

## Resources Committee

Date: 28 July 2023  
Subject: Head of Digital Transformation Role  
Report of: Andrew Lightfoot, Deputy Chief Executive, GMCA

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### Purpose of Report

To seek approval for the establishment of and appointment to the post of a Head of Digital Transformation within the GMCA structure.

### Recommendations:

The GMCA Resources Committee is requested to:

- Authorise the GMCA Chief Executive to progress the establishment of a Head of Digital Transformation (Senior pay-scale SM6) post and agree that the current postholder be assimilated into this role on a permanent basis, backdated until January 2023.

### Contact Officers

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## **Equalities Impact, Carbon and Sustainability Assessment:**

**Results of the [Sustainability Decision Support Tool](#) to be included here:**

A [training video](#) is available on how to use the tool.

### **Risk Management**

There are no risk management implications

### **Legal Considerations**

There are no legal consideration

### **Financial Consequences – Revenue**

See paragraph XX

### **Financial Consequences – Capital**

There are no capital financial consequences

**Number of attachments to the report:** None

### **Comments/recommendations from Overview & Scrutiny Committee**

None

### **Background Papers**

None

### **Tracking/ Process**

Does this report relate to a major strategic decision, as set out in the GMCA Constitution

No

### **Exemption from call in**

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

No

### **GM Transport Committee**

N/A

### **Overview and Scrutiny Committee**

N/A

# 1. Introduction

- 1.1 The GMCA Digital Services team has two elements. There is a corporate ICT service that supports and secures GMCA operational activity such as GM Fire & Rescue Services (GMFRS) systems, mobilisation and the NW regional Fire Control Centre. This is overseen via internal corporate governance within GMFRS and GMCA.
- 1.2 In addition there is an externally facing GM Digital City-Region Portfolio which is overseen by a Portfolio Leader and Chief Executive in line with other GMCA Directorates. This scope of this latter activity was recently redefined by the GM Digital Blueprint 2023-26 which was approved by GMCA in March 2023 and defines five priorities as shown in Figure 1.

## Our 2023-2026 digital priorities

Digitally enabling a greener, fairer, more prosperous city-region for everyone, by



### Strategic enablers

- A** Building digital skills and literacy for life, education, work and business
- B** Strengthening our digital talent pipeline
- C** Extending our world class digital infrastructure, technology and data
- D** Harnessing academia, testbeds and research

Figure 1. GM Digital Blueprint priorities 2023-6.

- 1.3 Pan GM activities encompassed in Priority 2 (Building Responsible Data Driven Public Services) have expanded considerably since 2017 to encompass a broad range of services and localities. These involve agreeing, co-designing and implementing a range of systems and new ways of working with stakeholders at GM wide level. Current initiatives range from Early Years Digitisation (in support of School Readiness), A Bed Every Night, Supported Families analytics, Missing People, the Public Sector Decarbonisation Scheme monitoring, and Victim's Services digitisation, plus services that were established to support the response to

