

PERSONNEL COMMITTEE

14th January 2019

**REPORT OF THE ASSISTANT CHIEF EXECUTIVE AND CHIEF DIGITAL OFFICER –
Mrs Karen Jones**

CREATION OF A COMMERCIAL CO-ORDINATOR POST

Matter for Decision

Purpose of Report

To seek authority to create a new post of Commercial Co-ordinator, reporting to the Assistant Chief Executive and Chief Digital Officer funded in the first two years of operation from the Income Generation specific reserve.

Background

Elected Members have emphasised the importance of identifying new sources of income to sustain services whilst contributing to the strategies relied upon to achieve a balanced budget. This commitment is expressed in the Corporate Plan 2018-2022.

During 2018, the Association of Public Services Excellence (APSE) has been providing support to the Council to develop a more commercial approach. The support provided has enabled the Council to quickly understand what is working in other local authorities and to identify a short list of topics where it is considered appropriate to target additional income in the early phases of our work.

As valuable as the support from APSE is, reliance on an external organisation does not make for a sustainable approach. Consequently, the Council needs to create its own capability for taking forward its commercialisation work.

Proposal

APSE advice is that we should create a new post of Commercial Co-ordinator. In the first instance, it is proposed that the post should report to the Assistant Chief Executive and Chief Digital Officer, however, this arrangement may be reviewed and amended if, with the benefit of experience, it becomes apparent that the post would be better located elsewhere in the Council.

The post has been job evaluated as a Grade 10 (£35,229 - £39,961 per annum).

A business case is currently being developed to include the proposal that a market pay supplement be approved to enhance the salary of this post to £45,000 per annum. The market pay supplement would therefore, be paid at a maximum of £9,771 per annum and a minimum of £5,039 per annum.

A job description and person specification has been developed and is attached for Members' reference at Appendix 1.

It is considered unlikely that there are suitably qualified people already working in the Council, consequently, in order to make progress at some pace, it is requested that this post be immediately and simultaneously advertised externally and internally. The longer the post takes to fill with an appropriate person, the longer the Council is likely to be reliant on external support, or, the longer it will take to bring forward viable and suitable proposals to increase new income streams.

Equality Impact Assessment

In order to assist the authority in discharging its duty under the Equality Act 2010, an Equality Impact Assessment Screening Form has been completed and the outcome is that a full equality impact assessment is not required.

The Equality Impact Screening Assessment is at Appendix 2.

Financial Impact

There is no base budget identified to cover the cost of this post. It is proposed that the cost of the post in year 1 and year 2 be met from the Income Generation specific reserve that has been set aside to fund the Council's income generation work. During this period, it will be possible to evaluate the impact of the post. Beyond this period, funding for the post would need to be evidenced from a business case and incorporated into the main revenue budget arrangements.

A Financial Appraisal is included at Appendix 3.

Workforce Impacts

Consultation

The members of the Income Generation Working Group have been consulted about the proposal and are supportive of what is being put forward to the committee.

Legal Impacts

There are no legal impacts associated with this post.

Risk Management

There are no risks associated with this post.

Consultation

There is no requirement under the Constitution for external consultation on this item.

Recommendations

It is RECOMMENDED that Members APPROVE the establishment of a new post of Commercial Co-ordinator, reporting to the Assistant Chief Executive and Chief Digital Officer, funded in the first two years of operation from the Income Generation specific reserve.

FOR DECISION

Reason for Proposed Decision

To deliver the Council's expressed priority to develop new sources of income to underpin Council operations.

