

## Council

25 July 2019

### Appointment of a Chief Transformation and Digital Officer

#### Recommendation

That Council approves the creation of a Chief Transformation and Digital Officer post on a fixed term contract for a two-year period, on terms and conditions set out in paragraphs 2.2 – 2.6 of this report and authorises the Strategic Director for Resources to make such amendments to the Council's Annual Pay Policy as may be necessary arising from the appointment to this post.

#### 1. Background

- 1.1. We are at a critical point in our transformation journey. We have invested time and resource in our transformation activity and as a result, much has been delivered in a short period of time and our transformation programme has delivered at pace.
- 1.2. There is a continuing need to maintain this level of transformational delivery as we move into the next phase of the programme. This is even more relevant in the context of the development of our Council Plan and Medium Term Financial Strategy. It is essential to the delivery of our transformation programme over the next 24 months that we continue to invest in senior strategic leadership capacity by appointing an individual who can maintain a focus on, and will be accountable for, delivery of the Council-wide transformation programme and its associated savings plan. Up to this point, we have employed the support of a contracted Transformation Lead who will move on in the Autumn. The scale, complexity and ambition of the transformation programme requires us to maintain dedicated capacity at this level, enabling senior leaders to continue to focus on delivering and embedding our new target operating model.
- 1.3. This report therefore proposes the creation of a time limited post which provides the continued strategic leadership capacity to focus on delivery of

our transformation programme and builds on the progress we have made to date to ensure that it remains sustainable into the future.

## 2. The Post of Chief Transformation and Digital Officer

- 2.1 The role of Chief Transformation and Digital officer will focus on transforming our business processes, implementing customer focused digital solutions and improving our customer experience. Of equal importance, will be their role in enabling our transition to becoming a high performing culture and delivering the priorities of Our People Plan.
- 2.2 With direct responsibility for all transformation related activities across the Council the successful candidate will have accountability for the delivery of the significant contribution of savings which the transformation programme will deliver from 2019/20 onwards. A detailed job description reflects these responsibilities and is available should members wish to see it. The role will have line management responsibility for the Transformation Team and also budget management responsibility.
- 2.3 It is proposed that day to day line management of the role will be the responsibility of the Strategic Director for Resources with a matrix management reporting line to the Chief Executive. The **Appendix** sets out the revised senior leadership structure to include this post. The successful candidate will be a member of the Council's senior officer Leadership Team.
- 2.4 It is recognised that the next 24 months is a critical period in terms of delivery of our transformation programme. In light of this it is proposed that the post is created for a fixed period of 2 years on terms and conditions consistent with senior staff appointed to posts at this level.
- 2.5 In order to assess the most appropriate banding for this post, officers have undertaken an external benchmark assessment with two leading executive search agencies. The role has been benchmarked against recent similar roles in local government and also across central government, health and education in comparable organisations. This benchmarking exercise indicates a salary above £100k pa but with a recommended upper ceiling and this has been taken into account when determining the appropriate salary range for this post.
- 2.6 It is therefore proposed that in order to attract the calibre of candidates within the context of the Council's transformation ambitions, this post should be advertised for a fixed term period of up to two years at a salary range which

reflects the external advice received as to the market rate for a post of this level, covering this breadth of delivery and requiring this level of accountability. Details of the proposed salary range are available to members on request. Should the successful candidate be appointed on a spot salary (rather than aligned to the Hay management bandings), the Council's Annual Pay Policy will be updated to reflect the position in relation to this post.

### 3. Financial Implications

- 3.1 The total cost of the proposal over a two year period including on-costs is expected to be circa £351k and will be met from the transformation reserve. The cost is likely to be spread over 3 financial years assuming a start date during 2019/20.

### 4. Arrangements for the Appointment

- 4.1. As a new post which has a salary package exceeding £100k pa, the approval of full Council is required.
- 4.2. Subject to Council approval, the post would be advertised externally and appointment of the successful candidate would follow our usual employment procedures for posts at this level as set out in the Officer Employment Standing Orders. This would involve an assessment process and interview by officers before formal appointment by members through an Appointments Sub-Committee.

