



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

COUNCIL

WEDNESDAY, 14 SEPTEMBER 2022

Report of the Executive Director for Corporate Services and Transformation

Creation of a Transformation and Strategy Division and Recruitment of the Director for Transformation and Strategy

1. Purpose

- 1.1 To update Council on the creation of a Transformation and Strategy Division within the department of Corporate Services and Transformation (CST) and to seek approval from Council for the salary package for the role of Director of Transformation and Strategy.

2. Information and Analysis

- 2.1 Derbyshire County Council's ability to continually adapt to the needs of its residents and communities, as well as the increasingly complex environment in which it delivers its services, is essential to achieving its ambitions for Thriving Communities, Vision Derbyshire and Enterprising Council. As part of the Council's approach to continuous improvement, a review was undertaken in 2020 into how well it manages and delivers change.
- 2.2 The review identified the need for a 'One-Council' approach to change to ensure our major transformation and complex - often cross-directorate - programmes of work are successful. To deliver that success, the review recommended establishing an effective and empowered Portfolio Management Office (PMO). In March 2021, the Council's Corporate management Team (CMT) agreed, and approved the proposal to strengthen the Council's approach to strategic transformation through a Business Partnering PMO model.

2.3 Following the appointment to the Executive Director for Corporate Services and Transformation in July 2022, the organisation is now able to implement a future operating model. This model will develop a coherent, consistent, and centrally led Transformation and Strategy Division which is designed to enable departments to deliver sustainable and successful programmes and projects aligned to the organisation's ambitions.

2.4 The proposal has had all appropriate approvals to this point. Specifically, the Managing Director as Head of Paid Service has approved:

- The creation of the new Transformation and Strategy Division
- The new Transformation function structure within it
- The transfer of the budgets to fund it
- The creation of a new Director of Transformation and Strategy.

This will ensure the application of the Council's agreed business partnering change model to: create and deploy a centralised PMO; embed a consistent approach to Programme and Project management; facilitate best practice and learning, and enable departments with council wide transformation skills, capabilities and resources.

2.5 The Division will be led by a newly defined Director of Transformation and Strategy who will direct and deliver transformation and strategy across the organisation, ensuring that major transformation programmes and strategies are not only aligned towards achieving our ambition but that they deliver successfully. The Director of Transformation and Strategy will lead two key functions: namely Portfolio Management and Transformation and Organisation Strategy. Although the post is new – in that it brings together the two functions of Transformation and Strategy – it builds on the post of Director of Transformation in Children's Services. This post has been vacant since January 2022 and the new Director for Transformation and Strategy is a re-purposing of that role in recognition of the need for a corporate approach to delivering transformation.

2.6 In parallel with the organisation's transformation approach, there is a need to ensure the Council remains resilient. The importance of business continuity planning and associated assurance processes, both within the organisation and across our partnerships, have been crucial during Covid-19 and remain so as other pressures on the Council emerge. The ODP division will be renamed the Organisation Resilience, People and Communications (ORPC) Division and the Director of ODP role will be renamed accordingly. This ORPC Division will continue to be responsible for HR, Communications and Customers, and will provide a focus for internal organisation resilience to complement the Council's emergency planning team.

- 2.7 In July 2022, Council approved that a salary within the range set out in Table 1 of the Pay Policy Statement (PPS), subject to any in-year JNC pay award, for Chief Officer posts where the salary range exceeds £100k is approved and can be offered in respect of any new appointments during the year. Although the Director of Transformation and Strategy is the re-purposed Director of Transformation (Children's Services) post, the additional responsibility around the wider Corporate Transformation and Organisation Strategy lifts the role from a Grade 17 to a Grade 18 and is therefore not defined within the current PPS. Whilst it is not a legislative requirement for Council to approve the change and appointment to this role, the statutory guidance issued under section 40 of the Localism Act 2011 does require the Council or a meeting of members to vote before salary packages over £100,000 are offered.
- 2.8 The salary of the role of the Director of Transformation and Strategy has been determined by the Council's job evaluation scheme as Grade 18 £93,788 to £103,169 per annum of the Council's Pay structure. The terms and conditions for the post are set out in the Council's standard terms and conditions in the Derbyshire package. Council is therefore asked to approve the salary for the role of Director of Transformation and Strategy.

3. Consultation

- 3.1 In accordance with the Officer Employment Procedure Rules, the Director of Organisation Development and Policy will notify all members of Cabinet of the proposed appointment to the role of Director of Transformation and Strategy to consider any objections following the recruitment process.

4. Alternative Options Considered

- 4.1 The Council could decide not to approve the salary for the Director of Transformation and Strategy. However this is now an established position within the Council's senior leadership structure, and crucial to the implementation of the new Transformation and Strategy Division.

5. Implications

- 5.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

6. Background Papers

- 6.1 Not applicable.

7. Appendices

7.1 Appendix 1 – Implications.

8. Recommendation

That Council:

approves the salary package for the role of Director of Transformation and Strategy as Grade 18 and therefore, up to £103,169 per annum.

9. Reasons for Recommendation

9.1 To comply with the necessary legislative, statutory guidance and Constitutional requirements.

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Appendix 1

Implications

Financial

- 1.1 The costs associated with the role of the Director of Transformation and Strategy can be met from within existing Corporate Services and Transformation Department Budget and from a transfer of budget from the Children's Services Department.

Legal

- 2.1 The establishment of the post of Director of Transformation and Strategy and creation of the Transformation and Strategy Division has been approved by the Managing Director as Head of Paid Service. The Head of Paid Service derives power from statute to agree the manner in which the discharge by the authority of their different functions is co-ordinated; the number and grades of staff required by the authority for the discharge of their functions; and the organisation of the authority's staff.
- 2.2 The Openness and accountability in local pay: Guidance under section 40 of the Localism Act provides that full council, or a meeting of members should be offered the opportunity to vote before large salary packages are offered in respect of a new appointment. The Secretary of State considers that £100,000 is the right level for that threshold to be set. For this purpose, salary packages should include salary, any bonuses, fees or allowances routinely payable to the appointee and any benefits in kind to which the officer is entitled as a result of their employment. As set out in the Constitution, Appendix 1 – Responsibility for Functions, approval of remuneration on appointment in excess of £100,000 is the responsibility of full Council.
- 2.3 Subject to approval of the salary by Council, recruitment to the post will be carried out in accordance with the Officer Employment Procedure Rules which appear as a separate report on the Council agenda.
- 2.4 The proposals set out in the report meets the necessary legislative, statutory guidance and constitutional requirements.

Human Resources

- 3.1 As outlined within the report.

Information Technology

4.1 None directly arising from this report.

Equalities Impact

5.1 The role of Director of Transformation and Strategy will be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it. The appointment process will be conducted in accordance with the Council's Recruitment and Selection Policy and any reasonable adjustments will be made for candidates in order to access the process as appropriate.

5.2 It should be noted that the Council has put in place a number of measures in its recruitment process in order to promote equality. These include:

- providing disabled job applicants with adjustments throughout the recruitment process to help make the process fairer, such as making reasonable adjustments at interview.
- providing all disabled people who meet the essential criteria with a guaranteed interview and by ensuring that any test or assessment is fair to everyone and focuses on the skills and knowledge needed for the job.

Corporate objectives and priorities for change

6.1 This report supports the Council priorities and the recommendations proposed will enable recruitment to newly established senior leadership position.

Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)

7.1 None directly arising from this report.