

Manchester City Council Report for Resolution

Report to: Personnel Committee – 12 December 2016

Subject: Chief Information Officer

Report of: Chief Executive

Summary

This report seeks agreement to extend the two year fixed term position of Chief Information Officer, ICT to continue the transformation of the infrastructure and data within the Council.

Recommendations

Personnel Committee are recommended to:

1. Note the progress made within ICT over the last two years and recognise the significant planned improvements yet to be delivered.
 2. Recommend to Council the two year fixed term post of Chief Information Officer established in March 2015 be extended for a further 18 months to September 2018, with the option to extend for a maximum 6 months beyond this to aid the transition to a permanent appointment. The extension being on existing terms and conditions including remuneration as set out in the Senior Pay and Grading Personnel Committee Report.
 3. To note that the current post holder will remain with the Council for the extended period.
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Wards Affected: All Wards

Implications for:

- Equal Opportunities – Changes will take place within the existing framework and HR policies which have been subject to Equality Impact Assessments. There are no equality implications in terms of service delivery.
- Legal Considerations - Proposals have been developed in line with the Council's legal obligations as an employer and the Council's corporate workforce policies.

Financial consequences for the Revenue and Capital Budgets

The costs associated with this proposal are covered within the existing revenue workforce budget within ICT.

Contact Officers:

Name: Sir Howard Bernstein
Position: Chief Executive
Telephone: 0161 234 3006
E-mail: h.bernstein@manchester.gov.uk

Name: Geoff Little
Position: Deputy Chief Executive
Telephone: 0161 234 3280
Email: g.little@manchester.gov.uk

Name: Liz Treacy
Position: City Solicitor
Telephone: 0161 234 3086
Email: l.treacy@manchester.gov.uk

Name: Carol Culley
Position: City Treasurer
Telephone: 0161 234 3406
E-mail: c.culley@manchester.gov.uk

Background documents (available for public inspection)

Personnel Committee Report, March 2015: *ICT Transformation*

Personnel Committee Report, September 2015: *ICT – Revised Senior Management Arrangements*

1 Introduction and Background

- 1.1 This report provides a short progress update in relation to ICT and seeks to extend the fixed term post of Chief Information Officer until September 2018, with an opportunity to extend to March 2019 subject to the appointment of a permanent replacement.
- 1.2 In March 2015 Personnel Committee approved the creation of a new Senior Leadership Team for ICT lead by the Chief Information Officer. Given the specific improvements required and the need to appoint a Chief Information Officer with proven experience of turning around an ICT service the post was established on a two year fixed term basis with an end date of March 2017.
- 1.3 Recruitment to the Chief Information Officer commenced immediately following approval from Personnel Committee via a specialist ICT executive search company. However, an appointment was not made as the level of skill and experience required did not align to salary expectations in the market. On this basis in September 2015, Personnel Committee approved an increase to the market supplement and extended an invitation to the Interim Chief Information Officer to apply for the post. This resulted in an appointment in late September 2015.
- 1.4 Since the appointment of the Chief Information Officer in September 2015 significant progress has been made in the stabilisation of the infrastructure, transforming technology and the workforce.

Key examples of improvements include:

- Development and implementation of an ICT Strategy
 - Development of an ICT Architectural road map
 - Improved Governance, procedures and process to manage change
 - Improved approach to communication
 - Successful move of the Data Centre in 2015 from Daisy Mill to Sharp
 - Response to the major incident at the Data Centre
 - Improved relationships between ICT and the directorates, enabling technology to be at the forefront of service improvements
 - Increased engagement and motivation of the workforce, this has been monitored since the first b heard survey and indicates positive improvements
 - Strengthened contract management through initiatives such as the introduction of supplier days and named account managers
 - Move from Lotus Notes to a new Collaboration Platform – Google
 - Introduction of new telephony hardware
- 1.5 Whilst improvements are evident over the last two years there remain significant challenges ahead to ensure the infrastructure and platforms are fit for purpose, stable and future proof. It is imperative that the planned improvements continue at pace to ensure technology develops at the necessary pace to enable the delivery of the Councils strategic priorities and

the City's plan for initiatives such as Health and Social Care integration and reform.

- 1.6 The successful delivery of Council priorities is dependant on a resilient ICT application and infrastructure estate to develop the platforms to ensure future stability. The Council is changing, with the introduction of Our Manchester and focus on improved and streamline process to deliver efficiencies and improve customer experiences. It should also be noted that options for budget reductions of circa £60m have been put forward for the three year budget period. It should be notes that a significant amount of these options and associated savings could not be delivered without the use of technology.

2 Chief Information Officer

- 2.1 The ICT service is lead by the Chief Information Officer, a post which was established in March 2015 for a two year period to drive and deliver the change required to turnaround the service. The Chief Information Officer reports directly to the Chief Executive and is a member of the Strategic Management Team. The post of Chief Information Officer was established on a salary of £100k with a market supplement of £75k, this was later ratified by Council in September 2015 in line with the Council's Pay Policy Statement.
- 2.2 The Chief Information Officer is responsible for driving improvements in technology in line with the ICT Strategy to support the delivery of the Council's strategic objectives. The Chief Information Officer is also responsible and accountable for:
- Leading and managing the ICT service including the management of resources, planning for future needs and the development of policy and practice in this area
 - Leading the development of the Information Strategy
 - Supporting and leading the development of the Digital Strategy
 - Supporting the implementation of reform and integrated working
 - Acting as a critical interface between the Directorates and ICT and providing strong leadership skills to deliver service transformation and improvement
 - Understanding how ICT strategy can support transformation, strategic planning and horizon scanning; for example contributing pro-active ideas on how to support the integration of health and social care.
 - Maximising organisational benefits from the use of technology and data
 - Providing critical support to risk management, business continuity and data security activity working alongside the City Solicitor and Head of Internal Audit and Risk Management.
- 2.3 The Chief Information Officer has introduced significant improvements since joining the Council and has gained the trust and confidence of Strategic Management Team and the Chief Executive.
- 2.4 Given the need to continue the improvement journey of ICT it is recommended that the post of Chief Information Officer be extended for a maximum of two

years until March 2019 on the existing terms and conditions. The continued engagement of the current Chief Information Officer will enable the transformation to continue to progress at the required pace and will provide both assurance and stability to the Council and ICT workforce. Furthermore, this approach will enable the Council to retain the leadership skills and capacity to lead the Information Management and Technology requirements of the Manchester Locality Plan and the wider Public Service Reform programme within the city. The Chief Information Officer will also contribute to the Greater Manchester digital agenda.

- 2.5 Retaining the existing Chief Information Officer for a further two years will enable consideration to be given to the best approach to developing or attracting a longer term Chief Information Officer to support a more stable technical environment which includes succession arrangements and any associated development.

3 Comments Deputy Chief Executive (People, Policy & Reform)

- 3.1 I fully support the proposal within this report. There has been good progress in ICT over the last two years which has resulted in the Council increasing resilience and moving to a more stable position. These improvements must continue and therefore require strong, consistent and experienced leadership. It is also important that the Chief Information Officer has a continued involvement of Health and Social Care Integration and the wider Public Service Reform programme.

4 Trade Unions Comments

To be tabled.

5 Conclusion

- 5.1 Personnel Committee are asked to agree that the post of Chief Information Officer be extended up to March 2019 to ensure that the Council has the leadership capacity and skills in place to continue to deliver improvements in ICT, and a clear plan of succession for the post beyond from September 2018.