

ASHFIELD DISTRICT COUNCIL: OFFICER DECISION RECORD

Please use this form to record those executive decisions which are taken by officers and are not designated as 'Key Decisions' – or in other words those decisions which are not included in the Forward Plan. There is a separate form for recording Key Decisions.

You should also use this form to record decisions about those functions which are reserved to the Council or to its committees. The Constitution explains what these reserved functions are and who is responsible for them.

1. Commissioning Digital Team Interim Resources

On 14th June, 2018, Cabinet considered the proposed Digital and Service Transformation programme intended vision and benefits, giving outline approval for progression of the programme subject to a more detailed business case being reported to Cabinet in the future, following local elections (July 2019). Cabinet were also asked to note the potential provision of further external support which would be needed to facilitate development of the final detailed business case, Customer Access Strategy and future organisational operating model.

The Service Manager – Corporate Services and Transformation is currently being supported by specialist consultant expertise to establish a Digital Transformation Function and mobilise the transformation programme. On 9 Apr 2019, a new Digital Transformation Approach was endorsed by CLT, outlining how we will identify prospective transformation 'initiatives', fully understand organisational impacts, gather data to generate robust business cases, and, ultimately, prioritise delivery of the initiatives with the greatest Return on Investment (ROI) and Impact for Customers.

The approach will require a mixture of dedicated internal service resources from across the directorates, supported by a core central digital unit. With limited internal specialist skills and expertise, decision has been sought for permission to fund and recruit initial interim resources to boost the central Core Digital Team, with business analysis and enterprise architecture expertise.

2. Decision Reference No:

Each Directorate maintains its own decision records/reference system to number its decisions. Please make sure that you use this system.

3. Decision Taken:

- To recruit one experienced interim business analyst specialising in process analysis for approximately 4 to 6 week period full time (maximum 30 full time equivalent days)
- To recruit one experienced interim business analyst specialising in technical analysis for approximately 4 to 6 week period full time (maximum 30 full time equivalent days)
- To recruit one experienced interim Enterprise Architect for approximately 6 to 12 week period (maximum 30 full time equivalent days on either a full or part time basis)
- To approve funding of the procurement of the most appropriate enterprise architecture tool, with sufficient licences for the first year of the transformation programme mobilisation
- To allocate required funding from Technology earmarked reserves (GF and HRA)

Further future consideration will be made in respect of potential backfill requirements as a result of loss of 'business as usual' service delivery capacity which will be re-focused part time (approximately 7 to 10 hours per week) in Service Business Analyst role.

4. Reasons for the Decision:

Understanding the organisations enterprise architecture is key to delivering effective change and transformation, considering not only how we can improve our service delivery processes from a customer and efficiency perspective, but also aligning the most effective system architecture, underlying data architecture, supported by the right infrastructure and security considerations.

Mobilisation of our new digital transformation approach, endorsed by CLT, will initially require interim business analysis and enterprise architecture resources in order to enable the establishment of a new Digital Team.

The proposed Digital Team structure, as shown in Appendix 1, will require a matrix management style, as cross organisational resources work collaboratively following the new digital transformation approach. The Digital Team structure, as shown, identifies proposed future roles in the 'core' team, against which capacity and significant experience will be provided by the above interim resources initially. Working with the Service Manager – Corporate Services and Transformation, in the role of 'Digital Team Lead', these interim resources will support the review and identification of the most appropriate mix and size of the roles within the central Core Digital Team, informing the business case proposals and recommendations being presented to Cabinet in July 2019.

Whilst recruitment of initial resources to the Digital Team will be interim to support the business case development, these will be a precursor to an established different intended permanent approach.

The new approach requires the Services to play a vital role leading ADC's Digital Transformation, inputting resources, knowledge and skills, to help meet challenging

targets. They will be actively supported and enabled by an expanded central Digital Transformation Unit (DTU); providing digital and technical expertise, business analytics, project management, training and change management guidance to their colleagues in the Services.

The proposed Digital Team structure in Appendix 1 shows how internal service resources from across the directorates will form part of the new Digital Team, through the development of 'Service Business Analyst' roles. Each Directorate will appoint a number of Service Business Analysts, who will be accountable for conducting research, process mapping, designing solutions and progressively shaping new 'Digital Service Models', within their areas of knowledge and responsibility. In addition to the support they will receive from the Programme, they will also be supported by the Digi Champs Network – who will help understand the needs of staff within their Services and train staff in new ways of working as changes are rolled out. Appendix 1 also indicates how our existing 'digi-champs' and subject matter experts will play key roles and be actively engaged in digital transformation.

It is anticipated that the Service Business Analyst role will require an average commitment of ~7-10h per week, therefore consideration will be given, flexibly, to the provision of back fill support to services, where required.

