

**Somerset Council**

**Tiers 2 & 3 Restructure Proposal and Pre-Transfer Redundancy Consultation**

Version Final

Status: Draft

Owner: Duncan Sharkey

**Contents**

<b>1. Context</b>	<b>2</b>
<b>2. Purpose of the Restructure</b>	<b>2</b>
<b>3. Restructure Proposals</b>	<b>3</b>
<b>4. Costs</b>	<b>3</b>
<b>5. Posts at Tiers 4 and below</b>	<b>4</b>
<b>6. TUPE</b>	<b>4</b>
<b>7. Appointments Processes</b>	<b>4</b>
<b>8. Timeline</b>	<b>6</b>
<b>9. Governance</b>	<b>6</b>
<b>10. 'Slot-Ins' and 'Ringfencing'</b>	<b>7</b>
<b>11. Posts within the Scope of this Consultation</b>	<b>7</b>
<b>12. Applications</b>	<b>8</b>
<b>13. Job Descriptions</b>	<b>8</b>
<b>14. Salaries</b>	<b>9</b>
<b>15. Terms &amp; Conditions</b>	<b>9</b>
<b>16. Start Dates</b>	<b>9</b>
<b>17. Support for Appointments Processes</b>	<b>9</b>
<b>18. Redundancies</b>	<b>10</b>
<b>19. Avoiding Redundancies</b>	<b>11</b>
<b>20. Agency Workers</b>	<b>11</b>
<b>21. Equalities</b>	<b>11</b>
<b>22. Responses to the Consultation</b>	<b>11</b>
<b>23. Support for Staff</b>	<b>12</b>
<b>Appendix One – Roles at Risk of Redundancy</b>	<b>13</b>
<b>Appendix Two – Draft Structure for Somerset Council</b>	<b>14</b>
<b>Appendix Three – Organisational Change Principles</b>	<b>25</b>
<b>Appendix Four – Agency Workers</b>	<b>26</b>
<b>Appendix Five – Equalities Impact Assessment</b>	<b>31</b>

## 1. Context

Somerset Council will be created on 1<sup>st</sup> April 2023, with the four District Councils merging with the County Council. The programme to achieve this merger has the following objectives:

- Create a new unitary Council for Somerset that delivers the approved business case on 1 April 2023.
- Enable performance capability – to deliver the approved business case vision on 1 April 2023.
- Develop the new council to optimise benefits and opportunities from 1 April 2023 to 31 March 2025.

The process to appoint a chief executive for the new council was completed in July 2022, with the appointment of Duncan Sharkey to Somerset County Council (as the continuing authority to Somerset Council). The programme is now preparing to appoint the leadership team ('tiers two & three') to the new Council and this document presents consultation on the proposed draft structure for posts at tiers 2 and 3, draft job descriptions, indicative salaries and details of the appointments processes for these roles.

On 18 March 2022 the Secretary of State made the Somerset (Structural Changes) Order 2022 (SCO). The SCO formalises the decision to implement local government reorganisation in Somerset and sets out the legal framework for implementation. The merger of one or more organisations into another will result in the transfer of staff under relevant TUPE legislation; in the case of local government reorganisation, this is confirmed in Regulation 3 of the Local Government (Structural and Boundary Changes) (Staffing) Regulations 2008.

This document forms the basis of consultation in the following areas:

- The proposed structure for the top 3 tiers of Somerset Council and the process to recruit to the posts at tiers 2 and 3.
- Proposed redundancies that will be made post Vesting Day by Somerset Council, as a result of Tiers 2 & 3 restructuring.

## 2. Purpose of the Restructure

The opportunities presented by local government reorganisation are huge, as are the challenges that the new organisation will face. Bringing together 5 organisations will help the new Council to realise positive change, including:

- Putting the people of Somerset at the heart of the new Authority.
- Creating new local opportunities for residents to have a real say about their own communities.
- Cutting red-tape.
- Freeing up money that can be spent on real local issues and challenges, including:
  - Caring for our most vulnerable residents
  - Delivering life-chances for our children and young people

- Reducing rural isolation and loneliness
- Delivering the housing each community needs
- Investing in climate change
- Boosting economic growth, jobs and apprenticeships.

