CAERPHILLY COUNTY BOROUGH COUNCIL

Transformation Manager - Commercial Investment





#TeamCaerphilly










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PEOPLE SERVICES

CAERPHILLY COUNTY BOROUGH COUNCIL
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A message from the Leader of the Council - Cllr Dave Poole

Thank you for your interest in applying for this brand new position.

This pack contains a host of information, which we hope encourages you to tell us why you are the perfect candidate for this role. This is a unique opportunity to join us here at Caerphilly County Borough Council at an exciting time for the organisation as it moves forward.

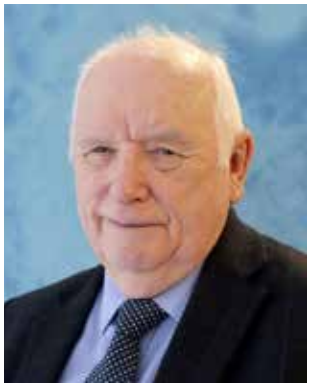
Caerphilly county borough has long-since been recognised as an area where partnership working between the public, private and voluntary sectors means more than just words. We are key partners in the Cardiff Capital Region City Deal and we are excited with the far-reaching opportunities that this investment, underpinned by mature partnerships with the public, private and voluntary sectors, will bring to the county borough and region as a whole.

The council continues to deliver quality services to its 180,000 plus residents, despite a number of challenges. As budgets tighten however, and as a forward thinking local authority, we are embracing a brand new strategic programme of 'whole authority' transformational change, **#TeamCaerphilly - Better Together** which will be delivered through a new operating model for the way we'll provide our services in future.

Central to this programme of transformational change is our new mantra of '**Social Heart and Commercial Head'**. This recognises our commitment to public service and the needs of our citizens, while also demonstrating our desire to explore new innovative, commercial opportunities where appropriate, to generate additional income to reinvest in services to help them remain resilient.

This role will be pivotal in helping shape this journey of transformation, and it is therefore important that the successful candidate can measure up to the vision and innovation that we share, in order to take this organisation forward for the good of the people of Caerphilly county borough.

I wish applicants all the very best, and look forward to receiving your application for this position in due course.



Cllr David Poole
Leader of the Council

If you believe you've got what it takes to deliver excellence as part of Team Caerphilly, then please get in touch for an informal discussion.

Richard Edmunds
Corporate Director for Education and Corporate Services
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Email: edmunre@caerphilly.gov.uk

Introduction from the Interim Chief Executive - Christina Harrhy

I'm pleased that you have taken the time to give consideration to this brand new opportunity to join Team Caerphilly at what is a very exciting time of transformational change.

Our new operating model **#TeamCaerphilly - Better Together** has a very clear purpose: to create capacity and foresight to develop solutions to some of the county borough's biggest challenges, ensuring that the council understands and responds to the changing needs and priorities of our communities.

To achieve this, we must be bold and brave and able to anticipate future opportunities and be ready to make the most of them. This role will be instrumental in helping make this journey of transformation a reality.

I am looking for an individual who can bring a high level of commercial acumen and the ability to act and think strategically. You will have strong influencing and negotiating skills and an ability to assess and manage risks in order to maximise opportunities for the council.

You will be astute politically and have the ability to work proactively and independently to deliver successful income generation initiatives. The successful candidate will also have strong programme and project management skills to ensure that projects are delivered in a timely manner, using high levels of judgement and sound decision-making.

You will need to take an innovative, strategic perspective, supporting us as we think about the future and how our county borough will look in the next decade and beyond. The challenge is big but the opportunities to re-purpose and re-shape the council and the county borough are even greater.

I hope you share our enthusiasm for this exciting journey of transformation and I look forward to receiving your application to join us here at Caerphilly County Borough Council.



Christina Harrhy
Interim Chief Executive

Recruitment Timetable

03/07/19 - Recruitment Activity Commences

19/07/19 - Closing Date

#TeamCaerphilly BETTER TOGETHER

We are embarking on a major transformation programme to examine how services are prioritised, how they can become more business efficient, to explore opportunities for greater customer focus and digital delivery and to consider alternative delivery models and seek out commercial opportunities.

