

Shadow Dorset Council Executive Committee

Agenda Supplement

Date: Monday, 17 September 2018
Time: 4.00 pm
Venue: Committee Rooms A&B, South Walks House,
Dorchester, Dorset DT1 1EE

Proper Officer: Matt Prosser, Interim Head of Paid Service

For more information about this agenda please telephone Democratic Services on or Lee Gallagher I.d.gallagher@dorsetcc.gov.uk - 01305 224191

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8. SHAPING DORSET COUNCIL PROGRAMME - OPERATIONAL STRUCTURES FROM DAY 1 - TIER 2	3 - 34

To consider a report by the Interim Head of Paid Service.

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Shadow Dorset Council

Date of Meeting	17 September 2018
Members Officer	Cllr Rebecca Knox – Leader of Shadow Dorset Council Cllr Peter Wharf – Lead Member for HR Matt Prosser – Interim Head of Paid Service
Subject of Report	Shaping Dorset Council Programme – Operational Structures from Day 1 – Tier 2 and Statutory Roles
Executive Summary	<p>The Shadow Executive Committee (SEC) is seeking to facilitate the creation of a brand new council. Recruiting to senior posts is a significant part of setting the culture of the new authority. It is rare to have the opportunity to select a new Senior Leadership Team (SLT) and this presents an exciting opportunity for the new Dorset Council.</p> <p>Whilst the operating model for the new council has not been finalised, the design principles have been agreed by the Shadow Executive and work is planned to develop the operating model over the next few months. The proposed structure is designed to support these agreed design principles and their further development, as well as to minimise risks to service continuity during a period of significant change moving from six councils to one.</p> <p>To enable optimum success for service continuity and focussed design and implementation of Phase 3 of the Shaping Dorset Council Programme around transformation (including convergence), it is important that we now start the selection process for the senior leadership team at Tier 2 and to the post of Corporate Director responsible for Legal & Democratic Services including Monitoring Officer designation at Tier 3.</p> <p>At their June meeting, Shadow Council agreed the process for recruiting to the Chief Executive post for the new Dorset Council. The selection process for this post should be completed by the end of September. This will allow for the newly appointed Chief Executive to be part of the selection process for the Tier 2 posts and to work with the Shadow Executive to finalise the alignment of functional responsibilities against these new posts.</p> <p>This paper outlines the proposed structure, the rationale supporting this structure, high level role profile descriptions, proposed salary ranges, employee engagement process, communications and the process to recruit to these posts. Sovereign Council Chief Executives and Heads of Paid Service have been consulted on and agreed the proposed report and process set out.</p> <p>It is proposed to run a recruitment centre for the tier 2 posts all at the same time, giving the ability to see how potential candidates ‘fit’ together as a senior leadership team, with complimentary skills and abilities. This</p>

	<p>is an opportunity that cannot be overlooked when given the chance to create a brand new organisation. The recruitment Centre will be in November, allowing the newly appointed Chief Executive to be a part of this process. The proposal for the Tier 3 post selection process for the Corporate Director will be that it is run a few weeks after the Tier 2, thus allowing the Chief Operating Officer appointed to be involved in the process.</p>
<p>Impact Assessment:</p>	<p>Equalities Impact Assessment: Attached</p> <p>Use of Evidence: LGA Market Intelligence on salaries</p> <p>Budget: A budget of c£75,000 will be required to support the external recruitment process and support for people to go through the process. Excluding the Director of Public Health, current cost of Tier 2 posts across all councils is c£1.5m. Predicted cost of new Tier 2 structure is c£560,000 plus c£100,000 for the Corporate Director (Monitoring Officer) post. There will be a requirement to provide funding to support any voluntary redundancies and budget will be made available to support any one-off costs for potential voluntary redundancies, if agreed. As part of the process support will be provided to internal employees who secure an interview for one of the four tier 2 posts or the tier 3 post proposed.</p> <p>Risk Assessment: Having considered the risks associated with this decision using the LGR approved risk management methodology, the level of risk has been identified as: Current Risk: HIGH Residual Risk Medium The risk rating relates to the consequences of leaving these posts vacant and not having the senior leadership team appointed by 1 April or before.</p> <p>Other Implications:</p>
<p>Recommendation</p>	<p>That the Shadow Executive agree:</p> <ol style="list-style-type: none"> 1. The proposed tier 2 structure and one tier 3 post, for the purposes of engaging with employees 2. That delegated authority be given to the Interim Head of Paid Service, working in conjunction with the Leader of the Shadow