It is anticipated that the restructuring of senior teams will result in approx. £2 million of savings.

Many of the challenges that Somerset Council will face are national problems and issues, such as housing, children's & adults' social care, education, and the economy. We also face significant funding gaps in the years ahead, in common with most upper-tier and unitary authorities.

The existing structures within each of the 5 Councils vary significantly both in terms of roles and levels. It is not sustainable or manageable for the existing senior leadership structures to remain with the creation of a single Council. It is vital to the delivery of the new Council that an effective and sustainable leadership team is in place, in time for Vesting Day on 1<sup>st</sup> April 2023, to help realise the opportunities that local government reorganisation presents, and to deliver financial stability to the organisation.

### **3. Restructure Proposals**

These proposals will impact on existing senior leadership teams in all five local authorities in Somerset. It is suggested, however, that Adult Social Care, Children's Services and Public Health are out of scope for this restructure. The proposed structure includes these functions in the leadership team for Somerset Council, however it is suggested that the roles that currently exist at tiers 2 and 3 in these functions will continue broadly unchanged.

As a result of the proposed structure for tiers 2 and 3, a number of roles in Somerset County Council, Mendip District Council, Sedgemoor District Council, Somerset West & Taunton District Council and South Somerset District Council have been identified as being at risk of redundancy. These posts are detailed in Appendix 1.

Defining precisely which roles are impacted by the proposals for Tiers 2 & 3 restructuring is problematic due to the significant differences in the current structures of each Council.

The key question used to identify the posts in Appendix 1 is whether the post will continue as a result of the proposed structure for tiers 2 and 3 in the new Council. These posts have been checked with the respective organisations; however further clarification may develop during the consultation period. This document will therefore be made available to all staff at the start of the consultation period, due to a) the potential impact of these proposals and possible changes to line management reporting and b) to ensure that no one who may be directly affected by Tiers 2 & 3 restructuring is inadvertently missed from the consultation itself.

### **4. Costs**

The restructuring of Tiers 2 & 3 will result in significant overall cost savings from the combined leadership teams and other posts. Current costs (for posts specified in Appendix 1) are as follows:

Mendip	£970,000
Sedgemoor	£875,000
Somerset County Council ( <i>nb excludes Adults, Children's &amp; Public Health</i> )	£1,313,000
Somerset West & Taunton	£1,195,000
South Somerset	£569,000
<b>TOTAL</b>	<b>£4,922,000</b>

The proposed costs for the Senior Leadership Team for Somerset Council (excluding Adults, Children's and Public Health) at Tiers 1-3 are £2,869,000. These proposals will therefore produce a saving of c.£2m per year (before application of the 2022-2023 pay award)

A list of posts that have been identified as being at-risk of redundancy can be seen in Appendix 1.

## 5. Posts at Tiers 4 and below

The structure below tier 3 will be determined by the Head of Paid Service on the recommendation of the Executive and Service Directors (therefore those at tiers 2 & 3), following appointments to those posts. If an appointment isn't made to a tier 2 or 3 post, an interim structure may be proposed for a particular service area and/or team.

It is anticipated that work on determining service structures will commence as soon as possible or in March 2023, with the possibility that recruitment to some specific posts starts earlier.

## 6. TUPE

The transfer of staff to Somerset Council will be governed by the Transfer of Undertakings (Protection of Employment) Regulations ('TUPE') and as such, all staff will transfer into Somerset Council with their current terms & conditions of employment protected.

Any changes to working arrangements and other actions (known as 'measures') will be notified to staff representatives and staff. This may include, for example, the new structure for Somerset Council.

## 7. Appointments Processes

The proposed structure for Tiers 1 – 3 of Somerset Council can be seen in Appendix 2. The processes to appoint to the Leadership Team for Somerset Council will be supported by a set of Organisational Change Principles (Appendix 3), that have been agreed with Leadership Teams, trade union representatives and the HR Committee at Somerset County Council. Principles supporting appointments to Tiers 2 & 3 are presented in section 4.2 of the Organisational Change Principles.

