



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

COUNCIL

WEDNESDAY, 29 NOVEMBER 2023

**Report of the Executive Director - Corporate Services and
Transformation**

Future ICT Service for Derbyshire County Council

1. Purpose

- 1.1 To update Council on the Implementation Plan for Derbyshire County Council's future ICT Service and changes to the Corporate Services and Transformation leadership structure. As part of this is the introduction of a new Director Digital role, and to seek approval from the Council for the salary package for the new Director Digital.

2. Information and Analysis

ICT Strategy, Target Operating Model (TOM) and Implementation Plan.

2.1 The Council's ICT Strategy is being developed, which will define the ICT service necessary to deliver the Council's Digital Strategy, identify a Target Operating Model (TOM) for that service, identify the gap between the current 'as-is' operating model and the future 'to-be' operating model, and describe an implementation plan to transition to the future state. The emerging ICT Strategy, TOM and Implementation Plan explains the following.

- Operating Model Principles.
- The Critical Success Factors of the Operating Model.
- The ICT Function Definitions and Outputs the Operating Model will be required to meet.
- TOM structure and leadership responsibilities.
- Impacts of the TOM on other services areas.

- Outline transition plan to April 2025.

ICT Leadership

2.2 Central to the effectiveness of the Digital Strategy, ICT Strategy, TOM and Implementation Plan is the future leadership of the ICT service. The drafts of the ICT Strategy recommend that the future service is led at Director level by a Director Digital supported by an Assistant Director to lead Strategy and Enterprise Architecture, and Heads of Service to lead Service Management, Continuous Improvement and Business Support. The link to departments would be delivered through a Business Partner model. Together, this leadership team would manage and drive value from technology across the council, ensure effective oversight and continuous development of the ICT service, so that the council does not accumulate another technical deficit over time.

2.3 As a result, a newly-defined role of Director Digital has been developed and independently evaluated by Kornferry Hay. This director-level role's responsibilities will include:

- Developing and implementing the digital Strategy and ICT Strategy aligned with the Council's Ambition, Outcomes and Strategic Objectives.
- Overseeing and supervising the research and development of new technologies, products, or services that can improve service delivery.
- Providing technical guidance and advice to the Managing Director, Executive Directors, Statutory Officers and other senior leaders on technology-related matters, such as innovation, digital transformation, security, privacy, and governance.
- Evaluating and selecting the appropriate technology vendors, partners, platforms, and systems for the council, negotiating contracts and managing relationships.
- Monitoring and assessing the performance, efficiency, and effectiveness of the technology systems and solutions, identifying issues and opportunities for improvement or innovation.
- Staying abreast of the latest technology trends and developments in the market, anticipating potential disruptions or opportunities for the council.
- Holding responsibility for the totality of the council's technology spend, to ensure cost effectiveness and value for money

2.4 Recruitment to the role of Director Digital role as soon as possible, will enable the SOCITM Advisory stabilisation leadership to be replaced by permanent leadership of the service, to drive implementation of the Digital Strategy and ICT Strategy once approved.

2.5 The Director Digital role has been evaluated at Grade 18, currently £99,063 - £108,772 per annum, and therefore the salary would fall above the £100k salary threshold, which requires agreement of Full Council. 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 Digital.

2.6 The proposal has had appropriate approvals to this point. Specifically, the Managing Director as Head of Paid Service has approved the deletion of the Director of Transformation and Strategy post, the creation of a new Director Digital role and consequent changes to the Director of Finance & ICT and Director of Organisation, Resilience, People and Communications roles as part of a restructure to the CST leadership.

2.7 As a result of the changes to the senior leadership structure in CST, the Pay Policy Statement will need to be amended to reflect the new Director Digital role and the deletion of the Director of Transformation & Strategy role. The revised roles and job titles for the Director Organisation Resilience, People and Communications to Director People & Organisational Change and the change of job title for the Director of Finance & ICT to the Director of Finance, these will also be reflected in the Pay Policy Statement.

2.8 In addition, there are a number of references in the Constitution to existing role titles which will require amendment to reflect the new roles and titles.

3. Consultation

3.1 There is no requirement for formal consultation on the proposal with no risk of redundancy identified. Engagement has been held with role holders directly impacted as a result of the proposal, and planned communications will take place with both Trade Unions and employees across Corporate Services and Transformation prior to implementation.

4. Alternative Options Considered

4.1 The Council could decide not to approve the salary for the Director Digital. However, this role is crucial to the development and implementation of the Digital Strategy, ICT Strategy, Target Operating Model (TOM) and Implementation Plan for Derbyshire County Council's future ICT Service.

5. Implications

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

6. Background Papers

- 6.1 None identified.

7. Appendices

- 7.1 Appendix 1 – Implications

8. Recommendation(s)

That Council:

- a. Approves the salary package for the role of Director Digital as Grade 18, up to £108,772 per annum;
- b. Approves the amendments to the Pay Policy Statement to reflect the new leadership structure in CST as outlined in the report; and
- c. Authorises the Monitoring Officer to make the necessary amendments to the Constitution to reflect the changes to job and role titles.

9. Reasons for Recommendation(s)

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

- 9.2 To ensure that the Pay Policy Statement and Constitution remain up to date.

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Implications

Financial

- 1.1 The costs associated with the role of Director Digital can be met from within existing Corporate Services and Transformation Department Budget following deletion of the Director of Transformation and Strategy role.

Legal

- 2.1 The deletion of the role of Director of Transformation and Strategy and creation of the Director Digital, together with consequential changes to the role of Director of Finance & ICT and Director of Organisation, Resilience, People and Communications have 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 in the Constitution. In accordance with the Rules, following the recruitment process, all members of Cabinet will be notified of the proposed appointment to the role of Director Digital and any objections will be considered.
- 2.4 The Monitoring Officer is authorised to make changes to the Constitution to reflect any changes to job or role titles; however any such amendments must be reported retrospectively to the Governance, Ethics and Standards Committee and to Full Council for noting. To

avoid the need to prepare additional reports, Council is recommended to approve the necessary amendments.

- 2.5 The proposals set out in the report meets the necessary legislative, statutory guidance and constitutional requirements.

Human Resources

- 3.1 Recruitment to the role of Director Digital will be undertaken in-line with the Council's recruitment and selection policy and the constitutional requirements for Deputy Chief Officers.

Information Technology

- 4.1 As set out in the report.

Equalities Impact

- 5.1 The role of Director Digital 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 The ICT Leadership changes are central to developing future ICT services to enable the delivery of the council plan.

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

7.1 None directly arising.