

# CAERPHILLY COUNTY BOROUGH COUNCIL

## Transformation Manager - Innovation



#TeamCaerphilly



GWASANAETHAU POBL  
PEOPLE SERVICES



## A message from the Leader of the Council - Cllr Dave Poole

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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

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*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

Tel: (01443) 01443 864560

Email: [edmunre@caerphilly.gov.uk](mailto:edmunre@caerphilly.gov.uk)

## Introduction from the Interim Chief Executive - Christina Harrhy

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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 an innovative, optimistic and creative approach to the role; someone with fresh ideas and a passion for bringing about positive change for the benefit of our communities.

You will be astute politically, as well as a strong communicator and inspirational leader, who takes a modern approach to team working, customer service and change management. The successful candidate will also have great tenacity to see projects through to their conclusion.

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. This role will be a key ambassador and advocate for our council with our public sector partners, the third sector, our business community and our citizens.

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

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## 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 [#TeamCaerphilly - Better Together](#)



## Job Description and Person Specification

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### Post Identification

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Post Title:	Transformation Manager - Innovation
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:

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The post-holder will hold day-to-day management responsibility for the delivery of key elements of the Council's Future Caerphilly Transformation Strategy - **#TeamCaerphilly - Better Together**. In particular, the role will provide strategic oversight of the wide range of service reviews that will underpin the Council's new operating model.

Principal advisor to the Head of Business Improvement Services and the Corporate Policy Manager as well as the Leadership Team and the Management Network on key elements of the Council's Transformation Programme.

Play a key role in creating the organisational culture and conditions required to support wide ranging service transformation and the implementation of a new, innovative and more modern operating model.

Lead and coordinate the work of a wide range of review teams that will have responsibility for delivering each of the service reviews that will underpin the Council's new operating model.

Expected to actively contribute to and lead on key elements of a whole organisation efficiency programme and, through a range of digital tools, innovation and change techniques, bring about improved productivity, an enhanced customer experience and a reduction in the cost of service delivery.

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

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Support and lead on assigned elements of the Transformation Programme to ensure the effective and efficient delivery of the Council's objectives in the fields of:

- Business Improvement
- Digital Transformation
- Customer Experience
- Digital Organisational Development
- Business Process Efficiency and Effectiveness

Delivery of service changes required to support the Council's Medium Term Financial Plan and associated long-term savings pressures.

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

Delivery against objectives set down in implementation plans for specific initiatives.

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

Develop and ensure effective partnerships between the Council, local communities and stakeholders for the service, providing appropriate operational support in collaboration, in order to achieve shared outcomes that contribute to delivery of the Council's objectives and/or to secure resources for the Council.

Bringing the Transformation Programme to life, inspiring and enabling people to work with commitment and competence to achieve improvement and meet specific targets.

Embedding a culture of innovation and new approaches to service delivery.

## **Detailed Task Profile**

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Support the Head of Business Improvement Services and the Corporate Policy Manager by providing advice, guidance and expertise on highly complex and contentious issues relating to Business Improvement, Digital Transformation, Customer Experience, Organisational Development and Business Process improvement.

Lead the design and delivery of high quality, value for money services across the full range of services and promote access to and equality of opportunity for staff, elected members, residents, businesses and partner organisations.

Work with Heads of Service and Service Managers to create innovative solutions to complex challenges and ensure the effective transformation and modernisation of systems, services and processes across the Council.

Manage a team of officers engaged in business improvement and corporate performance reporting.

Work with a series of project teams comprising staff from all levels of the organisation in the pursuit of service review and digital transformation, process improvement and cost reduction.

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

Embed processes and approaches within the organisation that engage the workforce in problem solving, creativity and innovation and provide the opportunity to contribute to the Council's Transformation Programme.

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.

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

Support the Head of Business Improvement Services in developing a new operating model for the Council that is fit for the future.

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.

Support the Head of Business Improvement Services and the Corporate Policy Manager in the preparation of the service budget in line with the policy guidelines and priorities agreed by the Council, to ensure that the service is delivered within budget, to monitor expenditure against budget and to report, if required, on any action necessary.



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.

Assist with and ensure a co-ordinated approach across all the Council's departments which link with other providers, agencies and interested bodies in relation to issues, which embrace a number of different services and needs of the community.

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 and the Corporate Policy Manager as and when required.

## **Key Working Relationships**

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Develop effective working relationships with 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

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### ***Post Titles, Numbers and Level of Accountability***

Line management responsibility for the following: -

1 x Performance Manager (Grade 11).

4 x Performance Management Officers (Grade 9).

Expected to lead and hold responsibility for multiple review 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

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### ***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

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

## Additional Requirements

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

## Organisational Responsibilities

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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
<b>Qualifications</b>	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.
<b>Knowledge</b>	Knowledge and understanding of the range of policy and operational issues confronting business improvement; digital transformation; customer experience; organisational development; business process efficiency and effectiveness in a public sector context.	User Experience Design.  Customer Journey Mapping.  Business Process Reengineering.
<b>Skills</b>	<p>Ability to think and act strategically.</p> <p>A modern approach to leadership, team working, customer service and change management and specifically - managerial and administrative skills; networking skills and team building skills.</p> <p>Inspire and operate a united corporate approach.</p> <p>Proven leadership skills to build and lead strong, highly committed, loyal and distributed review teams.</p> <p>Excellent communication and presentation skills.</p> <p>Ability to bring an innovative, optimistic and creative approach to the development and implementation of strategies, policies and service delivery.</p> <p>Tenacity to see things through to a successful conclusion.</p> <p>Strong customer service skills and ability to put the citizen first.</p> <p>Ability to quickly identify and grasp key issues and respond appropriately.</p> <p>Ability to raise the profile of the Organisation and its work through a variety of mediums.</p>	Welsh language skills.



<b>Experience</b>	<p>Proven track record in leadership and management experience at a corporate level.</p> <p>Establishing partnership working with a wide range of service users, public and private organisations.</p> <p>Developing, implementing and managing a corporate strategy.</p> <p>A successful track record of achievement in managing and delivering in the public or private sector.</p> <p>Evidence of efficient and effective service delivery through motivating, encouraging, empowering and releasing the potential of staff.</p>	<p>Wider management experience in the local government sector.</p>
<b>Other</b>	<p>Demonstrate self-motivation and ambition and encourage the same in others.</p> <p>Strong communicator and inspirational leader who naturally builds relationships and commands respect amongst local communities and colleagues alike.</p> <p>Enthusiasm for and commitment to public services.</p> <p>Flexible approach to work, including attendance at out of hours meetings.</p> <p>Political awareness, understanding and sensitivity.</p> <p>Able to effectively manage a significant workload.</p>	



The Big Cheese Festival



The Brecon Beacons

## Competency Framework

### Core Competencies:

Area Of Competence	Competencies
<b>Job Knowledge</b>	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.
<b>Communicating and Persuading</b>	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.
<b>Customer Service</b>	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.
<b>Innovation and Change</b>	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.
<b>Problem Solving</b>	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.
<b>Decision Making and Judgement</b>	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.
<b>Planning and Organising</b>	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.
<b>Personal Drive and Effectiveness</b>	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.

<b>Teamwork</b>	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.
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## Management Competencies:

Area Of Competence	Competencies
<b>People</b>	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.
<b>Political Understanding</b>	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.
<b>Leadership</b>	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.
<b>Resources and Performance</b>	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.