These processes will be divided into two parts, to cover Tier 2 and Tier 3. It is proposed that the following roles are appointed to (subject to the outcome of this consultation):

## 7.1. Tier 2

Roles proposed as part of Tier 2 that will need appointing to are:

- Executive Director of Community Services
- Executive Director of Climate and Place
- Executive Director of Strategy, Performance & Localities
- Executive Director of Resources (s151)

It is proposed that the Executive Directors of Public Health, Children's Services and Adult Social Care continue in their current posts, which will be broadly unchanged post-1st April 2023 and therefore unaffected by this restructure.

## 7.2. Tier 3

Roles proposed as part of Tier 3, that will need appointing to, are as follows (by service area)

### **Climate & Place**

- Service Director – Climate & Sustainability
- Service Director – Infrastructure & Transport
- Service Director – Economy, Employment & Planning

### **Community Services**

- Service Director – Housing
- Service Director – Culture
- Service Director – Customers
- Service Director – Regulatory & Operational

### **Resources & Corporate Services (s151)**

- Service Director - Finance & Procurement
- Service Director - Strategic Asset Management
- Service Director - Information Communication & Technology

### **Strategy, Performance & Localities**

- Service Director – Partnerships & Localities
- Service Director – Strategy & Performance
- Service Director – Governance, Democratic & Legal Services
- Service Director – Human Resources

It is proposed that the current Director, Deputy and Assistant Director roles in Public Health, Adult Social Care and Children's Services will remain broadly unaffected by this restructure. These can be seen in the proposed structure of Somerset Council (Appendix 2).

## 8. Timeline

A timeline for the Tier 2 appointments process and pre-transfer redundancy consultation has been prepared, with a summary presented in Table 1. It is anticipated that the process will start in the second week of November.

*Table 1 - Tier 2 Indicative Timeline*

<b>Week Number</b>	<b>Activity</b>
<b>1.</b>	Commence consultation on proposed structure for tiers 2 and 3, proposed processes and pre-transfer redundancy consultation (minimum of 30 days) starts
<b>2.</b>	Structure and pre-transfer redundancy consultation
<b>3.</b>	Structure and pre-transfer redundancy consultation
<b>4.</b>	Structure and pre-transfer redundancy consultation
<b>5.</b>	Consider responses and publish final proposals (structure, process, etc)
<b>6.</b>	Advise those staff who are slotted to existing role. Advise staff who are in ring fences where this may apply Seek Expressions of Interest (EOIs) & CVs
<b>7.</b>	Deadline for EOIs & CVs
<b>8.</b>	Shortlist & invite candidates to selection processes
<b>9.</b>	Commencement of Appointment Committees
<b>10.</b>	Appointment Committees
<b>11.</b>	Notify candidates of outcomes

Tier 3 appointments processes will commence following the conclusion of Tier 2 processes; it is anticipated that this will be late January 2023.

Restructuring of other tiers will happen on a 'service-by-service' basis, which will enable Executive and Service Directors to design services and teams, in partnership with Elected Members, staff and trade union representatives.

## 9. Governance

Postholders at Tiers 2 & 3 are Chief Officers within the Senior Leadership Team at Somerset Council (with Somerset County Council as the continuing authority):

- Appointments to posts that fall within this category will follow procedures as specified in Somerset County Council's Constitution and therefore must involve Elected Members and an Appointments Panel & Appointments Committee.
- The process used for appointments will be decided by the Appointments Panel, which will appoint Committees to undertake the appointments processes.

## **10. 'Slot-Ins' and 'Ringfencing'**

The Organisational Change Principles that have been agreed (Appendix 3) present criteria for staff who might 'slot-into' a post or be part of a ringfenced group. Ringfencing and slotting-in will be determined as follows:

- The ring-fenced population for posts will be decided in consultation with the trade unions and in accordance with agreed organisational change principles. Establishing the population for ring fencing will include the essential criteria of the role, the individual's skill set match, current role, span of control and position in the existing hierarchy. There may be examples of similar roles sitting in different tiers, in respective organisations, and this process will take account of those.
- Slotting-In and Ringfencing processes will apply where there has been no significant change in the duties and responsibilities of a post following restructuring and where the number of posts available is equal to or more than the number of existing post holders in the workplace unit. No significant change is defined as 75% the same job content before and after restructuring. For slotting-in, it needs to be clear that there are no other employees impacted by the restructure that could have a comparable claim on the post, including those who have been displaced from other roles where the post might be deemed to be suitable alternative employment.