	<p>Council and Shadow Executive Member Theme lead for HR and Workforce, to:</p> <ol style="list-style-type: none"> a. Finalise and agree the job titles, role profiles and the allocation of service responsibilities b. Arrange for the roles to be fully evaluated and to propose final salary recommendations to the Shadow Council at their meeting on 27 September c. Run an engagement process with employees, enabling their views on the structure to be considered d. Agree the recruitment process and support to be made available to internal applicants e. Recruit and appoint an agency to support the selection centre process as set out in the report 4.1 to 4.3. <ol style="list-style-type: none"> 3. To start the recruitment process from October 2018, once the employee engagement process is complete and appropriate comments/feedback have been taken on board. 4. To accept a report at the October SEC meeting to agree Voluntary Redundancy principles and process (VR).
Reason for Recommendation	Not filling these posts creates high risk for the new council to operate effectively without statutory officer posts in place.
Appendices	Equalities Impact Assessment
Background Papers	Design Principles agreed by SEC 21 August 2018
Union Comments	<p>The recognised trade unions were given the opportunity to comment on the proposals. The following response was received from Unison:</p> <p>“We welcome the opportunity to comment on reports before they are discussed by the Shadow Authority. Whilst we understand the need for this to go before the shadow authority committee to enable the process to be considered ahead of April 1 and for the savings to be achievable in the 2019/20 budget, there are too many unanswered questions to say we have been consulted fully. We need to agree the organisational change procedure that will apply to this re-structure, so that the future re-structures for staff in lower tiers are handled in the same way, and they too have opportunities for VR or early retirement that the management layers will have.”</p> <p>These points will be discussed further in our ongoing engagement with the trade unions as we engage on the new structures being agreed for the new council.</p>
Officer Contact	<p>Name: Matt Prosser Tel: 01305 252202 Email: mprosser@dorset.gov.uk</p>

1. Background

- 1.1. The Shadow Executive Committee (SEC) is seeking to facilitate the creation of a brand new council. Recruiting to senior posts is a significant part of setting the culture of the new authority. It is rare to have the opportunity to select a new Senior Leadership (SLT) and this presents an exciting opportunity for the new Dorset Council.
- 1.2. Further to the process to recruit a permanent CEX post for the new Dorset Authority that will conclude in late September 2018, the SEC requested that the Interim Head of Paid Service, in line with their job description, bring forward proposals for the second tier officer structure for the new council. In addition, it is proposed to appoint to the Corporate Director responsible for Legal & Democratic Services including Monitoring Officer role at Tier 3, to ensure that all statutory roles are appointed to before 1 April 2019.
- 1.3. Whilst the operating model for the new council has not been finalised, the design principles have been agreed by the SEC at their 21st August meeting. The proposed structure is designed to support these principles. It is intended that there will be three generic Executive Director roles and one Chief Operating Officer (S151), enabling shared accountability for corporate priorities and flexibility of responsibilities over time, as the new Council's operating model and structure is designed and implemented. The initial responsibilities for individual posts will be developed and agreed with the SEC by the newly appointed Chief Executive. This will be important in order to minimise risks to service continuity during a period of significant change.
- 1.4. In line with the decision for the Chief Executives recruitment process, it is proposed, to invite applications for internal employees in addition to going to the open market at the same time. There are several reasons for this; firstly the DCS role is currently held by an interim and the DASS responsibilities are held by the Chief Executive of Dorset County Council; secondly within the tight timescale to recruit in order for new post holders to be appointed and start in role before the go live day of 1 April – there is no time for consecutive internal, then external processes and finally this is more cost effective as we can have composite adverts for posts rather than paying to advertise individual roles.
- 1.5. The SEC is asked to approve a series of recommendations, including delegations to the Interim Head of Paid Service in consultation with the Shadow Leader – Cllr Rebecca Knox and Lead Member for HR & Workforce Cllr Peter Wharf. This will allow the timescales, as set out, to be kept to and reduce the risk of not having statutory officers in post before vesting day 1 April 2019, protecting service continuity. We will continue to keep sovereign Chief Executives involved in this on-going process.

2. Structures

- 2.1. At the SEC on 21 August nine design principles were agreed, these are included in the slide deck, and will be used to influence the role profiles to support the new structures being created.
- 2.2. There are four posts shown at the second tier, final titles to be confirmed, but shown as Executive Directors/Chief Operating Officer (S151) at present. Below this the title of Corporate Director has been used. This is to support the new culture of everyone taking a 'corporate' responsibility for delivering outcomes

across the services and not just viewing their roles in traditional service based 'silos'.

- 2.3. The slide deck attached shows the structure chart. Functions have not yet been aligned to specific posts. We will invite comments on where services best sit and interact as part of the engagement process and will ask the newly appointed Chief Executive to take a view on this before finalising.
- 2.4. Below the Chief Operating Officer is shown one Corporate Director post. This is to ensure that the statutory role of Monitoring Officer is appointed to before 1 April 2019.

3. Terms and Conditions of Service

- 3.1. If the structure is agreed it is proposed to use market information provided from the LGA regarding salary ranges and terms and conditions – this scheme has been used by DCC and DCP to date – and is being used for the CEX post. The salary ranges shown in this report have been based on current market knowledge and will be verbally updated at the SEC meeting on 17th September.
- 3.2. The LGA recommend that national terms and conditions are used for these roles – in line with the CEX. Additional terms and conditions will be drafted in line with those agreed for the CEX. Dorset is an attractive location and will play a part in the effective marketing of these roles in the external market.
- 3.3. As the salary recommendations exceed £100,000, a final recommendation will be made to the Shadow Council at their meeting of 27 September for agreement.

