



### APPOINTMENTS ETC PANEL – 16 October 2017

## CHANGES TO COMMERCIAL AND CHANGE (COaCH) SENIOR MANAGEMENT

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### Recommendation

1. **The Chief Executive recommends that the Panel:**
  - (a) **approves the proposal to redesignate the current vacant post of Director of Commercial and Change to Director (Commercial and Commissioning) with the specifications set out at Appendix 1 and salary range set out in the report, and the consequential change to the Directorate name;**
  - (b) **approves the continued temporary redistribution model arrangements as set out in this report until a permanent Director appointment is in place; and**
  - (c) **authorises the Chief Executive, in consultation with the Leader of the Council and Cabinet Member with Responsibility for Transformation and Commissioning, to proceed with a recruitment exercise for the permanent post of Director (Commercial and Commissioning) as set out in the report; noting that appointment to the permanent post will be a decision for the Panel at a future date;**

### Background Information

2. The Panel will be aware that on 13 March 2017 Peter Bishop, who at the time was the interim Director of COaCH appointed by Panel on 21 June 2016, resigned from employment with the Council, leaving on 2 June 2017 with his last working day being Thursday 25 May 2017. The Director post (and Peter's substantive Head of Service post) has remained vacant since that date.
3. In relation to Peter's continued appointment as Interim Director for COaCH, the Appointments Etc. Panel on 15 December 2016 agreed not to appoint a direct backfill for his substantive post of Strategic Commissioner (Service Transformation) but a temporary re-assignment of its senior management responsibilities related to Property Asset Management and the Facilities services to Joanna Charles (Head of Commercial) and the Strategic Change (Programme Management) Team to Sean Pearce, Chief Financial Officer. All other services within COaCH remained unchanged at this time.
4. At an Appointments Etc. Panel on 6 April 2017, following Peter's resignation, it was agreed that a redistribution model be implemented rather than a like for like external or internal interim appointment to the vacant Director of COaCH. This has meant that since 26 May 2017, the Director of COaCH post has remained vacant, with no interim

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appointment. The temporary supervision of Heads of Service and their functions moved to certain members of the Strategic Leadership Team in the interim, but COaCH remained as a Directorate. Responsibility for Digital Transformation and ICT was passed temporarily to the Chief Financial Officer.

5. The Appointments Etc. Panel on 5 September 2017, following the CFO's resignation, agreed the temporary assignment of Digital Transformation and ICT to another Head of Service. Following discussion with the Cabinet Member with Responsibility for Transformation and Commissioning and the Chief Executive, it was agreed these would transfer to Jo Charles, Head of Commercial.

6. In support of continued delivery of the Corporate Plan and to ensure focus on delivering the ongoing corporate priorities, the focus on commercial acumen and commissioning capabilities is becoming ever more critical and is a key requirement of the organisation moving forwards.

7. This, as well as the need to proactively shape our commissioning support function, has driven the creation of a revised Job Description and Person Specification including the recommended redesignation of the post to Director (Commercial and Commissioning) as set out at Appendix 1. Panel are asked to consider and approve these specifications.

### **Appointment of Director (Commercial and Commissioning)**

8. It is recommended to Panel that the Chief Executive is authorised, in consultation with the Leader of the Council and Cabinet Member with Responsibility for Transformation and Commissioning, supported by the Head of HR&OD, to commence a process for recruitment to the permanent post of Director (Commercial and Commissioning).

9. It is recommended that the post is advertised externally, including the use of a search partner in order to ensure a wide reach of potential candidates.

10. Subject to Panel approval, advertising of the permanent post could commence before the end of October 2017. To reach the widest market, the advert would need to be live for between 4-6 weeks.

11. Following the closing date, longlisting will be achieved through an initial sift of applications by the Chief Executive, Leader and Cabinet Member with Responsibility for Transformation and Commissioning, supported by the Head of HR&OD (or relevant HR&OD Business Partner), who will assess each application against the criteria in the person specification.

12. This will be followed by shortlisting using a robust selection process by the Chief Executive, Leader and Cabinet Member with Responsibility for Transformation and Commissioning, supported by the Head of HR&OD (or relevant HR&OD Business Partner), which will assess both technical and leadership capability.

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13. The Chief Executive, Leader and Cabinet Member with Responsibility for Transformation and Commissioning, supported by the Head of HR&OD (or relevant HR&OD Business Partner) will agree a final shortlist of candidates to progress through to the final interview process where both technical and leadership capability will be assessed.

