



## **REPORT OF DEPUTY LEADER OF THE COUNTY COUNCIL**

### **ICT STAFFING STRUCTURE**

#### **Purpose of the Report**

1. To seek approval of a revised staffing structure for the ICT service and consequential staffing reductions and other actions required to implement the changes identified within the report.

#### **Information**

##### **Background**

2. The first stage of the ICT restructure and change to the operating model was brought to Policy Committee in January 2020. There it was proposed that a single Head of ICT would be established, and two Group manager posts would be deleted. Together with the establishment of a Design Authority governance model.
3. The two Group Manager posts have since been deleted and the staff have left the authority. The Head of ICT position was created and occupied by an interim until a new permanent post holder could be appointed. The interviews for this position took place on Friday 13<sup>th</sup> November and an update on this appointment should be available at the Policy committee once the outcome is confirmed.
4. The overall structure has changed little over the last few years and as such it was time to bring it in line with the Design Authority governance approach and to enable rapid adoption of new ways of working such as Agile and DevOps.
5. The unfortunate position we have all been in due to the Covid pandemic has delayed this approach, but work has been continuing to get us to this point where we now have a proposed structure which will meet the needs of the Authority and will permit ICT to achieve its savings objectives too.
6. Initially the Build Change and Engagement Team (BCE) were not to be included in the restructure process. However, once the Authority's approach to transformation changed to an in-house approach it was identified that a better solution for ICT would be to include the majority of the BCE team as they provide the project delivery of the service. Working closer and in a more integrated way with ICT makes more sense therefore they have been included in this restructure. Being integrated allows Agile ways of working to be adopted sooner rather

than having two-tiered project delivery systems with teams operating at different delivery speeds.

## Proposals for the new structure

7. In order to determine the structure, an internal informal review of the ICT and BCE operation was performed by the interim Head of ICT. The resulting paper was reviewed and approved by CLT in July 2020.
8. The paper suggested the new structure born out of a simple means of categorising the ICT functions. These were:
  - Core, where all ICT operations and development reside,
  - Customer, where the customer interfaces with ICT
  - Control, the governance and policy side which adds process and quality

All parts of ICT could then easily be moved into a specific location where their overall function best fit. The result of this exercise is shown in the proposed structure in Appendix 1

9. In undertaking the above approach areas were identified that were very much in the wrong place, such as the Security team who perform a Control function not a Customer function. It was found that there was lack of clarity on quality or testing and so this has been added to the structure also in the Control area.
10. The applications team will now be responsible for all application development and support whereas currently there are two teams. There is an application development team and some line of business application support functions in the Service Management area. Using the above model all applications functions will be in the Core function.
11. The new structure creates Business Relationship Managers to interface to the business. It creates areas specifically to manage the ITIL (Information Technology Information Library – a recognised model for ICT delivery) parts of ICT (such as Change, Release, Configuration Management, Asset Management etc). Roles within the operational teams have been changed to be DevOps roles (a more flexible approach to decrease delivery time and align with Agile methods by combining skills in Development & Operations).
12. The Authority has for many years relied on a 3<sup>rd</sup> party for its support of key servers and storage systems. This approach is not only unusual to have a small part of ICT outsourced but it means the Authority lacks key skills and pays a premium to have this arrangement. The contract budget for this service was removed from the ICT budget in March 2020 and as such the function had to return to the Council once the contract ends on November 30<sup>th</sup>, 2020. Therefore, we have created two additional roles to add in the necessary skills we will need to fulfil this function. One of these new roles will be taken by a staff member from the 3<sup>rd</sup> party who will transfer under TUPE process.
13. There is a new post of Chief Technology Officer (CTO) who will be responsible for not only managing the combined applications and systems teams but will be the face and voice of the Council's technology both internally and externally where required. Their primary focus will be to ensure the two existing teams can be consolidated into one DevOps team with common operating methods. They will also be responsible for operational ICT services.