4. Appointment of External Advisers and Timetable for Recruitment

- 4.1. We intend to run a competitive selection process in line with our prevailing procurement processes. This will be for external advisers to support the recruitment processes. They will be commissioned to:
 - Design and deliver the recruitment campaigns
 - Undertake candidate search activities
 - Contribute to and advise on the design of the selection centre
 - Undertake an assessment of all applicants against objective selection criteria to create a longlist
 - Work with and advise elected Members to assess longlisted candidates against objective criteria and agree the tier 2 shortlist
 - Notify all applicants who are not shortlisted and provide feedback if requested
 - Draft appropriate questions for Member interview panels. These should be shared and agree with Members in advance of the selection process
 - Attend any interview panel to advise members and in the selection of the preferred candidates, recording the basis for decision making and providing feedback to the unsuccessful candidates.

- 4.2. The job descriptions, person specifications and terms and conditions, including final salary will need to be finalised in advance of recruitment activity. The final version of these documents will be agreed by the Interim Head of Paid Service in consultation with the Leader and Lead Member for HR and Workforce.
- 4.3. In addition we will be carrying out a parallel exercise to recruit an agency to provide support to our employees who apply for positions. It is important that all internal applicants are supported to be the best that they can be and give a good account of themselves in this process. Similarly, we may need to provide support to employees who apply and are ultimately not successful in being appointed as part of this process.
- 4.4. High Level Timetable

A detailed timetable is shown in the attached slide deck and key milestones are shown below:

Informal engagement with staff commences	11 September
Shadow Executive sign-off of high level Proposals	17 September
Engagement with staff closes	3 October
Final proposals agreed with Shadow Leader and Theme Lead for HR & Workforce	10 October
“Go Live” with recruitment Process	w/c 15 October
Recruitment Process closes	5 November
Selection Process	Mid – End November
Appointments agreed by Shadow Full Council	3 December

5. Conclusion

- 5.1. This is an exciting chance to create a brand new Senior Leadership Team for the new Dorset Council. Using a recruitment centre will allow us to establish the best mix of talent to operate as an effective senior team to support the elected members in driving cultural change and bringing the new council to life in line with the agreed design principles. This recruitment centre will also allow all candidates the opportunity to ‘meet’ representatives of the existing organisations, to see what they could be a part of shaping.

Tier 2 & Statutory Roles Structure Proposals

Version 4

Organisational Design Principles (High Level)

The design principles for the new council operating model are outlined below (these were agreed by the SEC on 21.8.18). These principles will be used to shape the new council operating model, with structures and roles developed as part of this work:

- Commissioning (Outcome Led)
- Innovative Services (Led by data, intelligence and analytics)
- Flexible Service Delivery
- Shared Services
- Organisationally Entrepreneurial
- Optimise the use of innovative digital approaches
- Partnership Working
- Enabled and Agile Workforce
- Minimum level of governance

Proposed Structure Chart

Posts to be filled with immediate effect

Tier 1

Chief Executive
(Head of Paid Service & Returning Officer)

Senior Leadership
Team Members

Tier 2
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Director of Public Health
(Shared Post with BCP)

Chief Operating Officer
Responsible for Resources
(S.151 Officer)

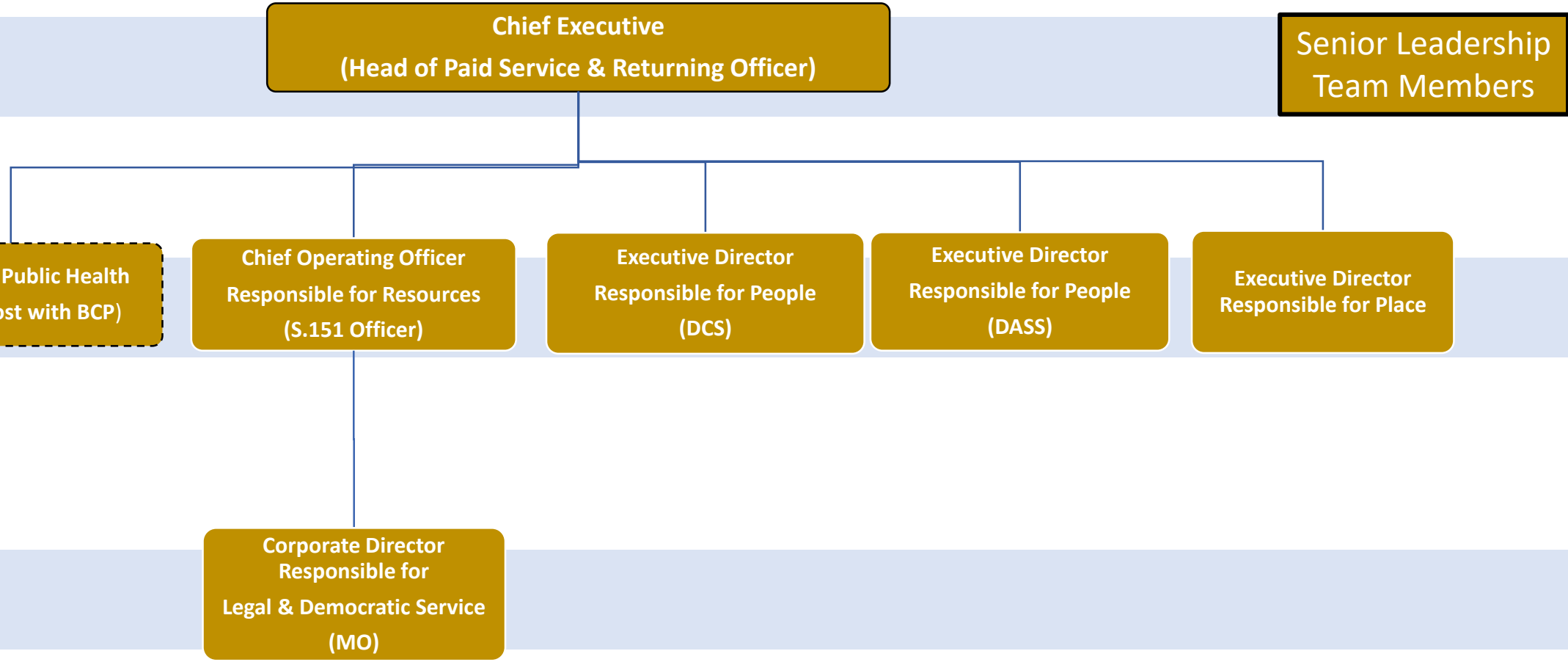
Executive Director
Responsible for People
(DCS)

