

Employment Committee

1.00p.m., Thursday 30th July 2020

Late Item of Business: Agenda Item 7: Recruitment to the Position of Chief Digital & Information Officer

Cover Report & Appendices

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Report of: Human Resources Service Manager

Report to: Employment Committee – Longlisting

Date: 30th July 2020

Subject: Appointment of Chief Digital and Information Officer

Are specific electoral wards affected? If yes, name(s) of ward(s):	☐ Yes ☒ No
Has consultation been carried out?	☒ Yes ☐ No
Are there implications for equality and diversity and cohesion and integration?	☐ Yes ☒ No
Will the decision be open for call-in?	☐ Yes ☒ No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number: 2 is exempt under rule (10.4 (1) & (2))	☒ Yes ☐ No

Summary

1. Main issues

- This report outlines the reasons for the permanent recruitment to the post of Chief Digital and Information Officer in Resources and Housing.

2. Best Council Plan Implications (see the [latest version of the Best Council Plan](#))

- Recruiting to this role will build on achievements around the digital journey to date and continue to deliver positive outcomes for Leeds;
- Delivers agreed outcomes and objectives in accordance with the values, vision and service priorities.

3. Resource Implications

- The post is an established post and is within the budget provision for 2020/21.

Recommendations

- a) Note the process for the recruitment of the post of Chief Digital and Information Officer; and
- b) Following the interview process, should an appropriate candidate be identified, make an offer of appointment, subject to the associated notification processes, as set out within the Officer Employment Procedure Rules.

1. Purpose of this report

- 1.1 This report outlines the reasons for the permanent recruitment to the post of Chief Digital and Information Officer in Resources and Housing Directorate.

2. Background information

- 2.1 The current Chief Digital and Information Officer will be leaving the employment of the Council on 9th August 2020, the Director of Resources and Housing proposes to commence the recruitment process now.

3. Main issues

- 3.1 The post of Chief Digital and Information Officer (CDIO) working as part of the Resources and Housing Leadership Team provides strategic digital and technology leadership to Leeds City Council, NHS Leeds Clinical Commissioning Group (CCG) and the Leeds Digital Partnerships team.
- 3.2 The postholder is accountable to the Director of Resources and Housing and to the Chief Executive of NHS Leeds CCG and will live and model values and behaviours to help Leeds be the best city in the country.
- 3.3 The CDIO, as the principal digital and ICT advisor:
- Provides outstanding leadership to develop a high performing, highly motivated workforce and manage resources to achieve service and overarching objectives in line with the city's agreed prioritisation;
 - Ensures that organisational developments and improvements remain focused on delivering improved outcomes for local people;
 - Ensuring that Leeds City Council and its partners develop a strong reputation for outstanding partnership; and
 - Place Leeds at the forefront of developments and as a result, inform national policy and strategy with regards to the application of Digital, Information and Technology to improve the delivery of better outcomes for people, communities and localities.
- 3.4 The job description has been reviewed to ensure it is fit for purpose and the revised job description has been benchmarked against other comparable roles in the authority.
- 3.5 Tenders were invited for Executive Search and Selection in May to assist with the recruitment process. Gatenby Sanderson were successful with their tender bid.
- 3.6 The post has been advertised externally on the Leeds City Council job site, The Guardian, CW Jobs and social media. Executive Search and Selection agency has been engaged in assisting the Council with the recruitment and selection.
- 3.7 The recruitment process is being co-ordinated by Human Resources. The Recruitment timeline is as follows:
- Job advert close – 20/07/2020;
 - Long List by Employment Committee – 30/07/2020;

- Preliminary Interviews / Technical Assessments by Gatenby Sanderson – TBC;
- Short List by Employment Committee – 25/08/2020;
- Assessment Centre and Interviews by Employment Committee – TBC;

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 The proposals contained in this report have been consulted with the leadership of the Council and Executive Members. Consultations have also taken place with the trade unions.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 This is a senior role and has been subject to external advertisement for an inclusive search to maximise the diversity of applicants.