To enable us to continue providing high quality, value for money services in an environment that will require new approaches and new skills, we will also need to build a new relationship with our staff and our communities.

This ambitious programme of change articulates the combined vision of the council's Cabinet and Corporate Leadership Team and has been developed over the last 12 months. In making this transformational journey a reality, courageous political and officer leadership will be essential to ensure that we successfully deliver the outcomes that we are aiming to achieve.

Our transformation strategy **#TeamCaerphilly - Better Together** is multifaceted, and is based on a range of key components that will underpin everything that we do, and will be fully embedded in our new operating model.

The outcomes we aim to achieve are:

- To have strong working relationships with our communities and partners to maximise the use of our collective resources to ensure a resilient county borough for the future
- To embed a new operating model that will encourage innovative approaches to service delivery and ensure that we are making the best use of our resources
- To help close the gap between poverty and prosperity, through improved educational attainment and stimulating the local economy to create high quality jobs
- To make Caerphilly county borough a better place to live, work and visit



Operating Model



The case for change is well understood. Since the 2008/09 financial year, the council has cut over £100 million from its budget due to the ongoing programme of austerity, and further savings totalling circa £44 million are anticipated for the four-year period 2020/21 to 2023/24.

This, coupled with the rising demands associated with an aging population, helping people with complex health needs to remain in their own homes, the gap between poverty and prosperity, climate change and digital advancement, demands a new approach that enables us to deliver 'more with less'.

To date, the council has responded to the financial challenge with limited impact on front-line services. However, in planning for the future of the county borough, we know that the needs of our communities are changing and that the demographic profile of our population is shifting. For example, by 2036 the number of people living in the county borough over the age of 85 will increase by 119%.



We know that future jobs, skills, employment and education will be underpinned by technology. The Cardiff Capital Region City Deal will provide the most important opportunity for stimulating the local economy for generations to come. Employment leads to prosperity and equality of opportunity.

We have a duty to be globally responsible in everything we do and we must deliver our services in an efficient, effective and sustainable way.

Our partners are operating in similarly challenging environments and we need to maximise our collective abilities through working in collaboration across the public, voluntary and community sectors.

We are redefining our vision and values as an organisation. Our operating principles will need to change to meet our vision for the future. We are developing a new set of values and our staff have been actively engaged with this exciting opportunity for positive change. We will help them with this through new support and development practices.

We have identified the key local authority projects that will increase our resilience and we will deliver these through robust programme management. Our recently adopted Sport and Active Recreation Strategy is a good example of our future approach - consolidating and supporting viable services into the future.

The council is committed to protecting vulnerable people and providing services as equitably as possible across the whole of the county borough. However, we must be more commercially minded in our approaches to service provision, and look for opportunities to increase income that can be re-invested in services.

The way in which we interact and engage with our communities must be more meaningful and integrated fully into our strategies, so our current approach will need to change. We have to manage the expectations of our communities and we must develop a mutual understanding that we simply cannot deliver services in the same ways that we always have. We will listen carefully to the views of our communities in shaping future services and we will explain the rationale behind any decisions made.

Tough choices will need to be made and we will need to prioritise essential services. We will be open and honest in how we make these choices and we want our communities and staff to be part of the discussion.

Our staff are a dedicated and valued resource and we will ensure that we support and equip them with the required skills and competencies they will need to ensure the successful delivery of the new operating model that will underpin this transformation programme.

This brand new role will be instrumental in supporting the delivery of
#TeamCaerphily - Better Together



Job Description and Person Specification

Post Identification

Post Title:	Transformation Manager - Commercial Investment
Grade:	Chief Officer D
Directorate:	Education and Corporate Services
Division:	Business Improvement Services
Section:	Business Improvement Team
Location:	Penallta House
Responsible to:	Head of Business Improvement Services

Job Purpose:

Responsible for the development and delivery of a commercial approach to service provision and income generation to ensure that the Authority delivers efficient, effective and sustainable services.