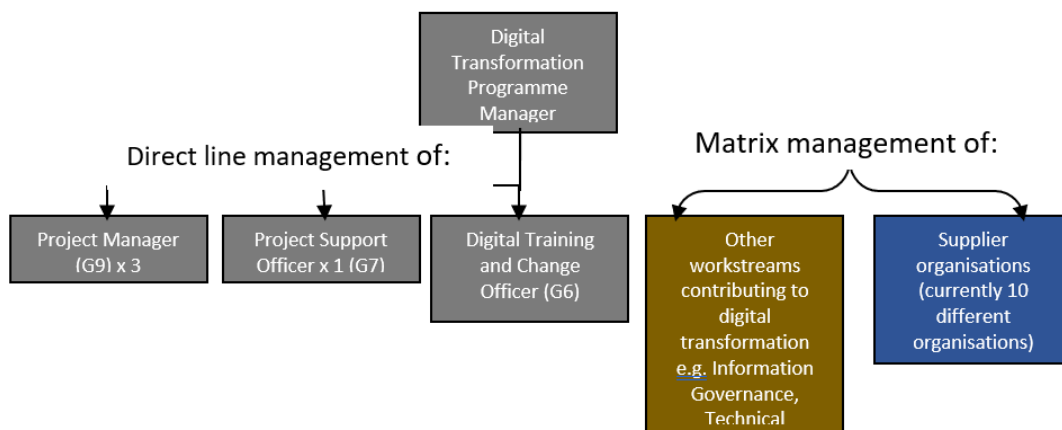
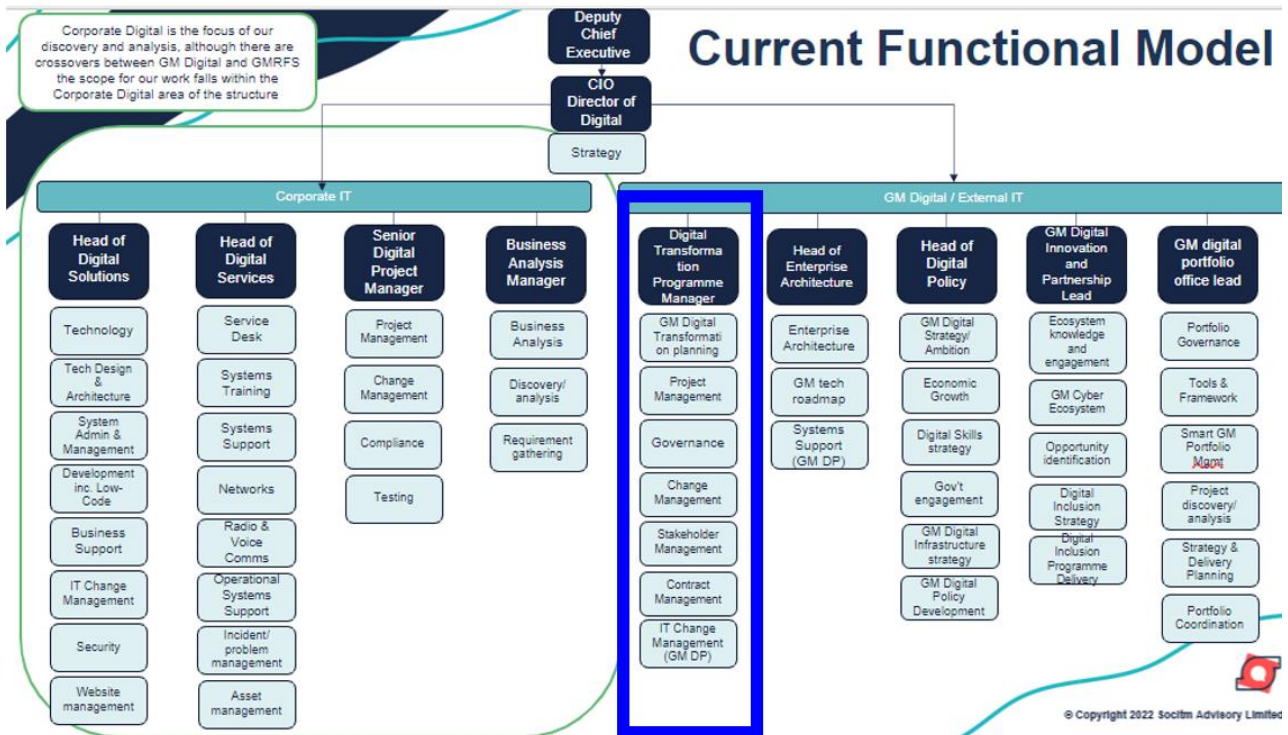
Covid such as the Sit-Rep reporting, and some health data management capabilities which the GMCA supports.

- 1.4 Greater Manchester has established a set of pan GM technology and data platforms that are going to become increasingly important for the city region given the covid induced acceleration of digitisation public services, the increasing need for further productivity gains in public services, concurrent efficiency pressures, and the emergence of technologies such as AI.

## **2. Proposed change to role**

- 2.1 The Digital Transformation Programme Manager (Grade 11) role was established in 2017 to manage the Early Years Digitisation programme, however the role's responsibilities have grown, and a recent re-grading exercise has assessed the position to be at an SM6 level.
- 2.2 There are several reasons for this. The role holder now leads the advancement of digital transformation both within the organisation and regionally on behalf of the GMCA. The role holder is responsible for being a thought leader in digitally enabled service reform, ensuring that opportunities to improve the way digital transformation is applied across the GMCA and GM, are identified, explored and applied.
- 2.3 In addition, the role holder:
  - 2.3.1 Is responsible for creating a culture that values ideas and innovation, identifying opportunities to explore new ways of doing things and applying new and emerging practices in a safe and controlled way.
  - 2.3.2 Has lead responsibility for managing a cross-organisational and multi-disciplinary team to deliver complex digital transformation effectively. The role holder supports individuals and teams in being successful, team building, maximising contributions and potential and encourages team creativity and team identity.
  - 2.3.3 Has taken on additional responsibilities for procurement and contract management covering a range of suppliers which support the GM Digital Platform, including the approach to driving out cost reductions and optimising the architecture.
  - 2.3.4 Manages resources and budgets effectively and deploys and co-ordinates resources in a well-planned and controlled manner, ensuring that resource levels are identified and addressed, including staffing, financial, governance and external supplier arrangements.