4.3 Council policies and the Best Council Plan

- 4.3.1 Recruiting to this role will build on achievements to date and continue to deliver positive outcomes for Leeds. This will be done by creating a culture of excellence in service delivery and continuous improvement that focusses on maximising resources and delivers agreed outcomes and objectives in accordance with the values, vision and service priorities.

Climate Emergency

- 4.3.2 This is a key senior leadership role and will help drive digital innovation and efficiency that will support our plans to address the Climate Emergency. This will include a wide range of themes and especially overlap with more recent developments to adapt services through remote and digital delivery arising from the COVID-19 pandemic (e.g. contributing to home working).

4.4 Resources, procurement and value for money

- 4.4.1 The post is an established post and is within the budget provision for 2020/21.

4.5 Legal implications, access to information, and call-in

- 4.5.1 This post is an Employment Committee appointment in line with the criteria set out in the Officer Employment Procedure Rules, and will be recruited to in accordance with those Procedure Rules.
- 4.5.2 Candidate information as part of this recruitment exercise is detailed within Appendix 2 which is exempt from publication. It is considered that this information will relate to individuals personal details.

Also it is considered that the release of such information in Appendix 2 would, or would be likely to prejudice the Council's ability to recruit effectively to similar posts in the future.

It is therefore considered that future candidate information in Appendix 2 should be treated as exempt from publication under the provisions of paragraphs 10.4 (1) and (2) of the Access to Information Procedure Rules.

4.6 Risk management

- 4.6.1 Failure to recruit to this post will impact the ability to fulfil the City's digital journey, defining and delivering strategies on behalf of the Council, the NHS and the Leeds Digital Partnerships team that enables to operate more efficiently whilst improving citizen outcomes through the smart use of technology.

5. Conclusions

- 5.1 Members of the Employment Committee are requested to agree the content of this report.

6. Recommendations

- 6.1 The Employment Committee is asked to:
 - 6.1.1 Note the process for the recruitment of the post of Chief Digital and Information Officer; and
 - 6.1.2 Following the interview process, should an appropriate candidate be identified, make an offer of appointment, subject to the associated notification processes, as set out within the Officer Employment Procedure Rules.

7. Background documents¹

- 7.1 N/A

Appendixes for the report

Appendix 1 Advert, Role Profile and Role Specification

Appendix 2 Candidate Information – Exempt from publication under the provisions of Access to Information Procedure Rule 10.4(1) & (2)

¹ The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Chief Digital and Information Officer

Leeds City Council

Competitive Salary

Putting citizens at the heart of transformation.

Situated in the heart of the UK, Leeds is a city full of energy and compassion, making it a great place to live and work. As the second largest metropolitan authority in the UK, our large and diverse city is thriving economically and is exceptionally well appointed, with excellent road, rail and air links that provide a gateway for tourist and business visitors to the region.

With an ambition to be the best city in the UK by 2030, we're already making good progress. Leeds is one of the greenest cities in the UK and Trinity Leeds, the £350 million retail development reinforces the City as one of the finest shopping destinations in the UK. We also host many cultural and creative activities that enrich both lives and the economy. Our health and care and third sector organisations delivering integrated services to our citizens are also sector leading and reflect our combined commitment to ensuring that Leeds is a great place to grow up and grow old in.

Whilst there is much of which to be proud, there are still many challenges to address if we are to ensure that our city is fair, open and welcoming, our economy prosperous and sustainable and all our communities healthy and successful. Although our economy is strong, we continue to tackle issues including poverty and health inequality and our commitment to operating as a joined up system has never been more important, as we strive to improve and connect our city's digital and technology infrastructure, share data and embrace all that innovation and the private sector has to offer in support of interoperability and accessible, integrated, best in sector, place-based services.

As CDIO for Leeds City Council, Leeds Clinical Commissioning Group (CCG) and the Leeds Digital Partnerships team, you'll perform an important and high profile role, building on the already outstanding work carried out by Leeds City Council's award winning team, its system and private sector partners to positively impact citizen outcomes, welfare and the economy.

We've already achieved a great deal but there's more to do and we'll be tasking you with taking us on the next stage of our digital journey; defining and delivering Digital, Information and Technology (DIT) strategies and programmes in support of the City's Health and Wellbeing, Inclusive Growth and Climate Emergency strategies. Operating with considerable scope, your reach will extend to the provision of technology to GP practices and schools, the requirements for which will undoubtedly change in a post Covid-19 world, and your ability to deliver operational excellence across multiple organisations and systems to enable critical service continuity will be critical.