Executive Director
Responsible for People
(DASS)

Executive Director
Responsible for Place

Tier 3

Corporate Director
Responsible for
Legal & Democratic Service
(MO)



Rationale & Comments for Proposed Approach

- Job titles are indicative at the moment
- These senior roles will be generic Executive Director roles/Chief Operating Officer. The specific portfolio of services they will lead and manage will be added to, taking account of specific requirements for statutory roles but also recognising that these could be flexibly changed as required
- All roles will be responsible for supporting Elected Members and the Chief Executive in setting the strategic direction of the new Council and in leading on its successful service delivery, performance and transformation
- The size/grade of roles at Tier 2 may be at different levels and roles have been evaluated using the LGA Senior Officer Scheme
- A single Director of People is seen to be a step too far at the moment as it would lead to too much risk. It is therefore proposed that there are two separate roles (one to take the DCS and one to take the DASS responsibilities)
- Budget challenge is high risk and so the Section 151 officer needs to be part of the Senior Leadership Team (proposed as Chief Operating Officer)
- It's proposed to fill one Tier 3 role – Corporate Director – Responsible for Legal & Democratic Services (MO). This ensures the statutory post of MO is filled.
- Other roles at Tier 3 will not be agreed and appointed to at this point but will be following the appointment of the new Chief Executive and the Tier 2 roles.
- The alignment of functions to specific roles will be agreed with the new Chief Executive, in order to clarify individual responsibilities and the alignment of existing teams from 1 April 2019.
- The current Corporate Director of Public Health will TUPE (as a shared post with BCP)

Generic Requirements/Capabilities for Executive Team

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- Key focus on shared corporate accountabilities which will include:
 - Working with elected members to develop and deliver the strategic direction for the council
 - Enabling and leading delivery of the transformation of Dorset Council
 - Delivering on the council's budget
 - Driving the desired organisational culture and ways of working (within and through the external relationships of the council)
 - Demonstrating and leading an environment where employees are inspired and motivated to give their best.
- Key capabilities required:
 - Team player
 - Collaborator
 - Transformational leader
 - Performance orientated
 - Strategic & critical thinker

Principles to be applied to filling roles

Principle	Rationale
<p>1. All jobs will be advertised externally, as well as internally</p>	<ul style="list-style-type: none"> • The DCS role for DCC is currently covered by an interim and the DASS by the Chief Executive for DCC • These are all new jobs , working for a new organisation and there is no entitlement for “slot in” appointments for existing employees of the sovereign councils • This decision <u>does not mean</u> that future roles, as developed and appointed to, will all be advertised externally • To ensure equality of opportunity
<p>2. All internal staff who apply and who are longlisted will be offered one-to-one interview preparation support and feedback.</p>	<ul style="list-style-type: none"> • We want to enable our existing employees to be the best they can be
<p>3. All staff in existing Tier 2 and Tier 3 roles will still be covered by TUPE and will transfer to their agreed TUPE organisation within their existing roles and with their existing terms and conditions</p>	<ul style="list-style-type: none"> • This approach follows requirements under the TUPE legislation.
<p>4. The final process will also incorporate the opportunity for some discussions to take place in relation to the option of voluntary redundancy. There will be no guarantee that this is agreed. A detailed process will be developed to support this approach and sent to the SEC for 15.10.18 for agreement.</p>	<ul style="list-style-type: none"> • There will be a need for a reduction in senior management numbers moving forward and this option gives people some personal choice in deciding their future. Service continuity needs will need to be considered before a decision is finalised.

