

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>
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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.