

By: Roger Gough, Leader of the Council
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To: County Council

Date: 4 November 2021.

Subject: Changes to the top tier County Council Structure

Classification: Unrestricted

Summary: The paper recommends the introduction of a new top tier post of Director of Technology and a change in report line for the Director of Public Health.

RECOMMENDATIONS

The County Council is invited to endorse the recommendation of the Personnel Committee to agree:

- The introduction of a new post of Director of Technology reporting to the Head of Paid Service.
- The permanent change of reporting line for the Director of Public Health from the Strategic Commissioner to the Corporate Director Adult Social Care and Health with immediate effect.

1 BACKGROUND

- 1.1 The overall structure of the organisation down to third tier level is approved by the County Council on the advice of the Head of Paid Service and the Leader.
- 1.2 On 30 September 2021, Personnel Committee received a number of updates and recommendations for change relating to the top tier structure of the Authority.
- 1.3 The Committee agreed that recommendations for a change to the report line for the Director of Public Health and the introduction of a new post of Director of Technology should go forward to County Council for its approval with the endorsement of the Committee.

2. DIRECTOR OF TECHNOLOGY

- 2.1 A new Director level post is proposed to take responsibility for IT across the organisation. The responsibility is currently part of the Director of

Infrastructure role which also includes Property Estate Management, Facilities Management, Capital Asset Management and Emergency Planning. This post was established in 2015.

- 2.2 Kent County Council is on a huge IT and digital journey. As customer expectations develop, digital opportunities increase through new technology, and staff work in a more technologically enabled way, there is an imperative to introduce this new role to the organisation. With greater reliance on technology for daily business, the need to review the Authority's property estate also becomes more challenging and urgent. The future property assets work is central to the Authority's longer term strategic plan and service delivery models, and both technology and assets are key enabling workstreams in the Strategic Reset Programme (SRP).
- 2.3 The SRP has also identified the need for a Technical Design Authority to provide advice and assurance to the SRP Board and, through it, to Cabinet on systems, data and technology aspects of programmes and projects in scope of the Strategic Reset Programme, ensuring consistency with KCC's technical blueprint, standards and information governance principles. The person appointed to this new post will be well placed to take on this responsibility.
- 2.4 The conclusion from a review of these very significant demands is that combining Property Infrastructure and IT in a single Division no longer meets the needs of the organisation. The Division and its Director have delivered significant change and very effective business as usual support to the organisation for six years, but the scale of the work required now cannot be delivered in a combined role and Division. Given the scale of change required, it is proposed that a Director of Technology is appointed enabling the Director of Infrastructure role to concentrate on all aspects of the property estate, Future Assets and community services strategy and lead the Authority's Emergency Planning.
- 2.5 Kent County Council is shifting from our operating model which positioned IT as a support function focussed on hardware and software provision and critical aspects of IT such as cyber security and accessibility to one which positions it as the strategic function it needs to be, with a key role in driving the transformation of the council and its services. Our technology strategy has been focussed on the way technology can support service led business delivery and change rather than providing a blueprint for how business/service delivery can be transformed by technology. The council has started its journey to a cloud -based approach and needs to ensure that it has a more resilient infrastructure model.
- 2.6 A job description for the new role is shown at Appendix 1 and reflects the changes needed in this area. This new senior role is needed to achieve the

objectives around digital innovation and the organisational requirement to design and implement the new operating model for IT (Data Digital & Technology).

- 2.7 The postholder must be a technically able professional and have a track record of delivering technological change and innovation. The post will report to the Head of Paid Service and will be a key member of the Corporate Management Team and the Strategic Reset Programme Board. The grade for the role is KR17 and the salary for the post will be augmented by a market premium payment. Additional funding will be required for the salary costs which will be met from within the Strategic and Corporate Services budget.
- 2.8 In accordance with arrangements discussed with the Personnel Committee, organisation of the recruitment process required for the proposed post has been undertaken, with formal progression pending discussion at and approval from the County Council. Subject to that approval, a Personnel Committee - Member Appointment Panel will be convened on 14 December 2021.

3. DIRECTOR OF PUBLIC HEALTH REPORT LINE

- 3.1 When responsibility for Public Health first transferred across to Local Government in 2013, KCC's Director of Public Health reported to the Corporate Director of Social Care. The report line then transferred to the Strategic Commissioner when this role was established in recognition of the fact that Public Health is a commissioning function.
- 3.2 When the current Strategic Commissioner was seconded to HoldCo as Director of Transformation, the report line for the Director moved to the Corporate Director, Adult Social Care and Health. The clear need to continue the integration of Public Health Strategy with the work done in the Adult Social Care and Health Directorate, which has a key role in the relationship with the NHS, is apparent and it is now timely to make this a permanent change.
- 3.3 This reporting structure is applied in many other County Councils and has the support of Public Health England. The Director of Public Health will continue as a member of the Corporate Management Team and Corporate Board and have access to the Head of Paid Service whenever required. This will ensure that the Public Health agenda is given the right platforms and can be considered as required across the widest range of strategic and operational decision making.

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