It is proposed that the scope and span of roles at Tiers 2 & 3 will mean that the '75%' rule is unlikely to apply, and roles will therefore be 'open' for application (for 'internal' applicants, in the first instance) and subject to selection processes including shortlisting as per the person specification, an individual's experience, and assessment including interviews. This proposal is of course subject to the outcome of the consultation period.

## **11. Posts within the Scope of this Consultation**

An analysis of the total number of posts currently in tiers 1-3 within the five councils has been completed. This shows that it is very difficult to compare roles and tiers across organisations with a sense of consistency, with some authorities having functions at different levels ('tiers') and others combining functions within one role. Therefore, a role that is being done in tier three in one organisation might be tier four in another; this happens most noticeably when comparing roles in District Councils with some roles in the County Council.

With this in mind, 48 posts have been assessed as potentially being immediately impacted on by tiers 2 & 3 restructuring.

Principles governing organisational change have been agreed. These will ensure that there is consistency and fairness throughout these processes:

- Where one person will be doing the same role or broadly similar role in the new council as they were in their current (or previous, depending on when the change happens) organisation, they will continue in post (or 'slotted-in').
- Where more than one person is doing the same or broadly similar role, but there are fewer roles in the new council, then they will be 'ringfenced' to apply for that post(s)
- In all other cases, roles will be advertised across the five councils for application.

'Broadly similar' in the context of this consultation and subsequent application processes has been set at 75% match between the role someone is currently doing and the post in the new council. Whilst this is open to interpretation, it will act as a guide when assessing whether someone is slotted into a post, part of a ringfenced process or able to apply openly for posts that cannot be matched to.

The Organisational Change Principles can be accessed from Appendix 3.

There are 29 posts in the proposed structure for Tiers 1 – 3 in Somerset Council, one being the Chief Executive and eleven of which are in Adult Social Care, Children's Services and Public Health.

## **12. Applications**

At the end of the consultation period, and following confirmation of the structure for tiers 2 and 3 employees will be invited to formally express an interest in Tier 2 posts, through the submission of a personal statement and CV. This process will be repeated for Tier 3 posts, once the appointments processes for Tier 2 posts has concluded.

## **13. Job Descriptions**

Draft job descriptions for posts at Tiers 2 & 3 have been prepared and can be accessed on respective organisations' intranets (links below). These folders will also include the Organisational Change Principles and the People Attributes that will support the appointments processes.

Final versions of job descriptions will be published at the end of the consultation period and will be assessed using the County Council's job evaluation process.

Links to Job Descriptions are as follows:

[Mendip](#)

[South Somerset](#)

[Sedgemoor](#)

[Somerset West & Taunton](#)

[Somerset County Council](#)



## **14. Salaries**

Salaries for Tier 2 & 3 roles have been compared with similar roles in equivalent organisations, through a benchmarking exercise. This considers the responsibilities, size and scope of these posts, in what will be the second largest unitary council in the country. The salary for each role will be presented at the end of the consultation period and will be subject to approval by the Appointments Panel. The benchmarking exercise shows that the following ranges may apply to posts at Tiers 2 & 3:

Tier 2 roles - £130k - £150k

Tier 3 roles - £100k - £120k

The recommended salary for each post will also reflect the weighting of job evaluation points and market comparisons. Advice will be taken from external partners, including Korn Ferry (for job evaluation, using the 'Hay' methodology) and Faerfield (see below, Support for Appointments Processes) for market comparisons (in addition to benchmarking work already completed).