### 5. Background Papers

None

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The report was circulated to the following members prior to publication:

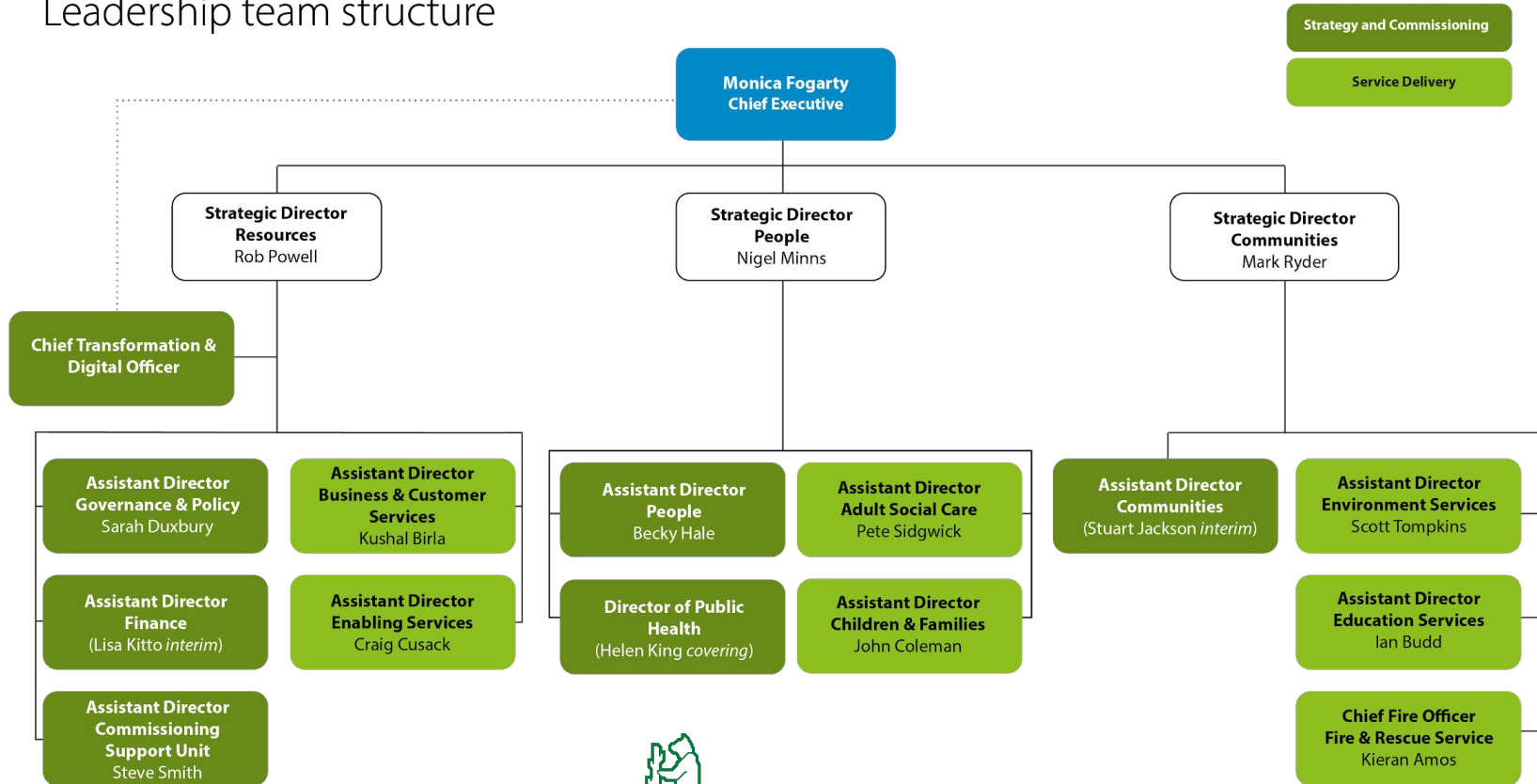
**Local Elected Member:** None.

**Other Members:** Councillors Warwick, Singh Birdi, O'Rourke, Boad, Chattaway, Roodhouse, Chilvers, Kaur

**Cabinet Portfolio Holders** for the Cabinet meeting on 11 July 2019



# Leadership team structure



Strategy and Commissioning

Service Delivery