14. The job title Head of ICT has been replaced with the Head of Technology and Digital and will be responsible for managing ICT as a whole, budget responsibility, shaping the strategy, working with the business areas and senior leadership of the Council and in helping shape and drive the Digital programme of work by working with the Digital and Transformation teams.
15. The proposed structure was discussed and reviewed with outside advisors to ensure we were not only following current industry best practice, but we were doing the right thing for the Council. Specifically, time was taken to talk Newton Europe through the proposal, and they gave their acknowledgment that this is the correct structure and approach. It was also discussed with Gartner, the world leading research and advisory company particularly in the Technology space. They also supported our proposals.
16. As a result, a new staffing structure has been developed as set out in Appendix 1. The new structure will help to not only realise the required savings but adds new, previously missing functions and creates an environment where ICT can rapidly change its operating model to a fully Agile approach thereby delivering more with less and with higher quality.
17. Formal consultation was undertaken with staff and the recognised trades unions in order to finalise the proposed structure and job descriptions. Employees from within the team were fully involved in this process and have played an important part in shaping the future structure and roles within it. Infect the ICT Managers and BCE managers where give opportunity to define specific areas of the structure

### **Implementation**

18. Following approval from Policy Committee the Authority's enabling and recruitment policies will be used to implement the proposed changes to the structure. This process will be supported by the relevant managers and HR colleagues as appropriate
19. It will be expected that given the changes to many of the roles there will be a need to interview staff that have claims to specific roles. This will again be completed in line with the Enabling Process.

### **Other Options Considered**

20. The approach was undertaken by an experienced interim Head of ICT who has previous experience of defining and implementing new structures and operating models. Therefore, no other option was considered as the proposal has also been reviewed and ratified by not only CLT but also external experts in the form of Newton Europe and Gartner. By using an interim we were able to shape the structure based on not only on current industry standards but also by someone who has been embedded in the operation and running of ICT for the last 8 months and so the proposal is one that works specifically for Nottinghamshire County Council.

### **Reasons for Recommendation**

21. The staffing model proposed will deliver savings whilst continuing to provide, and improve upon, an excellent service to enable the delivery of the Council Plan and commitments to improve outcomes for citizens, communities and business together with putting the Authority in a better place to deliver its Digital and Transformation agendas.

## **Statutory and Policy Implications**

22. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public-sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **Financial Implications**

23. The structure proposals set out in this report will reduce the number of posts in the ICT function from 149 to 145 fte. This will bring a savings of approximately of £200,000 which is the target set for ICT to achieve. The final savings delivered will depend on the final grading of the posts and outcome of the enabling process, however it is not anticipated that the grading would be significantly different to those set as the aspirational grades. There is minimal requirement for salary expected protection and this would still keep the budget within the savings envelope.

## **Human Resources Implications**

24. The proposed structure is set out in Appendix 1. Employees and trades union colleagues have been involved in developing the proposed structure and job descriptions and formally consulted in line with the Council's agreed processes. The Human Resources implications have been considered throughout the consultation process in drawing up the new structure and job descriptions. Confirmation of grades within the structure will be confirmed using the agreed job evaluation process.

25. Appointments to the posts in the new structure will progress in line with the Council's agreed policies and procedures; including the Enabling Process. Any displaced employees will be supported under the Council's Redundancy and Redeployment Policy.

## **RECOMMENDATION**

It is recommended that the Committee approves the ICT Staffing Structure as set out in Appendix 1 and consequent actions required for implementation as outlined in the report.

**Councillor Reg Adair  
Deputy Leader of the County Council**

**Service Director – Finance, Infrastructure & Improvement and Section 151 Officer**

**For any enquiries about this report please contact: Mark Davies, Head of ICT, Mob: 07860 879703**

### **Constitutional Comments (GR 30/11/2020)**

26. Pursuant to the Nottinghamshire County Council Constitution this committee has the delegated authority to receive this report and to make the recommendations contained within it, subject to all appropriate consultation having been made where required under the Employment procedures.

### **Financial Comments (KRP 13/11/2020)**

27. The financial implications showing an additional anticipated £270k of savings is detailed in paragraph 23 of the report.

### **HR Comments (JP 14/11/2020)**

28. The proposals have been subject to formal consultation with staff and the recognised trade unions. The implementation of the recommendations will be undertaken in accordance with the County Council's agreed employment policies and procedures, including enabling, redundancy and redeployment.

### **Background Papers and Published Documents**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

### **Electoral Division(s) and Member(s) Affected**

- All