

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

Director of Public Health
(Shared Post with BCP)

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

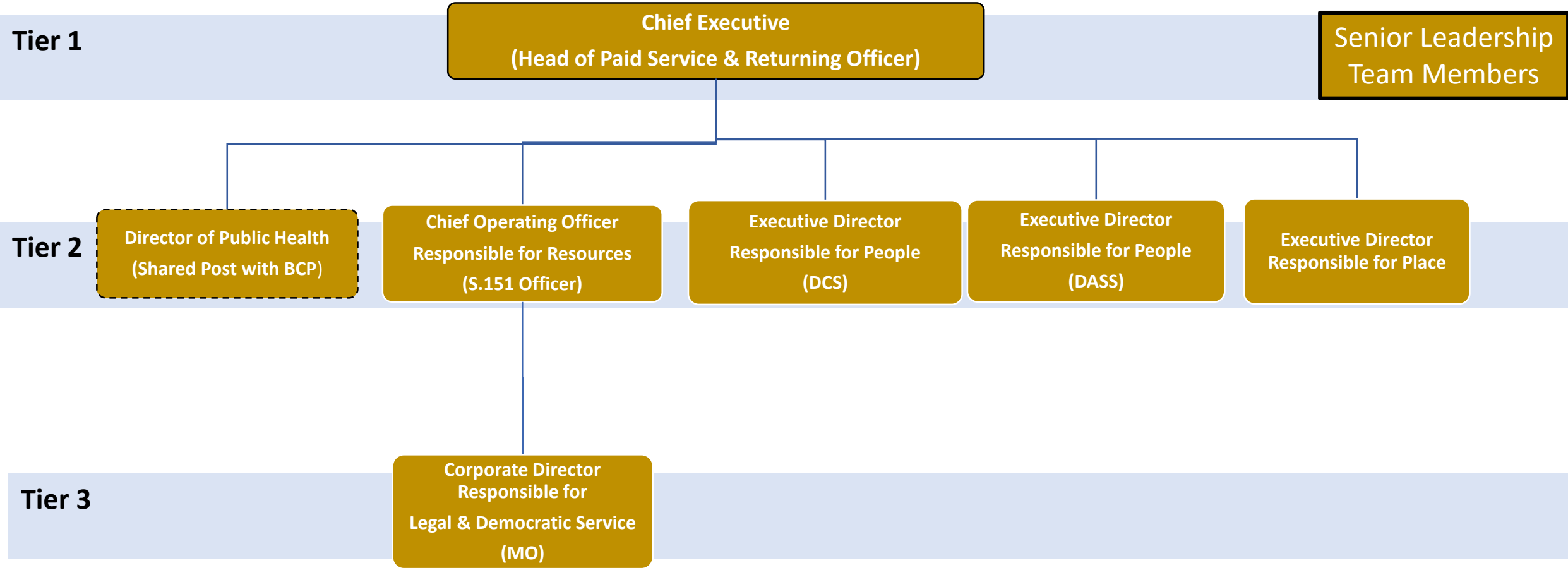
Executive Director
Responsible for People
(DCS)

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

- 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)