

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:

<p>6. What type of policy/service/project is this?</p> <ul style="list-style-type: none">• 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.
<p>7. What are the aims/objectives of the policy/service/project?</p> <ul style="list-style-type: none">• 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
<p>8. Are there any associated services, policies or procedures? Yes</p> <ul style="list-style-type: none">• 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.
<p>9. List the main people, or groups of people, that this policy/service/project is designed to benefit and any other stakeholders involved?</p> <ul style="list-style-type: none">• 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
<p>10. Will this policy/service/impact on any other organisation, statutory, voluntary or community and their clients/service users?</p> <ul style="list-style-type: none">• 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:

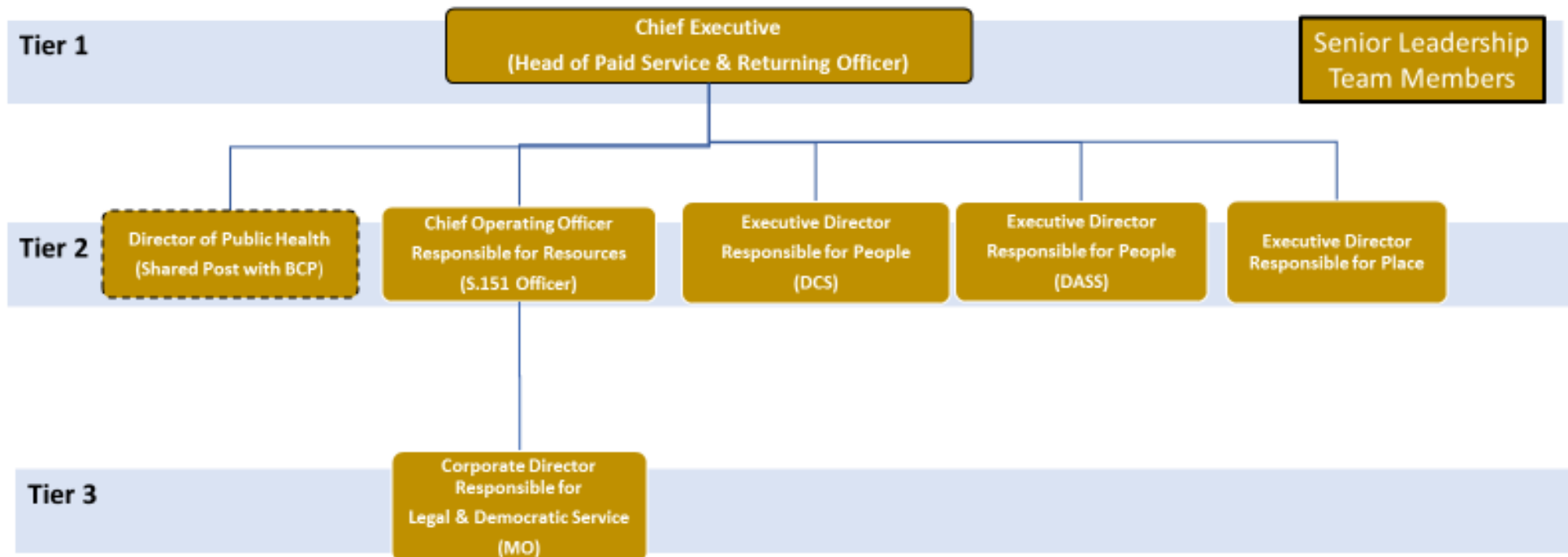
- What has/will be done to reduce the negative impacts on groups as identified above.
- Detail of positive impacts and outcomes
- The arrangements for monitoring the actual impact of the policy/service/project

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

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