14. As part of the final interview process the Panel would then reconvene to interview the shortlisted candidates and decide whom to appoint to the post. Given likely notice periods, the effective date of appointment to the permanent post is likely to be in April 2018.

15. It is therefore proposed that the current redistribution model of supervision continues unchanged until a permanent appointment is made at which point the temporary model would cease and all remaining functions would revert to reporting to the new Director (Commercial and Commissioning) other than the Change team which has been transferred to the CFO as having greater synergy.

16. Panel are asked to recognise that on appointment the new Director (Commercial and Commissioning) will be responsible for reviewing the future resource requirements and organisational fit required for future delivery of the Councils Corporate Plan. It is likely that in the next few years the shape, size and structure of the Council will be different and so the new Director will be asked to work with the Chief Executive on this. It is also likely that the functions which report to this post may also therefore need to change.

### **Remuneration for the post of Director (Commercial and Commissioning)**

17. Panel are asked to authorise the Chief Executive to offer a remuneration package based on the current arrangements so that the post of Director of Commercial and Commissioning Services would attract a salary range within the current Director's pay band based on a 35 hour per week contract (£109,035 to £119,938 pa).

### **Contact Points**

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### **Supporting Information**

Appendix 1 – Proposed Job Description/Person Specification for

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### **Background Papers**

In the opinion of the proper officer (in this case the Chief Executive) there are no additional background papers relating to the subject matter of this report.

### Job Description – Director (Commercial & Commissioning)

#### Role Purpose:

Worcestershire County Council's Director (Commercial & Commissioning) is **accountable for commercial direction and leadership** ensuring that the Council's Corporate Plan, vision and commissioning ambitions helping to shape Worcestershire's Future are achieved.

This is an influential Director role with direct responsibility for providing clear leadership to the Commercial and Commissioning function, shaping and implementing strategy. The post-holder **leads a broad and dynamic function that drives, supports and works to deliver the significant transformation** activity of the County Council and its partners.

As Director (Commercial & Commissioning), you will execute plans effectively, ensuring resources are utilised efficiently, at the right time and in the right place. You will be expected to **enhance the County Council's profile at every opportunity at all levels**, working collaboratively with businesses, partner organisations and other stakeholders.

#### Key outcomes to be delivered:

1. Provision of **innovative, engaging commercial and commissioning direction and leadership support** to the Strategic Leadership Team, Senior Managers, Cabinet and Members in translating the Corporate Strategic Plan and priorities into coherent initiatives that will deliver their intended outcomes for Worcestershire County Council
2. Ensure a commercial and outcome-focused approach to managing and commissioning of providers (internal and external) and **developing new markets, which deliver best value for citizens**, in terms of achievement of outcomes, financial performance, quality and statutory compliance;
3. Lead the development of **new income streams and continually enhance existing growth to achieve surplus for investment** in further opportunities and to help offset costs of other activities
4. Lead the planning and design for a variety of services where **new partnerships and delivery vehicles can be developed to support the commissioning and delivery of the best possible outcomes** for the citizens and communities of Worcestershire County Council within the funds available.
5. Develop a **comprehensive contractual framework and commissioning strategy** to deliver value for money services
6. Manage the **development of the marketplace including shaping and stimulating local and regional markets** to access appropriate and relevant public, private and voluntary sector capabilities to deliver the best possible outcomes for the citizens and communities of Worcestershire County Council and its economy
7. Responsible for significant delegated financial budgets and resources ensuring that they are allocated effectively for the delivery of intended outcomes in a manner which **demonstrates value for money and compliance with relevant policies and guidelines**
8. Horizon scan policies changes and keep abreast of **commercial best practice and commissioning approaches**; to continuously challenge and change practice to improve outcomes for our communities
9. Provision of **inspirational leadership through motivating, empowering and developing employees** at all levels to create a positive culture of innovation, transformation, commerciality and delivery

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10. Ensure effective development and implementation of the **Council's constitutional arrangements and political structures**
11. Co-create and act as a role model for a Member and officer **leadership culture that inspires and recognises innovation, customer-focus, personal responsibility, effective delivery at pace and passionate commitment** to citizens and their needs across Worcestershire.