Expectations and deliverables of the core team of experts are:-

Interim Business Analyst resource will:-

- Train service business analysts how to analyse problems and
- Work with service business analysts to gather information in order to complete current gaps in our process and system architecture and organisational structure
- Work with the interim Enterprise Architect to develop an initial, more robust understanding of our enterprise architecture, identifying most significant opportunities to reduce cost and improve customer service.
- Start to prioritise transformation projects, develop business cases for change and identify potential digital solutions

Interim Enterprise Architect resource will:-

- look at synergies where transformation projects can benefit multiple areas of the council (ie report it, apply for it)
- identify the most suitable enterprise architecture tool and start to build our architecture, enabling increased understanding of alignments and potential future structural blueprint
- mobilise the enterprise architecture governance and decision making arrangements, reporting initial transformation project business case options to CLT on a monthly basis

5. Alternative Options Considered / Rejected:

Consideration has been given to:-

- Procuring enterprise architecture support from a partner agency – this was dismissed based on being more costly than the proposal to recruit interim 3rd party resource to mobilise the transformation approach and support the development/ recruitment of permanent internal EA resource
- Procure all business analyst resources from external agencies in the medium to longer term – this was dismissed due to a preference for permanent internal

resources to facilitate greater involvement, sustainable knowledge and skills development, transfer and retention; and buy in to change and transformation.

6. Implications

Legal – the council's contract procedure rules will be followed in respect of the procurement and selection of the required expertise through relevant recruitment agencies.

Finance – Additional funding will be required for:-

- Initial business analyst resources for maximum 30 full time equivalent days, at an expected rate of approximately £500 per day (including agency fees), full time x 2 FTE = £30,000.
- Initial Enterprise Architecture resources for maximum 30 full time equivalent days, at an expected rate of approximately £800 per day (including agency fees) = £24,000
- Sufficient licences of an appropriate enterprise architecture tool, which indicatively would cost approximately £300 per 'floating licence' (which can be used roll on roll off) x 5 (recommended by specialist consultant) = £1,500

Further future consideration will be made in respect of potential backfill requirements as a result of loss of 'business as usual' service delivery capacity which will be re-focused part time (approximately 7 to 10 hours per week) in Service Business Analyst role.

£15,000 of the above costs will be absorbed within current year's revenue budget, due to the service holding a vacant post pending future structure evaluation requirements. The remaining funding of this consultancy will be met by utilising funds from the Technology Investment Reserve with relevant contributions from the HRA (to be confirmed).

HR – Employees potentially impacted by a review of roles and structures within CPIU and ICT have been formally notified of the intention to commence this review.

The new digital transformation approach will require a mixture of dedicated internal service resources from across the directorates, supported by a core central digital unit. Internal 'Service Business Analyst' (SBA) resources will be identified and supported by the proposed interim specialist core team resources proposed. The SBA's will have opportunity to develop problem solving, business analyst skills.

The digital and service transformation programme also considers wider impact on all employees in respect of current and future digital skills requirements and support. An ongoing/permanent impact on employees would be reviewed and relevant HR policies would be adhered to.

It is the intention for services to be involved in the review of the organisational model and specific service re-design. Digital champions will be invited to be involved in the transformation programme from across the organisation. All reviews undertaken will be in line with council policies and procedures.

At the appropriate time, relevant job roles/JD's will be reviewed to reflect additional or realigned roles, to support DST programme/Digital Team.

IR35 considerations have been made and determined the interim support would be deemed outside of IR35, particularly given interim resources would be required for a discreet piece of work where the outcome can be easily measured against pre agreed deliverables:-

- Supervision and control – interim resources are being engaged for their specialist knowledge and therefore given the freedom to deliver the services where, when and how they see fit – thereby outside of IR35
- Job description vs Deliverables – the interim resources will be required to deliver agreed outcomes with a clearly defined project end to deliver something specific and cannot be moved to a new project without a new contract/deliverables being agreed, therefore being outside of IR35

Name / Title of the officer taking the Decision:

Use your own name and title. Do not 'pp' for a more senior officer who has asked you to take the decision.

Robert Mitchell
Chief Executive

Date: 16/04/2019

Name / Title of the relevant Lead Cabinet Member consulted (If appropriate)

(This decision is not subject to call-in and is circulated for information only). If a Cabinet Member has a conflict of interest relating to this decision, then this should be declared and a request for dispensation will be considered.

Date:

Name / Title of the relevant Committee Chairman consulted (If appropriate)

(for non Executive/Council side function decisions)

Date:

The completed form should be emailed to any member of the Democratic Services Team:

- Lynn Cain [email: l.cain@ashfield.gov.uk]

They will arrange for it to be published on the Council's web site.

Appendix 1 – Proposed Digital Team Matrix Structure