Salary Proposals

- Current salary levels for Tier 2 posts range between c£62,000 – c£128,000
- Propose spot point salaries for the first three years and then review the mechanism
- The jobs have been evaluated by the LGA and their suggested salary range for Tier 2 roles is:
 - Exec Directors - £120 - £135k (with recognition that we may need to offer slightly more for the right candidates)
 - Corporate Directors - £90K - £110k To be confirmed by LGA

Communications & Engagement Plan

What	When
Informal engagement with Shadow Executive	28 September ✓
Engagement with sovereign Chief Executives	4/5 September ✓
Sharing of the report with current Tier 2 officers and those holding the statutory responsibilities of Monitoring Officer and Section 151 Officer (if different) plus individual conversations (managed by the sovereign Chief Executives)	11 September ✓
Report shared with all staff	11 September
Ongoing update of FAQs	Ongoing ✓
All staff written to asking for formal comments to be returned (subject to Shadow Executive agreement) plus engagement sessions held.	19 September – 3 October
Comments collated and reviewed by the Interim HoPS, Shadow Leader, Shadow Lead Member for HR & Workforce	By 10 October
Final proposals published	Before “go live” w/c 15 October

Timeframe for filling roles

Key Milestones	When
Engagement with stakeholders to design new structure Proposals	By 7 September ✓
Develop role profiles	By 7 September ✓
Finalise recommendations for grading and salaries at Tier 2	By 7 September ✓
Papers issued for SEC	11 September ✓
Sign-off of structure, role profiles and salary ranges with Shadow Executive	17 September
Start procurement process for recruitment partner	18 September
Staff engagement process	11 September – 3 October
Agreement of final proposals with the Leader & Lead Member for HR & Workforce	10 October
Go Live with recruitment process	w/c 15 October
Recruitment process closes	5 November
Selection Centre process	Mid to end November
Appointments confirmed by Shadow Appointments Committee	End November
Shadow Council to agree recommendations for Statutory Posts (except MO)	3 December
Tier 2 - Successful appointees start (will depend whether internal or external)	January - March
MO Selection	10-14 December
Shadow Council to agree recommendation for MO appointment	January (tbc)

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Review of Senior Roles

Shaping Dorset

Martin Denny
Workforce Consultancy
LGA
September 2018

1 Introduction

- 1.1 We have been asked to carry out a job evaluation exercise on the proposed second tier roles which will be the Councils senior management team.

Executive Director Place

Executive Director People – Children’s Services

Executive Director Resources (section151)

Executive Director People – Adults & Communities

Executive Director - Public Health

Corporate Director – Legal and Democratic Services

- 1.2 These evaluations are based on the information provided and allows us to identify the size of these new roles and offer advice as to appropriate salary levels. Using the LGA Senior Manager Job Evaluation scheme at this time will enable the new Council to carry out job evaluation for all new senior roles in the new organisational structure should it wish.

2. Background

- 2.1 The LGA Senior Managers Job Evaluation Scheme has been developed specifically for senior managers in local government and other public bodies,
- 2.2 The Senior Managers Job Evaluation Scheme has four main areas of criteria.

- Knowledge which measures the depth of knowledge required alongside the breadth of knowledge, which looks at the extent of planning and integration involved in the role.
- Creative Thinking required/Policy Direction involved this takes into account the complexity of the challenges, the need for innovative thinking and the level of discretion the post has and operates in.
- Impact on People / Organisation(s) this factor evaluates the internal managerial influence and the external influence posts have. It takes into consideration managerial influence and external relationships including the community, other public partnerships and suppliers.
- Responsibility for Resources this factor considers the size of budget resources managed and the type and level of responsibility associated for managing them.

3 Evaluation

3.1 The Corporate accountabilities of all of the posts has resulted in the indicative scores being the same, the nature and size of these roles in terms of the organisational structure also suggests these posts would be of similar job size

4.0 Pay

4.1 Based on our knowledge of the current market we would recommend a salary of £120k to £135k. In order to attract and retain high calibre officers it may be necessary to pay at the upper quartile of this range. Our pay data on 3rd tier posts against the proposed salary range for the 3rd

tier posts suggests pay in the upper quartile (as a guide it is usual to see a pay gap of between 80% to 85% between tiers) It is also important to consider the local market at this time .

Martin Denny,
Senior advisor Workforce
Local Government Group

Shaping Dorset Council

Equality Impact Needs Assessment

1. Title of Policy/Service/Project	Dorset Shadow Council Tier Two & Statutory Roles Structure & Appointments Process
2. Lead Responsible Officer and Job Title	Matt Prosser, Interim Head of Paid Service & Nicola Houwayek, HR Lead, Shaping Dorset Programme
3. Members of the Assessment Team:	Bobbie Bragg, Dorset Councils Partnership Matti Raudsepp, Christchurch and East Dorset Councils Natalie Adam, Dorset County Council Dorset Equalities Partnership
4. Date assessment started:	8 August 2018
5. Date assessment completed:	Ongoing as the process develops and, in particular, in relation to the development of the managing change and voluntary redundancy process

About the Policy/Service/Project:

6. What type of policy/service/project is this?

- New organisational structure and the appointments process. Specifically, this is for the creation of five new posts – four at Tier 2 and one at Tier 3 (please see attached structure chart). The posts will be advertised externally as well as internally and will be open to all staff to apply. All internal applicants will be offered equal support in the process, to enable them to be the best they can be. This process will run in parallel to the TUPE process and all existing posts and their postholders will TUPE across into the new organisation on 1 April, unless voluntary redundancy is agreed with a leaving date prior to this.