Promote the application of innovative and commercial approaches to service delivery to support the Medium Term Financial Plan, protect front-line services and support the delivery of corporate objectives.

Principal advisor to the Head of Business Improvement Services as well as the Leadership Team and the Management Network on all matters associated with commercial activities and income generation.

Play a key role in creating the organisational culture and conditions required to support wide ranging service transformation and the implementation of a new and more commercial approach to service delivery.

Play a key role in exploring opportunities to collaborate with other local authorities and partners to protect and sustain services and support the delivery of the Medium Term Financial Plan.

Work with relevant key officers in relation to Workforce Planning to embed the necessary skills and techniques in the organisation to support the delivery of the Council's new operating model.

Key Result Areas

Promote a more commercial approach and culture and embedding this within the Authority to achieve cost reductions and sustain services.

Identify opportunities for income generation, including maximising external funding sources.

Inspire and enable people to use commercial approaches to achieve service improvement and meet specific targets.

Effectively manage service change on specific initiatives with the aim of maximising efficiency, modernising services and achieving the best possible outcomes for our communities and service users.

Make a positive contribution to influence local and regional partnership and collaborative working e.g. contributing to the development of proposals for funding through the Cardiff Capital Region City Deal.

Delivery of objectives set as a result of the Performance Review process, Service Planning and Corporate and Council driven initiatives.

Delivery against statutory responsibilities and adherence to legislative requirements relevant to the role

Detailed Task Profile

Support the Head of Business Improvement Services by providing advice, guidance and expertise on the Authority's approach to commercial activities and income generation.

Formalise the Authority's commercial activity through the following:-

- Income Generation - Increasing revenue through reviewing current charges, exploring opportunities for introducing new charges and through identiftying and levering in external funding from a range of sources.
- Creating a Commercial Culture - Promoting and supporting a more business-like approach to service provision and ensuring that staff are equipped with the right skills and behaviours associated with commercial organisations.

Create a culture and coherent structure which allows new commercial ideas to develop and commercial projects to be implemented, giving them every chance of becoming successful commercial ventures.

Develop the Authority's Commercial Strategy with the overarching aim being to deliver a financial return that helps to safeguard front-line services and/or make a contribution to the Council's financial savings requirement.

Establish a Commercial Framework to evaluate existing commercial services and establish a clear process to encourage and evaluate new ideas for commercial activities.

Ensure that risks associated with the delivery of specific inititiatives are identified and managed effectively.

Embed processes and approaches within the organisation that engage the workforce to actively encourage creative thinking to develop more effective ways of delivering services.

Promote a more commercial approach and culture and empower staff to take business-like decisions and seize new opportunities.

Provide support, training, advice and guidance to staff across the organisation as required.

Support the development of business cases and financial modelling for commercial activities and opportunities for income generation.

Provide recommendations and advice to the Head of Business Improvement Services on the approval or otherwise of business cases.

Work with a series of project teams comprising staff from all levels of the organisation in the development and implementation of commercial projects through to benefits realisation.

Analyse the performance and impact of approved commercial activities and the contribution that they make to improved efficiency and income generation.

Fulfil the role of advocate, advisor, negotiator, influencer, decision-maker and implementer at differing times, depending on the nature of the work being undertaken or overseen.

Research, develop and pilot new and innovative approaches to service delivery across the Council to maximise resources and ensure value for money.

Engage a wide range of audiences, internal and external in order to gain buy-in and support for the Commercial Strategy.

Contribute to the preparation and implementation of Annual Service Plans and help ensure that the Service aims, objectives and action plans enable the achievement of the Council's strategic objectives and the provision of appropriate high quality services.

Consult, as appropriate, with the relevant Cabinet Member(s) and other Elected Members and provide appropriate and meaningful information to enable Members, the Council, Cabinet, Committees and managers to monitor performance against agreed standards and targets and progress towards achieving the Council's strategic objectives.

Foster and establish close links with external bodies.

