

# Tier 2 Structure Proposals

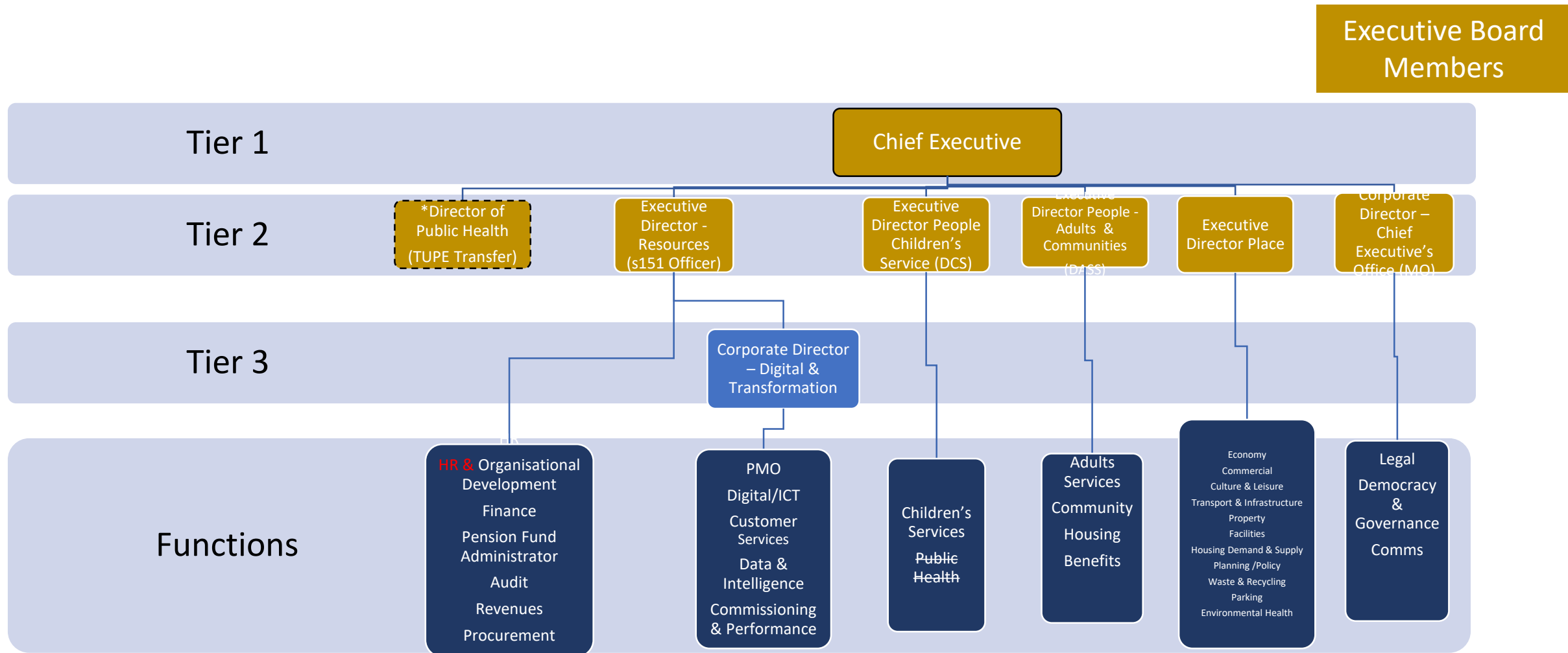
# Organisational Design Principles (High Level)

The design principles for the new operating model for the council are outlined below (these are scheduled to go to the Shadow Council on 21 August for agreement). These principles will be used to shape the new operating model for the council, 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



# Rationale & Comments for Proposed Approach

- Job titles are indicative at the moment
- The size/grade of roles at Tier 2 may be at different levels and roles will be evaluated using the LGA Senior Officer Scheme before the roles are advertised
- Single Director of People is a step too far at the moment – gives too much risk – hence the continuation of two separate roles (one for Childrens and one for Adults)
- Budget challenge is high risk and so Section 151 officer needs to be part of the Executive team (proposed as the Resources Director)
- It is proposed to fill one Tier 3 role – the Corporate Director Digital & Transformation. This is required as a new post to start to develop and drive the transformation needed to deliver Phase 3 of the Shaping Dorset Council transformation
- Other roles at Tier 3 will not change immediately but the functional areas, with the current teams, will align as indicated (some additional areas may need to be added as the detail is worked through)
- The current Corporate Director of Public Health will TUPE (as a shared post with BCP), as will the Director of Dorset Waste Partnership (as a Tier 3 post in the new structure)

# Generic Requirements/Capabilities for Executive Team

- Key focus on shared corporate accountabilities which will include:
  - Enabling and leading delivery of the transformation of Dorset Council
  - Working with elected members to develop and deliver the strategic direction for the council
  - Delivering 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
  - 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"> <li>• The DCS role for DCC is currently covered by an interim and the DASS by the Chief Executive for DCC</li> <li>• 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</li> <li>• This decision does not mean that future roles, as developed and appointed to, will all be advertised externally</li> </ul>
<p>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)</p>	<ul style="list-style-type: none"> <li>• 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</li> </ul>
<p>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</p>	<ul style="list-style-type: none"> <li>• 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</li> </ul>
<p>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</p>	<ul style="list-style-type: none"> <li>• 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</li> </ul>
<p>5. The option of voluntary redundancy will be considered as an option for those in ringfenced posts</p>	<ul style="list-style-type: none"> <li>• 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</li> </ul>

# 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

# 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
- Further work to be done on benchmarking salaries and to evaluate roles but early work suggests the following salary levels will be required in order to attract and retain the right candidates:
  - Exec Directors - £120 - £140k
  - Corporate Directors - £90-£110k



# Timeframe for filling roles

Key Milestones	When
Engagement with stakeholders to design new structure	By first week of August ✓
Papers issued for SEC	13 August ✓
<b>Sign-off of structure, role profiles and salary ranges with Shadow Executive</b>	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
Engagement with current Tier 2s to review proposals	Early September
Agreement of final proposals with the Leader & Lead Member for HR & Workforce	Mid-September
Internal communication of process	Before “go live” date
<b>Go Live with recruitment process</b>	End September
<b>Recruitment process closes</b>	End-October
Selection process	Early/mid November
<b>Appointments confirmed by Shadow Appointments Committee (will it need to go to Shadow Exec?)</b>	End November
<b>Successful appointees start (will depend whether internal or external)</b>	December – March