- 2.3.5 Ensures that stakeholders are engaged, and that change is delivered effectively including by working with relevant people, policy and change teams within the GMCA, across GM and if appropriate, nationally. This includes interpreting and prioritizing stakeholders' vision into coherent delivery through appropriate governance processes.
- 2.4 Since December 2022 the role holder has absorbed additional procurement, supplier and contract management responsibilities as a result of the Head of Enterprise Architecture (SM6) leaving GMCA for Manchester City Council. This role has not been re-filled and their responsibilities have been split between this role and the GMCA's Technical Design Lead position.
- 2.5 It is proposed that the Head of Enterprise Architecture (SM6) role and Digital Transformation Programmes Manager (Grade 11) roles are both disestablished, and a Head of Digital Transformation role (SM6) role is established. The Digital Transformation Programmes Manager post holder is currently undertaking these additional responsibilities and it is recommended that they be assimilated into this role on a permanent basis, in line with their current permanent status, and that this is backdated until January 2023.
- 2.6 The role reports to the Director of Digital and it is proposed that it continues to do so. A revised Person Specification has been developed and regraded in line with these additional responsibilities – as shown in Annex A.
- 2.7 The current functional model showing the post and its position is shown below.
- 2.8 A review of the current GMCA's Technical Design Lead role will be undertaken later in 2023. The anticipated outcome being an update to the role profile acknowledging the additional responsibilities, and a change in title to Principal Enterprise Architect in line with CDDO Digital, Data and Technology standards.



### 3. Financial Implications

3.1 This role is currently funded through a combination of retained business rates and of use-case financial flows relating to specific projects and products. The re-allocation of the Head of Enterprise Architecture responsibilities (SM6) to this role and the Technical Design Lead role reduces the overall budget pressure on GM Digital Transformation activities.

## Annex A – Role Profile

### Greater Manchester Combined Authority Role Profile

<b>Job Title:</b>	Head of Digital Transformation	<b>Date:</b>	March 2023
<b>Reporting Line:</b>	Director for Digital	<b>Job Level:</b>	SM6
<b>Department:</b>	Deputy Chief Executive	<b>Business Area:</b>	Digital Services

#### JOB PURPOSE

The role holder is responsible for leading digitally enabled service reform initiatives across Greater Manchester. This includes:

- Working with GMCA Services, Directorates and pan GM stakeholders including Chief Officers and Councillors to advise on, clarify and prioritise opportunities aligned to strategic objectives.
- Leading the GMCA Digital Transformation team to effectively design and implement complex, high value, user centred and benefit led technology and data enabled initiatives, with responsibility for the successful outcomes and ensuring their effective transition to an appropriate operational state.
- Leading procurement activity and managing suppliers in a responsible and timely manner, in line with corporate policies.
- Leading bidding opportunities for funding with consortia of partners.

The role holder will manage resources and budgets effectively and deploy and co-ordinate resources in a well-planned and controlled manner, ensuring that resource levels are identified and addressed, including staffing, financial, governance and external supplier arrangements.

The role holder will ensure that stakeholders are engaged and that change is delivered effectively including by working with relevant people, policy and change teams within the GMCA, across GM and if appropriate, nationally. This will include interpreting and prioritizing stakeholders' vision into coherent delivery through appropriate governance processes.

The post holder will work to promote a positive, inclusive culture and take a holistic approach that embodies the values of the GMCA.

#### KEY RELATIONSHIPS

Line reporting to the Director for Digital at the GMCA.

Stakeholder engagement and management within the GMCA and across GM public sector and associated delivery organisations, residents and businesses working with key strategic partners at local and GM levels including:

- o Colleagues in the GMCA
- o Colleagues in Greater Manchester's wider public sector
- o Staff in related GM bodies such as MIDAS, Manchester Solutions, Marketing Manchester, the Manchester Growth Company, Universities
- o Residents and resident groups
- o Relevant government departments and national agencies.