This is a substantial role that will require you to provide strategic digital and technology leadership to three prominent organisations. This will enable you to join the dots to increase internal capability, deliver service excellence and increase business agility and pace of delivery, whilst responding to opportunities to partner, share services and ultimately, do more with the Leeds pound.

An accomplished leader who has operated at scope, you will be future focused, able to identify new system based approaches, opportunities to collaborate and technologies that will help to deliver better outcomes for our city, our people and our economy.

An intellectually capable strategic thinker, you will be a coherent and inspiring leader who operates with credibility and influence, having ideally worked across integrated systems to effect positive change. Having designed and transitioned large teams to new organisational structures in support of business change, you will appreciate that teamwork is key to success and you will have achieved outstanding results through collaboration, high impact technology innovation and better ways of working.

If this sounds like the challenge you're looking for, we'd love to hear from you.

How to Apply

Applications are to be submitted via an external site. **To apply, [please follow this link.](#)**

We promote diversity and want a workforce that reflects the population of Leeds. Leeds City Council is a Stonewall Top 100 employer, a Mindful employer and a Disability Confident employer.

All new Leeds City Council appointments are made subject to the satisfactory completion of a six month probationary period.

Job Title:	Chief Digital & Information Officer
Responsible for:	Digital, Information & Technology: Leeds City Council (including Schools IT), Leeds CCG (including GP IT) and Leeds City Digital Partnership (LCDP)
Accountable to:	Director of Resources and Housing, Leeds City Council and Chief Finance Officer of NHS Leeds CCG
Key Relationships:	Leeds CCG CDIO, Leeds Teaching Hospitals Leeds City Chief Clinical Information Officer Chief Analytical Officer Strategic supplier base Central Government as appropriate (including GDS)

Context:

As Chief Digital Information Officer (CDIO), you will be required to develop and deliver the Digital, Information and Technology (DIT) to underpin the achievement of the City's Health and Wellbeing, Inclusive Growth, Climate Emergency strategies and critically in the post COVID19 world, enable all public sector organisations across the city to deliver efficiencies that will enable more front line services to continue.

The partnership across the city's health and care and third sector organisations delivering integrated services is strong and the focus of this role is, through the application of DIT, to make this more seamless. Where possible a shared services approach to DIT is preferred where there is an opportunity to provide better value for money. Furthermore, a joined-up approach to the Smart Cities agenda is critical in ensuring that the City and its people have the necessary infrastructure, digital literacy and smart technologies to make it the most inclusive and competitive City outside of London. This includes Smart Housing, Travel, Transport, Street lighting, Self-Care and Prevention technologies being deployed across the City, as well as accelerating the city-wide roll out of full fibre and 5G.

Building on the work already done, the CDIO will consequently be required to shape and secure support and cooperation across City partners, for a strategy and programme of work that answers to these considerations.

As CDIO of the City's Digital Health and Care Programmes, you will work with the City CCIO and will provide strategic leadership of the Digital Integrated Health and Care work across the City.

The CDIO has operational responsibility for the delivery of DIT across Leeds City Council, the Leeds NHS CCG and GP IT in Leeds.

The service has grown from 285 to 505 FTE through the assimilation of roles from across different services as such work has begun to shape a new Target Operating Model and Structure, to bring in more modern ways of delivery and to more formally amalgamate the

teams working across the City Digital Partnership Team, Leeds City Council, NHS Leeds CCG team, the Health and Care Analytics hub and GP IT with interim arrangements currently in place.

Emphasis in the near future will be on transitioning to and embedding the benefits of a joint approach and it's important that the basics are done well. To this end, the new CDIO will be required to review and refresh approaches to operations, service and project/programme delivery to ensure that initiatives deliver benefits and appropriate return from investment. Building on mutually beneficial relationships with strategic partners (many of whom are Leeds based) will also be key to maintaining a current view of emerging technologies, ensuring that the conurbation and its inhabitants benefit from emerging technologies and approaches as appropriate.