## **15. Terms & Conditions**

- Appointments to these posts will be on Somerset Council's Terms & Conditions of employment (see below for 'Slot-Ins' and ringfenced processes).
- Where an appointment is made prior to any new terms and conditions for Somerset Council coming into force, Somerset County Council terms will be used.
- 'Slot-ins' and those considered for a role through a ringfenced process will receive their current terms and conditions, although salaries may be reviewed by the chief executive/manager in accordance with existing processes.

If the salary for the role is increased following this review (outside of annual cost of living increases), then the postholder will have the option to move to Somerset Council terms and conditions in return for accepting the new salary.

## **16. Start Dates**

Appointments for tiers 2 and 3 will take effect from 1<sup>st</sup> April 2023 unless agreed between the Chief Executive, the 'designate' appointment and the current employing organisation.

## **17. Support for Appointments Processes**

A recruitment provider has been commissioned to assist with the Appointments Processes. The company ('Faerfield') will help with the following:

- Maintaining independence through the appointments processes.
- Receiving applications
- Providing advice to the Appointments Panel and Committees on salaries, job descriptions and shortlisting.

Faerfield partnered with the LGR programme for the Chief Executive appointment process, following a competitive bid process which contained an option to extend the contract to other areas.

## 18. Redundancies

This consultation proposes a number of redundancies, as a result of Tiers 2 & 3 restructuring. The majority of posts that are currently in the leadership teams for Somerset County Council, Mendip District Council, Sedgemoor District Council, Somerset West & Taunton District Council and South Somerset District Council will not exist in the structure of Somerset Council and a list of the posts that are at-risk of redundancy is included in Appendix 1.

- There are 48 posts that have been identified as being at risk of redundancy as a direct result of the proposed structure for tiers 2 and 3 and these are presented in Appendix 1.
- Employees who are in one of the posts identified as at risk of redundancy will be supported through 'outplacement' services and an employee assistance programme. All staff, irrespective of what is happening to their role, will transfer into Somerset Council on 1<sup>st</sup> April 2023 unless agreed otherwise through a voluntary process.
- Redundancy payment terms will be as per an employee's existing policy and entitlement at the point of transfer to Somerset Council unless otherwise agreed through a voluntary earlier exit.
- Redundancy processes will follow procedures specified in Somerset Council's Constitution and Redundancy Policy. Typically, this will apply to senior leadership roles and/or redundancy costs that exceed £100k. Redundancy payments will be in line with transferring terms and conditions of employment.
- Notices of redundancy will not be issued prior to Vesting Day unless agreed otherwise through a voluntary process. Employees who are issued with notice of redundancy will have the right to appeal against the decision to make them compulsorily redundant.
- Appointments processes to tiers 2 & 3 will be supported by a voluntary redundancy programme, in line with an individual's current redundancy terms.

### 18.1. Criteria

In assessing the posts that may be at risk of redundancy, an assessment has been undertaken looking at the new roles and comparing these to posts in the existing structures of all 5 Councils. The following principles have been applied.

- Is there a post or posts in the existing structures that wholly or mainly undertakes or is responsible for the strategic direction of the service areas listed under one of the proposed new posts?
- Is there a post or posts in the existing structures with the strategic responsibility for multiple services where these services are wholly or mainly split in multiple directions and across more than one of the proposed new posts?
- Is there a post or posts in the existing structures that holds a statutory role that it is proposed is attached to one of the proposed new posts.

If any of the above apply, then the existing post or posts have been included in the list of posts that may be at risk of redundancy.

## **19. Avoiding Redundancies**

Where redundancies are proposed, compulsory redundancy will always represent a last resort in the process of organisational change.

All options for avoiding compulsory redundancy will be explored, including:

- Limiting the refilling of posts on a permanent basis when employees leave the organisation.
- Restrictions on recruitment.
- Opportunities for secondments across the organisation.
- Seeking volunteers for job-share or part-time work.
- Retraining existing employees to cover any skills gaps.
- Agency resource to cover fluctuations in requirements and to ensure redeployment opportunities are available for permanent staff.
- Redeployment of employees, within their contract of employment, to suitable alternative employment.
- If appropriate, seeking volunteers for voluntary redundancy or early retirement. This would not be appropriate for example where it is likely others would not be able to be redeployed.
- Other cost saving measures that preclude the need for redundancy.