#### KEY RESPONSIBILITIES

- **Strategic ownership.** You can effectively focus on outcomes rather than solutions. You can develop ambitious visions and strategies. You can get the key stakeholders to buy in. You can translate the vision into prioritised deliverable goals. (Skill level: expert)
- **Leadership.** You operate as a key member of the GMCA digital services senior management team which oversees the effective delivery of all activity within the directorate, the development of the service and its staff, and fulfilment of the organisation's role in delivery of the Greater Manchester Digital Blueprint. (Skill level: expert)
- **User focus.** You develop and promote methods and a culture of user led work, identifying how key users and their needs are identified, based on evidence. This includes translating user stories and proposing design approaches or services to meet these needs, engaging in meaningful interactions and relationships with users. You can show that the team you lead puts users first and can manage competing priorities (Skill level: expert)
- **Making a process work.** You can identify and challenge organisational and pan GM processes that are unnecessarily complicated given strategic priorities and user needs. You can add value and can coach the organisation to inspect and adapt processes. You can effectively lead change, through the implementation of a new process. (Skill level: expert)
- **Agile and Lean practices.** You can lead teams in Agile and Lean practices. You can act as a recognised expert and advocate for these approaches, continuously reflecting and challenging the team. You can create or tailor new ways of working, and constantly innovate. (Skill level: expert)
- **Commercial management.** You can act as the escalation point and resolve large or high-risk commercial management issues. You can coach others in appropriate commercial management. (Skill level: expert)
- **Communicating between the technical and non-technical.** You can mediate between people and mend relationships, communicating with stakeholders at all levels. You can manage stakeholder expectations and moderate discussions about high risk and complexity, even within constrained timescales. You can speak on behalf of and represent the GMCA and GMCA Digital Services to large audiences inside and outside of GMCA. (Skill level: expert)
- **Collaboration.** You can solve and unblock issues between teams, services and /or directorates at the highest level. You can understand the psychology of the team and have strong mediation skills. You can coach colleagues within and outside Digital Services on team dynamics and conflict resolution, and develop positive relationships with partner organisations. (Skill level: expert)
- **Financial management.** You can influence or create complex budgets across the GMCA, or within a programme, project or product view. You can manage challenging budgets effectively, and are able to assess competing budgetary demands against their return on investment and delivering improved outcomes for the citizens of Greater Manchester' (Skill level: expert)
- **Life cycle perspective.** You can successfully lead teams through the full project and product life cycle, developing sustainable support models. You can identify and deal with potential risks across or between all stages of the product life cycle. You can coach others. You can contribute to the assessment of other teams, providing guidance and support. (Skill level: expert)
- **Maintaining delivery momentum.** You can optimise the delivery flow of work within your team and linked teams. You can actively address the most complicated risks, issues and dependencies including where ownership exists outside the team or no clear ownership exists. You can identify innovative ways to unblock issues. (Skill level: expert)
- **Planning.** You can lead a continual planning process in a very complex environment. You can identify dependencies in strategies and plans across organisations and services and manage these effectively You can coach other teams as the central point of expertise. (Skill level: expert)
- **Governance and reporting.** You can develop robust, evidence-based reports to effectively engage with the organisation's complex political governance structures
- **Records management.** Ensure that all relevant documentation is managed and consistent appropriate standards, including effective record keeping, openness and version control.



- **Behaviours.**

- You have a personal commitment to continuous self development and service improvement.
- Through personal example, open commitment and clear action, ensure diversity is positively valued, resulting in equal access and treatment in employment, service delivery and communications.
- You work in compliance with the policies and procedures of the GMCA.

## DIMENSIONS

- Staff / Budget: Formal line management responsibilities with coordination of significantly more, both within the GMCA and external organisations.
- Development of business justifications, business cases, funding bids and programme artefacts in collaboration with key stakeholders

## KNOWLEDGE SKILLS AND EXPERIENCE

### Skills & Behaviours

**Programme Management:** Extensive expertise of delivering relevant complex ICT programmes, within a structured project methodology, to challenging timelines, balancing conflicting project priorities to ensure the successful delivery of agreed programme benefits. Ability to control numerous projects simultaneously to budget and deadline, whilst maintaining excellent quality control and working with a wide range of partners.

**Strategic Thinking:** Evidence of thinking cross-functionally and cross-organisationally, beyond one's own professional areas of specialism is important as is the ability to conceptualise new, collaborative ways of achieving shared goals.

