.7 Good interpersonal skills and ability to establish and maintain effective working relationships with internal and external stakeholders and partners.
- 2.3.8 Effective IT skills and ability to use, develop and maintain effective document management systems and software.
- 2.3.9 Ability to initiate change and introduce more effective, efficient and commercially focussed ways of working and challenge and influence established beliefs and behaviours.

2.4 Desirable

- 2.4.1 Ability to maintain effective document management systems.

Managerial skills critical for effective performance

2.5 Essential

- 2.5.1 Proven project management skills.
- 2.5.2 Ability to manage budgets

2.6.1 Desirable – N/A

3. Personal Attributes

Personal values and characteristics which should be demonstrated in performing the duties of the post

3.1.1 Essential

- 3.1.1 Able to use influence and persuasion to shape outcomes and gain support.
- 3.1.2 Able to communicate issues and ideas in a concise and clear manner, face to face and in writing.
- 3.1.3 Give a good example to others by being proactive, honest and consistent.
- 3.1.4 Ensure compliance with professional standards.
- 3.1.5 Excellent verbal and written communication skills.
- 3.1.6 Ability to work under pressure to meet deadlines and targets.
- 3.1.7 Excellent negotiation and advocacy skills.
- 3.1.8 Ability to adapt to change.
- 3.1.9 Postholder must be able to work within a team environment.

4. Personal Circumstances

Job demands which, if not met, could constrain effective performance in post

4.1 Essential

4.1.1 Flexible approach to working hours.

4.1.2 Full driving licence and access to a vehicle which can be used for work purpose

4.2 Desirable – N/A