7. What are the aims/objectives of the policy/service/project?

- To confirm the posts that will report into the Chief Executive of the new Dorset Council and to recruit to these posts before the new council starts to operate on 1 April 2019

8. Are there any associated services, policies or procedures? Yes

- A managing change process is being developed which will be consulted on with the unions. This will also include the principles and process for agreeing any voluntary redundancies.

9. List the main people, or groups of people, that this policy/service/project is designed to benefit and any other stakeholders involved?

- All council staff, in terms of getting the senior leadership for the new council in place as soon as possible. Specifically this process will impact on current Tier 2 staff across all councils and other senior managers who may wish to apply for opportunities

10. Will this policy/service/impact on any other organisation, statutory, voluntary or community and their clients/service users?

- Phase 2 of the LGR Programme is focused on ensuring that there will be seamless service delivery and confirming these appointments early will support delivery of this

Consultation, Monitoring and Research

Where there is still insufficient information to properly assess the policy, appropriate and proportionate measures will be needed to fill the data gaps. Examples include one-off studies or surveys or holding informal consultation exercises to supplement the available statistical and qualitative data.

If there is insufficient time before the implementation of the policy to inform the EQIA, specific action points will be need to be clearly set out in the action plan. Steps must include monitoring arrangements which measure the actual impact and a date for a policy review.

Consultation:

11. What involvement/consultation has been done in relation to this (or a similar) policy/service/project and what are the results?

- Proposals shared with Chief Executives of all councils, the trade unions and to be agreed by the Shadow Council.

12. If you have not carried out any consultation, or if you need to carry out further consultation, who will you be consulting with and by what methods?

- Full engagement with affected employees will be carried out informing them of the proposals and process and external support will be provided to enable those interested in applying for posts to be fully informed. the best they can be.
- All staff will be invited to provide feedback on the proposals before the final proposals are agreed by the Interim Head of Paid Service, the Shadow Leader of the Council and the Member Theme Lead for HR & Workforce. Further consultation will also take place with the unions.

Monitoring and Research:

13. What data, research and other evidence or information is available which is relevant to this EQIA?

- The Local Partnerships 25 August 2016 report on the re-configuration of Dorset Councils which outlines savings to be through management costs by integrating teams
- Current senior management structure charts (as attached summary of existing Tier 2 posts)
- Previous senior management recruitment processes, including the formation of DCP where three councils' senior leadership teams were merged into one
- The knowledge, technical advice, expertise of the HR Leadership Group assisting in completing the EQIA
- Data profiles on the communities served by the new council

14. Is there any service user/employee monitoring data available and relevant to this policy/service/project? What does it show in relation to equality groups?

- Current senior management structure charts
- Equality Profiles – will highlight protected characteristics of current workforce (specific details have not been included in this report due to the small number of people impacted and the risk of identifying individual employees). This is also reflected in the section on impacting the assessment but proper consideration will be given on the specific information whilst undergoing this process.
- Equalities monitoring will also take place as part of the recruitment process

15. If there is a lack of information, what further information do you need to carry out the assessment and how are you going to gather this?

- Unclear – this will be reviewed as the process progresses

Assessing the Impact

	Actual or potential positive benefit	Actual or potential negative outcome
16. Age	<ul style="list-style-type: none"> Potential for a senior leadership team which represents the diversity of the workforce and the community the council serves 	<ul style="list-style-type: none"> Disproportionate diversity of the senior leadership team in regard to representation of the community it serves and its workforce, subject to the protected characteristic information applicants have disclosed
17. Disability	<ul style="list-style-type: none"> Potential for a senior leadership team which represents the diversity of the workforce and the community the council serves Reasonable adjustments to support the recruitment and interview processes 	<ul style="list-style-type: none"> Disproportionate Diversity of the senior leadership team in regard to representation of the community it serves and its workforce, subject to the protected characteristic information employees have disclosed Communication information not being suitable or accessible, i.e. visually impaired or hearing impaired Change processes can be emotionally challenging and this could trigger workplace stress particularly with a vulnerable worker with pre-existing mental health illness
18. Gender	<ul style="list-style-type: none"> Potential for a senior leadership team which represents the diversity of the workforce and the community the council serves 	<ul style="list-style-type: none"> Disproportionate Diversity of the senior leadership team in regard to representation of the community it serves and its workforce, subject to the protected characteristic information employees have disclosed Workers who are out of the office on family-leave, through Maternity, Paternity, Adoption or Shared-Parental or Dependents Leave
19. Gender reassignment	<ul style="list-style-type: none"> Potential for a senior leadership team which represents the diversity of the workforce and the community the council serves 	<ul style="list-style-type: none"> Disproportionate Diversity of the senior leadership team in regard to representation of the community it serves and its workforce, subject to the protected characteristic information employees have disclosed