Role Dimensions:

Total staff 505 FTE (including 50 contractors). The service is operationally supporting all aspects of IT for a combined 16,000+ users, 82 schools (likely to grow) and 97 GP surgeries. The CDIO will continue to shape and deliver value through LCC and NHS Leeds/Primary Care portfolios of work (£10M of capital programs)

Job Purpose:

- Take strategic and operational accountability for Leeds City Council and NHS Leeds CCG Digital, Information and Technology (DIT);
- Place Leeds at the forefront of developments and as a result, inform national policy and strategy with regards to the application of DIT to improve the delivery of better outcomes for people, communities and localities.

Key Accountabilities:

Stakeholders

- Develop and manage a range of key stakeholder relationships to ensure the effective identification and delivery of digital initiatives and programs focused on Health and Wellbeing, Inclusive Growth and Climate Emergency Outcomes
- Manage the interface and maintain effective relationships with key stakeholders including Government, business and external agencies
- Undertake effective consultation and engagement activities and communications with staff, service users, councillors, trade unions, partners and other stakeholders in accordance with Council policy.

Strategy

- Lead the definition and delivery of the City wide digital, information and technology strategy on behalf of the Council, NHS Leeds CCG and City Partners, ensuring that we have the capabilities and skills to play a leading role nationally on delivering better outcomes for people through DIT;

- Contribute to the business direction of services and execute required business change in support of digitisation, technology and information management excellence, defining and transitioning to new operating models and skill sets as appropriate
- Drive digital leadership nationally and globally by building credibility as a leading authority in digital technology by establishing and maintaining professional advice internally and externally.

Organisation Design and Leadership

- As principal digital and ICT advisor to the Council's Corporate Leadership Team and its Elected Members, ensure that organisational developments and improvements remain focused on delivering improved outcomes for local people
- Provide outstanding leadership to develop a high performing, highly motivated workforce and manage resources to achieve service and overarching objectives in line with the city's agreed prioritisation
- Ensure that Leeds City Council and its partners develop a strong reputation for outstanding partnership

Operations and Service

- Be accountable for the delivery, continuity, information security, risk management and effective support of the City's and Council's ICT infrastructure and business critical systems
- Be accountable for the achievement of service performance, outcomes, targets and objectives within approved budgets for the service and the City's and Council's portfolio of ICT enabled business projects and programmes
- Embed a culture of continuous improvement, establishing stretching service and customer experience targets to deliver outstanding outcomes

Projects and Programmes

- Provide professional strategic leadership to related project teams to ensure the City's Digital Plans objectives are met and where possible exceeded
- Lead the initiation, development and management of key digitally enabled projects and programs at a National, City and organisational level
- Ensure that digital related project and programme governance is in place and adhered to, to ensure optimal outcomes and maximum return from investment
- Be accountable for the systematic appraisal, evaluation, delivery and rigorous management of the ICT portfolio of programmes and projects in support of council outcomes
- Be the principal post holder for delegated decision making in respect of the authority's Digital, Information and Technology functions

Innovation

- Lead and coordinate relevant research and monitor global trends and developments in the digital economy to enable the identification of relevant projects and activities to deliver digital outcomes for the city
- Maintain knowledge of emerging innovations, introducing initiatives as appropriate to improve citizen/patient outcomes, citizen/patient experience and operational excellence

- Initiate and implement a range of sensor technologies within the organisation and city to create an efficient and productive environment with global recognition
- Contribute to the development and maximisation of a modern data culture, enhancing already strong governance and compliance with a data architecture that enables self-service

Information Governance, Security and Best Value

- Support open, responsive and accountable government, ensuring good governance compliance with financial and procurement procedures
- Fulfil the role of Senior Responsible Officer (SRO) at Board level for all aspects of cyber security, information management, information governance and records management. Work with other senior leaders to ensure a comprehensive approach to information management, security and governance, ensuring that the function manages risks appropriately to organisational and sector needs. Provide written advice to the relevant Corporate Governance and Audit Committees with regards to Internal Control in regard to information risk
- Lead the NHS/LCC Information Governance (IG) risk assessment and management processes within the Organisation and advise on the effectiveness of information governance and risk management across the Organisation in line with national compliance regimes (e.g. PSN IA Condition, PCI DSS etc)
- Maintain exceptional, mutually respectful relationships with external partners as appropriate, maximising return from investment through delivery excellence and innovation