Responsible for developing, implementing, monitoring and reporting on results for specific strategic initiatives across the Council as assigned.

Promote and secure the interests of the Council and the County Borough externally, developing effective relationships and partnerships with external organisations, including positioning the Council's requirements within any regional frameworks.

Ensure processes and procedures support compliance throughout the service area with relevant legislation and Council policies, including Health and Safety.

Deputise for the Head of Business Improvement Services as and when required

Key Working Relationships

Develop effective working relationships with the Corporate Management Team, Heads of Service, Senior Managers, Cabinet and Elected Members of the Council.

Work with a wide range of parties including other Public and Voluntary Sector Partners, private sector organisations, members of the public and other stakeholders.



Tredomen Gateway Building



Chartist Bridge and Statue

Responsibilities For Staff

Post Titles, Numbers and Level of Accountability

Expected to lead and hold responsibility for multiple project teams at any given point. The functions likely to be represented will be from a range of levels of seniority and are likely to include the following functions:

- Customer and Digital.
- Finance.
- Human Resources.
- Legal.
- Procurement.
- Front line service representation (service manager plus staff)

Responsibilities For Resources

Financial; Plant; Buildings or Equipment

Responsibility for delivering significant levels of savings and the management of any investment funding required to support service reviews.

Data Systems

Access to a number of Council databases.

Working Environment

Office based role with visits to other Council locations and visits to various sites.

Additional Requirements

Politically Restricted:	Yes
Disclosure and Barring Service Check:	No
Barred List Check:	No
Baseline Pre Employment Medical Assessment:	No
Registration:	No

Organisational Responsibilities

Understands and demonstrates the principles of confidentiality.

Work within the policies and procedures of the Council including recognising the duty to protect vulnerable adults, children and young people.

Understands and demonstrates commitment to the Council's policies.

Demonstrate commitment to ongoing personal development.

The duties and responsibilities are difficult to define in detail and may vary from time to time without changing the general character of the duties or level of responsibilities entailed. The post-holder is therefore expected to undertake such other duties as may be requested provided the general character of the duties or level of responsibility does not change.



Caerphilly Castle



Elliot Colliery Winding House



Caerphilly Visitor Centre



Parc Penallta

Person Specification

	Essential	Desirable
Qualifications	Relevant Level 6 (Degree) qualification on the Credit and Qualifications Framework for Wales (CQFW).	PRINCE2 Practitioner Level or equivalent project management qualification. Evidence of continuing professional development and/or membership of a professional body.
Knowledge	High level of commercial acumen. Knowledge of governance frameworks that underpin the delivery of commercial activities.	An understanding of financial management and decision-making in the public sector.
Skills	Ability to think and act strategically. Ability to work proactively and independently to deliver successful income generation initiatives. Strong negotiating and influencing skills and an ability to assess and manage risks to maximise opportunities for the Council. Personally leading and delivering new programmes from concept to benefits realisation. Strong programme and project management skills to ensure that benefits are delivered in a timely manner. High levels of judgement and sound decision-making. Sound ICT skills with the ability to use software tools for scheduling, resource management, reporting, analysis and communication. Excellent communication skills (verbal, written and listening). Ability to bring an innovative, optimistic and creative approach to the development and implementation of strategies, policies and service delivery. Tenacity to see things through to a successful conclusion. Ability to quickly identify and grasp key issues and respond appropriately. Ability to raise the profile of the Organisation and its work through a variety of mediums.	Welsh language skills.

Experience	Establishing partnership working with a wide range of service users, public and private organisations. Developing, implementing and managing the delivery of a corporate strategy. A successful track record of achievement in managing and delivering in the public or private sector. Evidence of efficient and effective service delivery through motivating, encouraging, empowering and releasing the potential of staff.	Experience of working with and in the Commercial Sector.
Other	Strong communicator and inspirational leader who naturally builds relationships and commands respect. Enthusiasm for and commitment to public services. Flexible approach to work, including attendance at out of hours meetings. Political awareness, understanding and sensitivity. Able to effectively manage a significant workload. Committed to continuous professional development. Full UK Category B (Cars) driving licence and the use of a motor vehicle insured for business / work purposes to travel throughout the borough and beyond to attend meetings and visit sites.	