Appendices

Appendix 1 -Job Description and Person Specification – Commercial Co-ordinator

Appendix 2 – Equality Impact Assessment Screening Form

Appendix 3 - Financial Appraisal

Officer Contact

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Neath Port Talbot County Borough Council

Job Description – Commercial Co-ordinator

Job Title	Commercial Coordinator
Purpose of job	<p>To provide corporate and cross-Directorate support for the initiation, evaluation, development and implementation of commercial initiatives and activities.</p> <p>To ensure that NTP’s pipeline of commercial initiatives and activities retains direction and momentum.</p> <p>To provide commercial expertise, based on a robust understanding of market dynamics and commercial concepts - eg: marketing, sales, business development, cost management and profit and loss.</p> <p>To act as the ‘Commercial Ambassador’ for NPT, leading the development of a more commercial approach to service operations in both internal and external contexts.</p>
Responsible to	Assistant Chief Executive and Chief Digital Officer
Responsible for:	<p>No direct line management responsibilities.</p> <p>Oversight of (virtual) project teams tasked with the development and delivery of commercial initiatives.</p> <p>Oversight of external support when identified as being necessary</p>
Main responsibilities	<ol style="list-style-type: none"> 1. To be the principal advisor to the Council on commercial approaches which are a good fit with the strategic objectives and values of the Council. 2. To continuously research leading practice in generating income and to assess the feasibility of such approaches within a Neath Port Talbot context. 3. To help identify new business development opportunities and how the council might take advantage of those opportunities 4. To advise Members and Chief Officers on the merits/demerits of income generation and commercial ideas 5. To coordinate the activities of the Income Generation Panel and to ensure that projects proceed in line with agreed governance arrangements. 6. To convene meetings of the ‘Dragons Den’ and ensure that all

	<p>ideas are robustly assessed on the basis of a five case business model approach.</p> <ol style="list-style-type: none"> 7. To develop a whole-council approach to the process of generating and evaluating income generation and commercial ideas – including completing all relevant documentation and providing/commissioning skills training where appropriate. 8. To act as a ‘knowledge hub’ for all income generation and commercial activities across the Council to minimise duplication of effort and to make optimum use of colleagues’ knowledge and expertise. 9. To support the production of business cases using the Five Case model. 10. To support the implementation of income generation and commercial activities via participation in virtual project teams. 11. To make an active contribution to the overall development of the Council
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Person Specification

	Requirement	Essential/desirable	How Tested
Qualifications	Educated to at least Degree level in a relevant discipline – eg: Business Studies, Management.	Essential	Inspection of certificates
	Post-graduate certificate in a relevant commercial discipline, eg marketing, sales, business development	Essential	Inspection of certificates
	Project management	Desirable	Inspection of certificates
Experience	Proven experience of:		
	Coordination/management commercial project pipelines.	Essential	CV and Interview
	Production of market-driven business cases.	Essential	CV and Interview
	Marketing and business development.	Essential	CV and Interview

	Implementation of commercial services	Essential	CV and Interview
	Advisory role in virtual teams.	Essential	CV and Interview
	Exposure to local government/public sector.	Desirable	CV and Interview
	Commercial finance and accounting.	Desirable	CV and Interview
Skills/Knowledge	Effective communication – verbal and written.	Essential	CV and Interview
	Computer literacy – including Word, Excel.	Essential	CV and Interview
	Demonstrable responsibility for the production of business cases – particularly using the Five Case model.	Essential	CV and Interview
	Understanding of commercial finance and accounting.	Essential	CV and Interview
	Understanding of risk management, contract management and change management within a commercial environment	Essential	CV and Interview
	Knowledge of the legislative framework applied to local government income generation in Wales	Desirable	CV and Interview
Personal characteristics	Methodical and outcome focused.	Essential	CV and Interview
	Analytical and questioning.	Essential	CV and Interview
	Tenacious - starter/ finisher.	Essential	CV and Interview
	Positive outlook.	Essential	CV and Interview
	Collaborator.	Essential	CV and Interview
	Enthusiastic and energetic.	Essential	CV and Interview

	Mobility – ability to travel around the county borough and more widely	Essential	CV and Interview
	Welsh – ability to speak and write in Welsh	Desirable	CV and Interview