Person Specification:

The post holder should be able to demonstrate the following within the context of the specific role duties and responsibilities:

- **Leadership and Management**
 - Credibility in a senior management position working collaboratively to deliver outcomes for citizens, customers and stakeholders
 - Success of leading and managing a team to achieve significant sustainable service improvements and outstanding results in a multidisciplinary environment
 - Evidence of development of a culture of high performance which puts customers first and empowers and values colleagues
 - Ability to successfully lead a wide range of stakeholders to develop, communicate and gain ownership of a shared vision and direction
- **Partnership**
 - Evidence of forging and driving successful partnerships, pilots and programmes with a wide range of internal and external bodies to successfully deliver cross sector projects and outcomes
 - Experience of representing an organisation on a range of digital related matters at regional and national level
 - Ability to promote the council, its reputation and status at a local, regional and national level
 - Ability to lead and deliver solutions on a City-wide basis
 - Understanding of and ability to maximise benefits of relationships with other major players in the NHS including NHS X, NHS Digital and NHS regional initiatives
 - Demonstrate experience and commitment to the engagement of relevant citizens, customers, communities and stakeholders in decision making processes
- **Working In A Political Environment**
 - Understanding, sensitivity and experience of working successfully within a political context and governance framework,
 - Experience of productive collaborative working at senior level having confidence and perspective to facilitate open and honest relationships with elected members
 - Ability to develop and maintain constructive relationships with elected members, giving advice and influencing policy in a variety of forums
- **Change and Service Improvement**
 - Understanding of the needs of communities and a commitment and focus to delivering improved outcomes for citizens, customers and stakeholders
 - Able to develop practical and creative solutions to service and corporate problems

- Evidence of success in generating and leading major organisational and cultural transformation to create high performance in a complex and demanding environment
- Evidence of developing, leading and implementing strategies for change to secure significant and successful operational changes that ensure services contribute to overarching organisational aims and objectives
- **Resource, Service management**
 - Experience of successful strategic and operational resource management, including the evaluation of competing priorities.
 - Evidence of an ability to manage and transform performance to achieve outcomes and objectives within agreed boundaries
 - Record of promoting and delivering positive solutions to achieve diversity, equality of opportunity and prevent discrimination
 - Understanding and application of risk management and health and safety principles and requirements
- **Governance**
 - Understanding of the legal, financial and political workings of local government and current best practice on tackling the kind of challenges that face local government services
 - Understanding of the legal, financial and national expectations of the NHS and the role of NHSX and NHS Digital
 - Experience of developing and managing a transparent framework for compliance with national, regional and local requirements
- **Professional and Technical**
 - Professional integrity, commitment to maintaining and sharing own knowledge
 - Evidence of maintaining and applying up-to-date knowledge of current thinking and developments within professional and technical area of expertise
 - A successful track record of giving timely and appropriate professional advice at a senior management and political level
 - Ability to maximise contribution by having a broader outlook than their own profession
- **Personal Style, Skills and Behaviour**
 - Strategic thinking with a strong corporate orientation balanced with operational responsibility and accountability
 - Develops trust with an engaging, collaborative and inclusive way of working
 - Communicates effectively using straightforward language adapting style as appropriate to ensure engagement by others
 - Highly developed networking, partnership, advocacy, negotiating and presentation skills
 - High degree of personal integrity with commitment to fairness, diversity and inclusion

- Commitment to the organisation, being an ambassador and representative of the city and the council
 - Diplomatic, approachable and respectful and open, honest and responsive
 - Seeking agreement and consensus but prepared to constructively challenge
 - Taking ownership for informed decisions and delivering outcomes
 - Resolving problems creatively, pragmatically and flexibly
- **Qualifications and Experience**
 - Demonstrable and successful senior management experience in DIT is essential
 - MBA and degree level qualification in Information and Technology is desirable
 - Membership of relevant professional bodies is desirable

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