### Dimensions of the Role:

**Accountable/reporting to:** Chief Executive

**Responsible For:** Commercial Management (incl. procurement and contract management)

- Performance Management
- Systems and Customer Access (incl. ICT)
- Legal and Democratic Services
- HR and Organisational Development
- Property Services (in client role)

**Political Restriction:** This post falls within the definitions set out in the Local Government and Housing Act 1989 (LGHA), as amended from time to time, of a “politically restricted” post. Therefore the post holder is constrained from engaging in political activities specified by the LGHA and any regulations made thereunder.

### **Key Relationships:**

**Internal:** Cabinet, Strategic Leadership Team, Wider Leadership Team, County Councillors and elected members, Management Teams, Managers & Staff across all directorates.

**External:** Clinical Commissioning Groups, other NHS organisations, health and social care professionals, District/Boroughs, Government Agencies & Departments, Police, Fire, Probation Service, Educational Settings, Suppliers, Contractors, Service providers, Statutory and Voluntary Organisations, customers, members of the public, volunteers.

### Other/general Duties:

- Promote equality of opportunity and diversity for all employees and customers in line with the Council’s policies and practices;
- Undertake the lead role in the County Council’s emergency planning arrangements.

### **Notes:**

- The Council reserves the right to alter the content of this job description, after consultation, to reflect changes to the job or services provided, without altering the general character or level of responsibility.
- Reasonable adjustments will be considered as required by the Equalities Act.

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### Person Specification - Director (Commercial & Commissioning)

This is a very high profile and demanding strategic leadership and management role. The organisational scale is substantial and the job is highly visible. While clearly rewarding, the work can be challenging and pressurised at times, with conflicting priorities.

It therefore requires candidates of the very highest calibre who can clearly demonstrate how their experience, knowledge, skills and personal qualities match the following requirements.

#### Experience, knowledge, skills:

1. Able to demonstrate substantial successful leadership experience at a senior strategic level within an organisation of appreciable scale and complexity. In view of the size of the role this experience must include substantial experience at first or second tier level (i.e. at Commercial Director, Director or equivalent level within a main function or division). Experience can be either gained in public (including voluntary sector) or private sector roles, but candidates must be able to demonstrate both that their experience is relevant and that they have a good understanding of the challenges of operating as the CE of a large democratically led organisation.
2. Able to demonstrate the high level of commercial 'know how' and management skills required to;
  - a) effectively manage the significant day to day and strategic challenges of the role.
  - b) support the devolution of decision-making and services delivery to a more local level, where appropriate
  - c) achieve continuous improvement in performance, encouraging innovation and appropriate challenges to the status-quo.
  - d) ensure a strong customer focus and value for money ethos throughout the Council.
3. Commercial experience; ability to bring commercial leadership to directorate and organisation. Demonstrated ability to drive innovation into commercial relationships both in terms of focus on outcomes and inclusion of non-traditional partnerships.
  - a) Demonstrated ability to manage complex supplier relationships on a 'win-win' basis. Ability to focus on effective quality assurance of external provision and bring and embed innovation in ensuring robust QA.
  - b) Lead development of commercial skills and small specialist team.
4. Must be a very effective communicator, able to extend and improve the Council's profile and influence, and build positive and productive relationships that gain the respect, trust and confidence of members, staff, partners, customers and other stakeholders.
5. Able to demonstrate evidence of commercial and sound financial management skills
6. Extensive experience of working in areas of high uncertainty to drive forward IT-enabled business change initiatives;
7. Successful experience of supporting major cultural change including effective communications planning;
8. Proven track record of operating in a sophisticated and complex environment, requiring shrewd and high level political awareness and management of ambiguity;
9. Evidence of interpersonal impact and experience of building relationships and consensus with a diverse stakeholder group to create buy in and change perceptions and attitudes.

#### Personal qualities and outlook:

1. An effective and 'visible' leader, with the personal vision and presence to inspire and empower the County Council to improve and achieve its key objectives.
2. A 'moderniser' – committed to improvement, clear customer focus and understands the Council's approach to delivery.

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3. A modern approach to people management, demonstrating an effective balance between direction, empowerment and assertiveness.
4. Able to work effectively in a political environment, building productive relationships with elected members and demonstrating political sensitivity and diplomacy.
5. Decisive and assertive when required, but always courteous. Able to challenge constructively and to deal with conflict. Never acts aggressively.
6. Resilient and calm when under pressure, able to balance conflicting priorities and manage their time well.
7. Comfortable with the pressures and high level of accountability and associated responsibilities of the Commercial Director role.
8. Demonstrates the highest standards of personal integrity at all times, leading by example.
9. Demonstrates respect for others at all times and is a supporter of the equalities agenda.