



MANAGEMENT COMMITTEE – 29 NOVEMBER 2017

INTERIM LEADERSHIP TEAM

REPORT OF THE ACTING DIRECTOR

Purpose of Report

1. The purpose of this report is to inform Members of ESPO's priorities over the next six month period and to lay out the Leadership Team's responsibilities in supporting their delivery.

Background

2. Following the Management Committee meeting of 20 September 2017, I was offered the post of Acting Director of ESPO for a period of six months or until such time as a permanent appointment is made. I commenced in post on 16 October 2017.

Leadership Team interim structure

3. With the departure of the previous Director, the Leadership Team was reduced to the Acting Director, Assistant Director Finance, IT and Governance, Assistant Director Operations and the HR Strategic Business Partner.
4. At a meeting held on 4 October, the remaining members of the existing Leadership Team agreed to extend the Team in order to better manage the day to day and forward planning required by ESPO in order to meet its strategic and MTFS goals.
5. The Interim Leadership now comprises the existing members being; The Acting Director, Assistant Directors and HR Strategic Business Partner and are now joined by the Head of Sales & Marketing and Acting Head of Commercial & Procurement.
6. Responsibilities have been realigned across this Team in order to ensure that priorities are substantively met in the short term.

Realignment of responsibilities

7. With the temporary removal from the structure of a Deputy Director & Chief Commercial Officer, much of the procurement led work has been cascaded to the **Acting Head of Procurement & Compliance** who will now look after Procurement Services, the Energy offer, the Catalogue procurement work plan and Procurement support services. There is also a particular focus on the Optima implementation, MSTAR³, the contract management framework and succession planning.
8. The **Assistant Director Operations** will now oversee the Catalogue Production team and management of the 'directs' supply chain within the Operations division where there is a natural crossover with Stock Optimisation and Customer Services. He will focus on driving improvements in the supply chain while also managing the implementation of warehouse automation.
9. In addition to pre-existing responsibilities, the **Assistant Director Finance, IT & Governance** will be managing the system processes required to support the implementation of ESPO Trading Ltd as well as reviewing the future direction of IT at ESPO and the people resource required to support this.
10. The **Head of Sales & Marketing** is responsible for account management, telesales, Marketing, bids and tenders, sales support, events and corporate communications. In addition to these day to day activities, he will review the future direction of sales and marketing at ESPO and the people resource required to support this. He will also ensure that the 2018/19 ESPO Trading Ltd sales plan is in place.
11. The role of the **HR Strategic Business Partner** has not changed, although the development of the People Plan is now more critical than ever in underpinning the reviews of future service including upskilling and succession planning.
12. A detailed list of the Interim Leadership Team's responsibilities is attached at Appendix 1.

Resources Implications

13. There is no adverse impact on resources as a result of the creation of the Interim Leadership Team or activity proposed.

Conclusion

14. The Interim Leadership Team will be responsible for ensuring that day to day activity and projects are sufficiently supported in the interim period.
15. The Interim Leadership Team will continue to fulfil its responsibilities of setting a clear direction for ESPO, working in partnership with our stakeholders to drive value-for-money for the public sector, and prepare ESPO for the future.

Recommendation

16. Members are asked to note:
 - a. The formation of an Interim Leadership Team;
 - b. The realignment of responsibilities.

Equal Opportunities Implications

17. There is no adverse impact on equal opportunities.

Risk Assessment

18. There is no adverse impact on risk management.

Background Papers

19. There are no background papers.

Officer to Contact

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Appendices

Appendix 1: Leadership Team Responsibilities

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