The Big Cheese Festival



The Brecon Beacons

Competency Framework

Core Competencies:

Area Of Competence	Competencies
Job Knowledge	Displays expert knowledge in field of expertise as well as strong management skills needed for the job. Has a very clear understanding of the Council as a whole and where the role fits into the organisation. Explores beyond the immediate field to expand job knowledge and keeps up to date on new developments.
Communicating and Persuading	Communicates and ensures understanding of corporate and service area goals. Presents ideas in an organisational context, helping promote understanding of organisational aims and vision. Can deliver difficult messages appropriately. Builds partnerships inside and outside to the benefit of the council and service users.
Customer Service	Monitors customer service performance across area of responsibility. Promotes customer service to colleagues across Council. Advises and guides on customer service issues. Evaluates customer service performance in area of responsibility. Introduces quality improvements to customer service requirements. Develops the customer service strategy for area of responsibility.
Innovation and Change	Stays up to date with new theories and trends. Encourages innovation and measured risk taking. Implements best practice across area of responsibility. Consistently generates and employs original ideas for self and others. Challenges traditional approaches and leads change.
Problem Solving	Adopts a structured approach and utilises experience, expertise and advanced project management skills to develop highly innovative and creative solutions to major service issues. Effectively delegates work and manages the contribution of others to problem resolution. Risk assesses alternative solutions and tests implications for the service. Monitors and evaluates outcomes for effectiveness. Is sought out by others for input and support.
Decision Making and Judgement	Steps back and takes a wider view on the impact of decisions on others through the organisation. Ensures decisions are linked to continually improving performance. Ensures that contingency measures are in place for any appreciable risks. Handles complex problems with balanced confidence. Decisions made on complex issues affecting service.
Planning and Organising	Develops longer-term strategies and breaks down plans to deliver that strategy. Pulls together a range of activities to bring the plan to fruition. Ensures activities are completed on time and in budget.
Personal Drive and Effectiveness	Takes personal responsibility for the performance of the service area. Achieves organisational and personal goals. Models excellence. Able to refocus and redirect when it is clear a goal cannot be achieved. Demonstrates unflagging energy. Focused on excellence and has a vision of how to reach it.

Teamwork	Makes a critical contribution to the team. Works across different functions and maintains network. Demonstrates that the contribution of others is genuinely valued. Role models team working behaviours such as consultation, constructive feedback and supportive challenge. Recognises and celebrates success.

Management Competencies:

Area Of Competence	Competencies
People	Manages a large and diverse service covering a range of major functions. Constantly seeks opportunities for team development within and outside of normal perceived boundaries. Uses people management skills to support other colleagues. Actively shares own skills, knowledge and experience to the benefit of the team and those outside of the team. Has the skills to access to range of approaches to manage the team and team performance.
Political Understanding	Understands political environment locally, regionally and nationally. Uses judgement effectively, knows what to say, how much to say and to whom. Aware of public / political mood and works with it. Can constructively challenge councillor's decisions in an appropriate and sensitive manner.
Leadership	Develops, communicates and delivers to a shared vision with purpose and direction. Takes ownership of the vision. Empowers people to achieve. Has a strategic eye and sees where the role of the staff fits in the whole organisation. Knows where wants to go and how to achieve that. Takes long-term perspective. Communicates the message. Acts as a role model for senior managers. Engenders respect and admiration of all acting with utmost regard and concern for the law, environment and fair treatment of people based on honesty integrity and trustworthiness. Models behaviours valued by the organisation. Has personal credibility.
Resources and Performance	Ensures that resources are provided equitably across the organisation. Balances complex resourcing demands to the benefit of the organisation. Recognises the need to invest to save where appropriate. Sets the standards for efficiencies and improvement. Is ultimately responsible for outcomes and results within Directorate. Oversees very large projects to completion on time and in budget.