**Communication Skills:** Well developed influencing and persuasive skills and ability to offer a persuasive argument both with internal and external stakeholders in order to achieve key milestones whilst retaining a positive attitude and relationship. Proven ability in managing relationships with project stakeholders at all levels of seniority through effective communication.

**Strategic Planning:** The ability to turn strategic ideas and objectives into practical, well organised plans with a focus on results, standards and objectives on time to quality, within budget and to reprioritise, plan and organise own and others' work effectively to ensure these are met.

**People Management:** Effective development, management and staff motivation, providing strong leadership and direction to the team. Proven ability to secure and direct resources to fulfil work requirements over a wide area of service.

**Financial Management:** Excellent financial planning skills to develop short, medium and long term financial plans with an ability to budget proactively with large, high-risk or volatile elements being identified and cross-referenced to operational activity.

**Commissioning Skills:** Demonstrates an understanding of the commissioning role as deployed across the Directorates and its role in market development and delivery of effective and efficient services whilst maintaining the core values of the City Council.

### Knowledge and Experience

- Educated to at least degree level, or demonstration of significant experience and a relevant qualification to the duties of the post.
- Proven experience in formulation and definition of strategic digital enable service reform initiatives including co-creation of convincing business cases with key stakeholders.

## KNOWLEDGE SKILLS AND EXPERIENCE

- Proven experience in successfully structuring, leading and delivering large scale, complex and high value technology and data enabled service reform initiatives within a diverse workload using structured methodologies and tools including ITIL-4, Managing Successful Programmes and PRINCE2.
- Significant experience in effectively applying full lifecycle programme and project delivery activities including in both waterfall and agile environments, gateway controls, and governance support.
- Significant experience in financial management at a team, programme, project and product level.
- Demonstrable experience in leading successful bids for funding to national organisations as well as an internal GMCA funding streams.
- Experience of leading a range of different types of high value procurement activities in line with regulations,
- Experience of managing complex supplier relations effectively including assurance processes, escalations and managed service delivery in a technical environment.
- Independent programme assurance and compliance experience
- Significant experience of working effectively in a political environment, working with elected members, and in cooperation with public sector, third sector and private sector partners and stakeholders.
- Ensuring high professional standards are maintained and compliance with appropriate procedures and statutory requirements.
- Ability to understand financial and legal/contractual information and to develop innovative strategies to maximise service provision within tight financial limits, and to maximise funding available.
- Evidence of success in establishing effective performance measures and a performance culture that has achieved significant outcomes for citizens

### Corporate Duties

- Promote and role model behaviours that ensure no discrimination against your fellow employees, or potential employees on the grounds of their sex, sexual orientation, marital status, race, religion, creed, colour, nationality, ethnic origin or disability.
- Safeguard at all times confidentiality of information relating to existing and former colleagues
- Refrain from smoking in any areas of Service premises.
- Adhere to all relevant Service Policies and Procedures, behaving in a manner that reflects this.

**Records Management/ Data Protection** - As an employee of the Service, you have a legal responsibility for all records (including employee health, financial, personal and administrative) that you gather or use as part of your work with the Service. The records may be paper, electronic, microfiche, audio or videotapes. You must consult your manager if you have any doubt as to the correct management of the records with which you work.

**Confidentiality and Information Security** - As a Service employee you are required to uphold the confidentiality of all records held by the Service, whether employee records or Service information. This duty lasts indefinitely and will continue after you leave the

Service employment. All employees must maintain confidentiality and abide by the Data Protection Act.

**Data Quality** - All staff are personally responsible for the quality of data entered by themselves, or on their behalf, on the Service's computerised systems or manual records (paper records) and must ensure that such data is entered accurately and, in a timely manner to ensure high standards of data quality in accordance with Departmental protocols.

To ensure data is handled in a secure manner protecting the confidentiality of any personal data held in meeting the requirements of the Data Protection Act 1998

**Health and Safety** - All employees of the Service have a statutory duty of care for their own personal safety and that of others who may be affected by their acts or omissions. Employees are required to co-operate with management to enable the Service to meet its own legal duties and to report any circumstances that may compromise the health, safety and welfare of those affected by the Service's undertakings.

**Service Policies** - All Service employees must observe and adhere to the provisions outlined in these policies.

**Equal Opportunities** - The Service provides a range of services and employment opportunities for a diverse population. As a Service employee you are expected to treat all employees / partners / members of the public and work colleagues with dignity and respect irrespective of their background.

**NB:** This list of duties and responsibilities is by no means exhaustive, and the post holder may be required to undertake other relevant and appropriate duties as required