

CYNGOR SIR POWYS COUNTY COUNCIL.

**REPORT FOR
DELEGATED DECISION
BY**

**County Councillor Wynne Jones Portfolio Holder for Finance
County Councillor John Powell Portfolio Holder for Environment and
Sustainability and HR**

Tuesday 25th April 2017

REPORT AUTHOR: Chief Executive

**SUBJECT: Acting Director of Transformation, Commerciality and
Commissioning**

REPORT FOR: Decision

Summary

The change agenda is considerable and in order to support its delivery it is proposed to create a development opportunity for a one-year secondment for a Head of Service into an acting director level role (pending evaluation). By the end of the secondment a view would be taken about creating a permanent position. If agreed the acting post will be funded from the management of change budget. It is proposed that backfilling of a successful applicant's post would also be a development opportunity.

Proposal

Cabinet on 11th April received a report '2025: Powys Transformed - Strategic Planning'. The report lays out an approach, developed by the Chief Executive in discussion with the management team, covering a strategic, longer term change programme to be called '2025: Powys Transformed'. The programme will be centred on 3 priorities with 2 further (enabling) priorities in place to support their delivery. It is intended that the proposed strategic direction is endorsed as a starting point for the new Council.

The 11th April cabinet report covers a number of key areas to shape the provision of the organization's services in 2025. This includes a more commercial approach to service provision to help meet the 2019/20 budget savings requirement by exploring and testing new delivery models whilst increasing our ability to act more commercially. Experience elsewhere indicates there is scope to increase the income flows to the Council. However, being more commercial is more than just raising income and it links with the two enabling priorities; remodelling council services and developing the workforce

Improvements in efficiency are now evident across the organization but the application of business process improvement techniques could be a source of further improvement. The 2025 paper also stresses the need to increase productivity; it is suggested that as we change the model of service provision more effective commissioning will be part of the efficiency and productivity improvement process.

Linked to the required work is the Commissioning and Commercial Strategy that will help navigate and shape markets in an increasingly complex commercial environment. This complexity will require the balancing of local, national and international regulation with the growing desire for localism and individual choice. The ambition is therefore to promote commercial agility and entrepreneurialism alongside appropriate governance, professionalism and responsibility. The Commissioning and Commercial Strategy indicates the requirement for a senior post to help deliver a more corporate approach. This is a permanent approach and the proposal is for the role to report to the temporary director role.

The acting director role will work with management team to lead and develop the transformation programme outlined in 2025: Powys Transformed. The post will also be the corporate lead on commissioning ensuring oversight and delivery of the new strategy but day to day commissioning will remain a function of the Heads of Service. It is proposed the post is also the lead for the Commissioning and Procurement Board and be responsible for Commercial Services.

The internal nature of a proposal means that a backfilling opportunity will arise. This should be a matter for an applicant to cover in the selection process.

Options Considered/Available

An alternative would be to seek a 'strategic partner'; typically this involves an external consultancy.

We could seek an external candidate but a one year contract may not be attractive and an appointee would not have the same incentive to perform when compared with an internal appointment.

Clearly we could 'do nothing' in response to the requirement.

Next Steps

If agreed a job description and person specification will be created for evaluation under the Hay scheme.

The documentation will need to be signed off by management team.

Selection would be via the Employment Committee

Preferred Choice and Reasons

The preference is to seek an internal appointment for a one year period. The current Heads of Service group is a pool of potential applicants who will welcome a career opportunity and have a vested interest in succeeding in the role.

Sustainability and Environmental Issues/Equalities/Crime and Disorder,/Welsh Language/Other Policies etc

The transformation agenda will link with the Well-being of Future Generations (Wales) Act 2015.

Recommendation:	Reason for Recommendation:
That Management Team: a. An acting Director role is put in place for a period of one year (funded from management of change budget) with a view to be taken during the year about whether the post should be permanent; and if agreed b. request that Management Team finalise the scope of the role	To support the transformation, commerciality and commissioning agenda

Background Papers used to prepare Report:

- '2025: Powys Transformed - Strategic Planning'.