



## Bournemouth, Christchurch and Poole Shadow Executive Committee

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Report Subject	<b>Senior Appointments – Tier 2 Leadership Roles</b>
Meeting date	24 <sup>th</sup> July 2018
Report Author	Saskia de Vries, Service Director – Human Resources & OD Bournemouth & Poole
Contributors	Members of the Senior Appointments Task and Finish Group – Cllr Janet Walton, Cllr John Beesley, Cllr Mike White, Cllr Nicola Greene, Cllr Sally Derham Wilkes, Cllr David Flagg, Jon Burrows
Status	Public
Classification	For decision
Executive summary	This report sets out the recommendations of the Senior Appointments Task and Finish Group regarding the process and timeline for the appointment of the Tier 2 leadership roles (i.e. Executive/Strategic Directors) to the new authority.
<b>Recommendations</b>	The Shadow Executive Committee is asked to: <ol style="list-style-type: none"> <li>1. Approve the creation of five Tier 2 roles as set out in Section 2.</li> <li>2. Approve the recruitment process and timetable for the Tier 2 roles as set out in Section 3.</li> <li>3. Delegate authority to the Senior Appointments Task &amp; Finish Group in conjunction with the Service Director – Human Resources &amp; OD, to approve the final job descriptions for the Tier 2 roles.</li> <li>4. Delegate authority to the Senior Appointments Task &amp; Finish Group in conjunction with the Service Director – Human Resources &amp; OD, to approve the portfolios / areas of responsibility for the Tier 2 roles.</li> <li>5. Delegate authority to the Senior Appointments Task &amp; Finish Group in conjunction with the Service Director – Human Resources &amp; OD to approve the placement of statutory roles</li> </ol>

	as part of their work to finalise job descriptions and areas of responsibility.
Reason for Recommendations	To enable the commencement of the recruitment and selection process for Tier 2 leadership roles, and ensure that appointments can be made prior to vesting day on 1 <sup>st</sup> April 2019.

## 1. Background Detail

- 1.1. A Task & Finish Group has been established to develop the process for appointing to senior roles within the new authority.
- 1.2. Recommendations on the Tier 1 role were approved by the Shadow Executive Committee at its meeting on the 15<sup>th</sup> June 2018, and the advert for this post went live on 12<sup>th</sup> July.
- 1.3. Alongside their work on Tier 1, the Task & Finish Group have been considering the approach for Tier 2 roles, and developing the proposals set out in this report. This work has been supported by the Local Government Association (LGA) and advice from other strategic HR partners engaged as part of the LGR Programme (namely Penna and Korn Ferry Hay Group).

## 2. Tier 2 Structure

- 2.1. Various options have been considered on Tier 2 structures, including current arrangements in the preceding authorities, and the work with Local Partnerships undertaken in 2016.
- 2.2. A key consideration has been balancing the ambition of the new authority with the financial climate, and ensuring that the necessary skills, capacity and resilience exists at a senior leadership level to deliver the vision for the new authority: It is therefore proposed to create five Tier 2 roles with responsibility for the following portfolios:
  - Adults
  - Children
  - Regeneration & Economy
  - Environment
  - Resources

## 3. Process of Appointment

- 3.1. Three main options have been considered for appointing to the Tier 2 roles:
  - External competition only
  - Internal competition only
  - A combination of internal and external competition
- 3.2. Each of these options offers their own benefits, and key considerations included:
  - Ensuring that the process is legal, fair & equitable to relevant employees in the preceding authorities

- Retaining talent wherever possible
- Providing the opportunity for the new Chief Executive to input to the Tier 2 selection process
- Appointing to the Tier 2 roles prior to April 2019

3.3. It is therefore proposed to run an initial internal recruitment and selection process, based on an independent assessment to inform job-matching and ring-fencing arrangements. Should this process not result in a suitable candidate being found for any of the roles, then the role will be advertised externally.

3.4. Based on this approach, the following timetable is proposed:

Activity	Date	Detail
Finalise Tier 2 job descriptions & role profile	End July	To be agreed by Senior Appointments Task & Finish Group
Assessment of job roles & confirmation of job-matching / ring-fencing arrangements	End August	Independent assessment
Invite expressions of interest where appropriate	Sep	Based on outcome of job-matching / ring-fencing assessment
Run selection process	Oct - Nov	Detail of selection process to be developed

#### 4. Summary of Financial Implications

4.1. The Local Partnerships financial model which underpinned the Future Dorset proposal and the Financial Strategy approved by the BCP Joint Committee on 23<sup>rd</sup> March 2018 both recognised that the main areas for savings for the new authority will be from reducing the consolidated staff base. Such savings being delivered from avoiding duplication in the cost of management and through economies of scale in service delivery.

4.2. The Consolidated Medium Term Financial Plan Update report presented elsewhere on this Shadow Executive agenda identifies a current funding gap for 2019/20 of £12.966m. In approving the recommendations of this paper, the Shadow Executive are setting the context for the savings that can be delivered from the consolidation at the Tier 2 level.

4.3. It should be highlighted that such savings will be less than those assumed by Local Partnerships in 2016 who assumed three Tier 2 officers. The proposal however will recognise the latest good practice in regards to organisational design of a Unitary Council including the separation of the Adults and Children's Portfolios. The lower the staffing savings delivered at Tier 2 level the higher the savings that will have to be delivered within other themes highlighted in the approved Financial Strategy.

## **5. Summary of Legal Implications**

- 5.1. Specialist external legal support is available to support this process and provide advice on options and legal implications as required during the course of this process. One of the key considerations as set out above has been to ensure that the employment law issues arising in respect of this process are fully considered and all elements of the process are in accordance with the legal framework within which the councils operate.

## **6. Summary of Human Resources Implications**

- 6.1. In addition to the legal implications above, the individuals that will, or could, be impacted by the Tier 2 appointment process have been contacted prior to publication of this report.

## **7. Summary & Recommendations**

- 7.1. Appointing to the Tier 2 leadership posts represents a key element of Phase 2 (Delivering senior staffing structures and business functionality for April 2019).

- 7.2. The Shadow Executive Committee is asked to:

- Approve the creation of five Tier 2 roles as set out in Section 2.
- Approve the recruitment process and timetable for the Tier 2 roles as set out in Section 3.
- Delegate authority to the Senior Appointments Task & Finish Group in conjunction with the Service Director – Human Resources & OD, to approve the final job descriptions for the Tier 2 roles.
- Delegate authority to the Senior Appointments Task & Finish Group in conjunction with the Service Director – Human Resources & OD, to approve the portfolios / areas of responsibility for the Tier 2 roles.
- Delegate authority to the Senior Appointments Task & Finish Group in conjunction with the Service Director – Human Resources & OD to approve the placement of statutory roles as part their work to finalise job descriptions and areas of responsibility.

## **8. Background papers:**

None.