

Shaping Dorset Council

Equality Impact Needs Assessment

1. Title of Policy/Service/Project	Dorset Shadow Council Tier Two 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
4. Date assessment started:	8 August 2018
5. Date assessment completed:	2018

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 6 new posts – 5 at Tier 2 and one at Tier 3 (please see attached structure chart). The posts will be advertised externally as well as internally and all existing Tier 2 staff in the 6 councils will be guaranteed a longlisting interview (please see attached list). Other managers will also be able to apply and all internal applicants will be offered support in the process to enable them to be the best they can be. This process will not delete any existing posts and these posts and their postholders will TUPE across into the new organisation on 1 April, unless voluntary redundancy is agreed for any of the 13 individuals currently at Tier 2 who request it.

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

- Current councils recruitment guidance will be used to develop a fair and transparent process for the purposes of this particular recruitment exercise.

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

- 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?
<ul style="list-style-type: none">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?
<ul style="list-style-type: none">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 the best they can be.All staff and members will be made aware of the process

Monitoring and Research:

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

- Background: a full public consultation and opinions survey was carried out in December 2016. The proposal for the new Dorset Council is available at: <https://futuredorset.co.uk/the-proposal/>
- 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

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

	Actual or potential positive benefit	Actual or potential negative outcome
16. Age	<ul style="list-style-type: none"> Potential for a workforce which represents the diversity of the community it 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 workforce which represents the diversity of the community it serves Reasonable adjustments to support the recruitment process 	<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 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 workforce which represents the diversity of the community it 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 workforce which represents the diversity of the community it 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"> 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 workforce which represents the diversity of the community it 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 workforce which represents the diversity of the community it 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 workforce which represents the diversity of the community it 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 	<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:

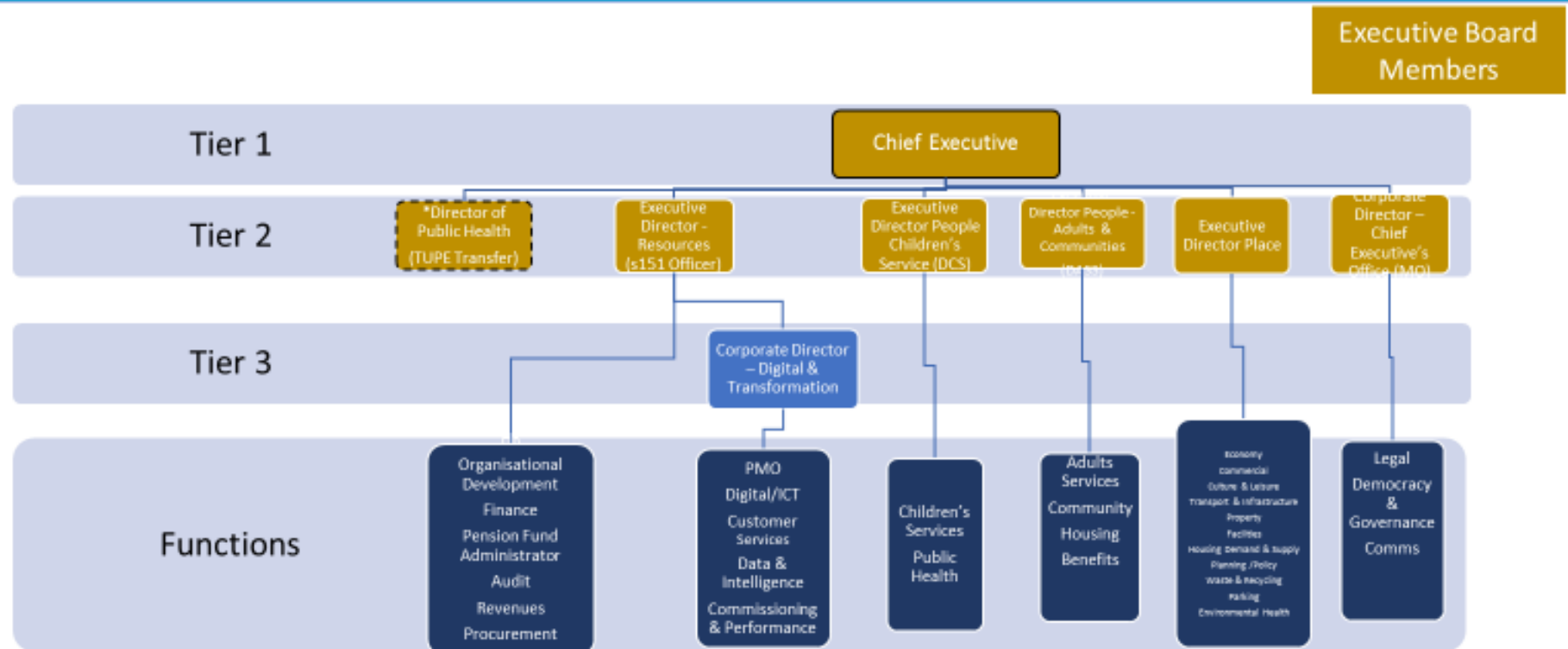
- What has/will be done to reduce the negative impacts on groups as identified above.
- Detail of positive impacts and outcomes
- The arrangements for monitoring the actual impact of the policy/service/project

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 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 	<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	<ul style="list-style-type: none">• Get feedback from employees on whether the communication method was sufficient for them and any future preferences to be factored in.			
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Proposed Structure Chart

Posts to be filled with immediate effect



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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 – although the functions of these roles will be carried out by employees across the existing councils This decision does not mean that future roles, as developed and appointed to, will all be advertised externally
2. Existing Tier 2s who currently carry out like-type activities will be guaranteed a longlist interview (we will confirm and communicate to those who will be “ringfenced” in this way)	<ul style="list-style-type: none"> Although size of jobs varies in different councils, it is important that we engage with our existing workforce in the right way and are seen to be treating people fairly – this process will set the tone for future recruitment into the new organisation
3. All ringfenced Tier 2 staff will be offered one-to-one interview preparation support. This same support will also be offered to other service directors who choose to apply	<ul style="list-style-type: none"> People will potentially be at risk following the transfer to the new organisation and it is important we enable people to be the best they can be
4. All staff in ringfenced Tier 2 roles will still TUPE over to Dorset Council 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. Any restructuring – either as part of convergence of teams or transformational redesign will happen after 1 April 2019
5. The option of voluntary redundancy will be considered as an option for those in ringfenced posts	<ul style="list-style-type: none"> There will be a need for a reduction in senior management numbers moving forward and this options gives people some personal choice in deciding their future. Service continuity needs will need to be considered before a decision is finalised

Proposed Ringfence for Guaranteed Longlist Interview

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

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Timeframe for filling roles

Key Milstones	When
Engagement with stakeholders to design new structure	By first week of August ✓
Papers issued for SEC	13 August ✓
Sign-off of structure, role profiles and salary ranges with Shadow Executive	21 August
Develop role profiles	By end August
Finalise recommendations for grading and salaries	By end August
Procurement process for recruitment partner	By end August
Internal communication of process	Before "go live" date
Go Live with recruitment process	September
Recruitment process closes	Mid-October
Selection process	Early/mid November
Appointments confirmed by Shadow Appointments Committee (will it need to go to Shadow Exec?)	End November
Successful appointees start (will depend whether internal or external)	December – March

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