	Actual or potential positive benefit	Actual or potential negative outcome
20. Pregnancy and Maternity	<ul style="list-style-type: none"> Potential for a senior leadership team which represents the diversity of the workforce and the community the council serves 	<ul style="list-style-type: none"> Workers who are out of the office on family-leave, through Maternity, Paternity, Adoption or Shared-Parental or Dependents Leave should be engaged with and have the same access to information available and to be part of the process as those not absence from the workplace
21. Marriage & Civil Partnership		
22. Race	<ul style="list-style-type: none"> Potential for a senior leadership team which represents the diversity of the workforce and the community the council serves 	<ul style="list-style-type: none"> Disproportionate Diversity of the senior leadership team in regard to representation of the community it serves and its workforce, subject to the protected characteristic information employees have disclosed
23. Religion or Belief	<ul style="list-style-type: none"> Potential for a senior leadership team which represents the diversity of the workforce and the community the council serves 	<ul style="list-style-type: none"> Disproportionate Diversity of the senior leadership team in regard to representation of the community it serves and its workforce, subject to the protected characteristic information employees have disclosed
24. Sexual Orientation	<ul style="list-style-type: none"> Potential for a senior leadership team which represents the diversity of the workforce and the community the council serves 	<ul style="list-style-type: none"> Disproportionate Diversity of the senior leadership team in regard to representation of the community it serves and its workforce, subject to the protected characteristic information employees have disclosed
25. Any other factor e.g. socio-economic status/carers	<ul style="list-style-type: none"> Flexibility around ways of working for these roles to support those with caring responsibilities Potential for a senior leadership team which represents the diversity of the workforce and the community the council serves 	<ul style="list-style-type: none">
26. Human Rights	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> N/A

Stop - Any policy which shows actual or potential unlawful discrimination must be stopped, removed or changed.

- 27.** If impacts have been identified include in the action plan what will be done to reduce these impacts, this could include a range of options from making adjustments to the policy to stopping and removing the policy altogether. If no change is to be made, explain your decision:
- Have not found anything that needs to be changed.

Action Plan

Include:

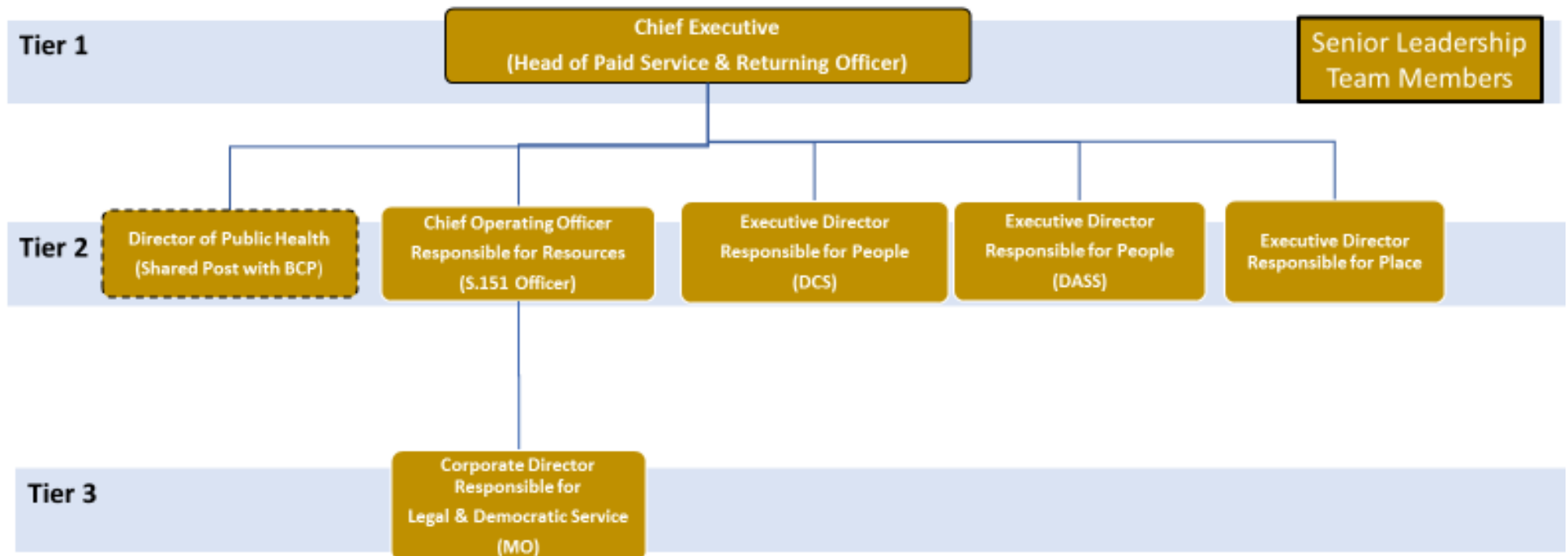
- What has/will be done to reduce the negative impacts on groups as identified above.
- Detail of positive impacts and outcomes
- The arrangements for monitoring the actual impact of the policy/service/project

Issue identified	Action required to reduce impact	Timescale	Responsible officer	Which Business Plan does this action link to? e.g. Service Equality Action Plan/Team Plan
<ul style="list-style-type: none"> • Ensuring diversity is represented in the new senior leadership team. 	<p>As this is a small team, it is unlikely that the new senior leadership team will be fully representative of all diversity strands but the opportunities will be open to all existing staff and externally. The recruitment process will be designed to ensure it is not discriminatory in any way and will allow for reasonable adjustments if required</p>	<p>Present to December 2018</p>	<p>HR Lead – Shaping Dorset Programme</p>	<p>N/A</p>
<ul style="list-style-type: none"> • Employees who are out of the office e.g. family-leave, through Maternity, Paternity, Adoption or Shared-Parental or Dependents Leave or any other reason will be engaged 	<ul style="list-style-type: none"> • Ensure proper consideration of employees who are absent from the workplace when any communication about the process is sent out • Get feedback from employees on 	<p>Present – December 2018</p>	<p>HR Lead & Comms Team – Shaping Dorset Programme</p>	<p>Shaping Dorset Programme – workstream project plans</p>

with and have the same access to information and to be part of the selection process as provided to those not absent from the workplace	whether the communication method met existing needs or requires adaptation.			
<ul style="list-style-type: none"> Disabilities – eg: visually impaired or hearing impaired 	<ul style="list-style-type: none"> Reasonable adjustments to support the recruitment and interview processes eg accessible venues, hearing loops 	As part of the selection process	HR Lead	Shaping Dorset Programme
<ul style="list-style-type: none"> Mental health of current employees 	<ul style="list-style-type: none"> Access to wellbeing services Support for interview training for all internal applicants 	September and ongoing	HR Teams	Shaping Dorset Programme

Proposed Structure Chart

Posts to be filled with immediate effect



Principles to be applied to filling roles

Principle	Rationale
1. All jobs will be advertised externally, as well as internally	<ul style="list-style-type: none"> The DCS role for DCC is currently covered by an interim and the DASS by the Chief Executive for DCC These are all new jobs , working for a new organisation and there is no entitlement for “slot in” appointments for existing employees of the sovereign councils This decision <u>does not mean</u> that future roles, as developed and appointed to, will all be advertised externally To ensure equality of opportunity
2. All internal staff who apply and who are longlisted will be offered one-to-one interview preparation support and feedback.	<ul style="list-style-type: none"> We want to enable our existing employees to be the best they can be
3. All staff in existing Tier 2 and Tier 3 roles will still be covered by TUPE and will transfer to their agreed TUPE organisation within their existing roles and with their existing terms and conditions	<ul style="list-style-type: none"> This approach follows requirements under the TUPE legislation.
4. The final process will also incorporate the opportunity for some discussions to take place in relation to the option of voluntary redundancy. There will be no guarantee that this is agreed. A detailed process will be developed to support this approach and sent to the SEC for 15.10.18 for agreement.	<ul style="list-style-type: none"> There will be a need for a reduction in senior management numbers moving forward and this option gives people some personal choice in deciding their future. Service continuity needs will need to be considered before a decision is finalised.

Timeframe for filling roles

Key Milestones	When
Engagement with stakeholders to design new structure Proposals	By 7 September ✓
Develop role profiles	By 7 September ✓
Finalise recommendations for grading and salaries at Tier 2	By 7 September ✓
Papers issued for SEC	7 September ✓
Sign-off of structure, role profiles and salary ranges with Shadow Executive	17 September
Start procurement process for recruitment partner	18 September
Staff engagement process	7 September – 3 October
Agreement of final proposals with the Leader & Lead Member for HR & Workforce	10 October
Go Live with recruitment process	w/c 15 October
Recruitment process closes	5 November
Selection Centre process	Mid to end November
Appointments confirmed by Shadow Appointments Committee	End November
Shadow Council to agree recommendations for Statutory Posts (except MO)	3 December
Tier 2 - Successful appointees start (will depend whether internal or external)	January - March
MO Selection	10-14 December
Shadow Council to agree recommendation for MO appointment	January (tbc)

Proposed Group “In Scope” (at risk)

Role	Current Council
Strategic Director (s151)	Christchurch & East Dorset
Strategic Director	Christchurch & East Dorset
Strategic Director	Christchurch & East Dorset
Strategic Director	DCC
Strategic Director	DCC
Strategic Director (s151)	DCC
Assistant Chief Executive (MO)	DCC
General Manager Resources	Purbeck
General Manager Planning & Community Services	Purbeck
General Manager	Purbeck
Service Director – Financial Services (s151)	DCC
Service Director – Organisational Development & MO	DCC
Corporate Director for Environment & the Economy	DCC

Shaping Dorset Council