The appointments processes to Tiers 2 & 3 posts will be supported by a voluntary redundancy programme. Expressions of interest for this option will be sought at the end of the consultation period. If this is something that is possibly of interest, then employees should contact their HR team for further details, and they are encouraged to do so as soon as possible.

## **20. Agency Workers**

A list of roles covered by agency workers that are currently engaged by the five Somerset local authorities is shown in Appendix 4. It is a requirement of the Trade Union and Labour Relations (Consolidation) Act 1992 that this information is shared, to show the total numbers of agency workers, the parts of the employer's undertaking in which those agency workers are working and the type of work those agency workers are carrying out.

## **21. Equalities**

A draft Equalities Impact Assessment has been prepared to support the consultation and this is presented in Appendix 5. An updated and finalised version will be available following the conclusion of the consultation period and will take into account any changes to the proposals.

## **22. Responses to the Consultation**

Responses to and questions about this consultation can be directed as follows:

- General feedback - [lgrconsultationfeedback@somerset.gov.uk](mailto:lgrconsultationfeedback@somerset.gov.uk)
- Duncan Sharkey – Chief Executive, Somerset County Council – [Duncan.sharkey@somerset.gov.uk](mailto:Duncan.sharkey@somerset.gov.uk)

- Director leads for the People Workstream:
  - Chris Squire, Director of Customers, Digital & Workforce, Somerset County Council – [chris.squire@somerset.gov.uk](mailto:chris.squire@somerset.gov.uk)
  - Alison North, Internal Operations Director, Somerset West & Taunton – [a.north@somersetwestandtaunton.gov.uk](mailto:a.north@somersetwestandtaunton.gov.uk)
- Heads of HR at individual organisations (details available on respective intranet sites and below).
- Trade union representatives (details available on respective intranet sites).

### **23. Support for Staff**

There is comprehensive support for staff who are in posts that may be at risk of redundancy. This is as follows:

**Employee Assistance Programmes** – these provide independent information, advice and counselling to staff, to help them manage problems or difficulties arising from work or home life. They can also provide support to line managers. This service is confidential. Each authority has a service provided by Care First and details of how to access this can be found on respective Intranet sites or from HR teams.

**Line Manager** - Line managers are asked to check on staff who are directly or indirectly affected by these proposals.

**HR Advice** - Staff can contact their HR advisor for questions relating to this consultation and guidance as to what support might be available:

- Mendip – Fiona Wills – [fiona.wills@mendip.gov.uk](mailto:fiona.wills@mendip.gov.uk)
- Sedgemoor – Helen Thomas – [helen.thomas@sedgemoor.gov.uk](mailto:helen.thomas@sedgemoor.gov.uk)
- Somerset West & Taunton – Tony Bryant – [t.bryant@somersetwestandtaunton.gov.uk](mailto:t.bryant@somersetwestandtaunton.gov.uk)
- South Somerset – Amanda Kotvics – [amanda.kotvics@southsomerset.gov.uk](mailto:amanda.kotvics@southsomerset.gov.uk)
- Somerset County Council – Sari Brice – [sari.brice@somerset.gov.uk](mailto:sari.brice@somerset.gov.uk)

**Trade Unions** - Trade unions should be contacted using details on organisational intranets or direct to your local branch.

**Application Advice** - The retained recruitment provider, Faerfield, can answer specific questions about applying for roles and can be contacted as follows:

Martin Tucker – [mtucker@faerfield.co.uk](mailto:mtucker@faerfield.co.uk)

Dawn Faulkner – [dfaulkner@faerfield.co.uk](mailto:dfaulkner@faerfield.co.uk)

**Career Coaching & Advice** – The 5 local authorities are arranging assistance for staff who are considering applications for tiers 2 & 3 appointments or other options. Details of this support will be circulated shortly within individual organisations.

## Appendix One – Roles at Risk of Redundancy

The following roles have been identified within the five Somerset Local Authorities as being at risk of redundancy due to the proposals for tiers 2 and 3 in the new Council.

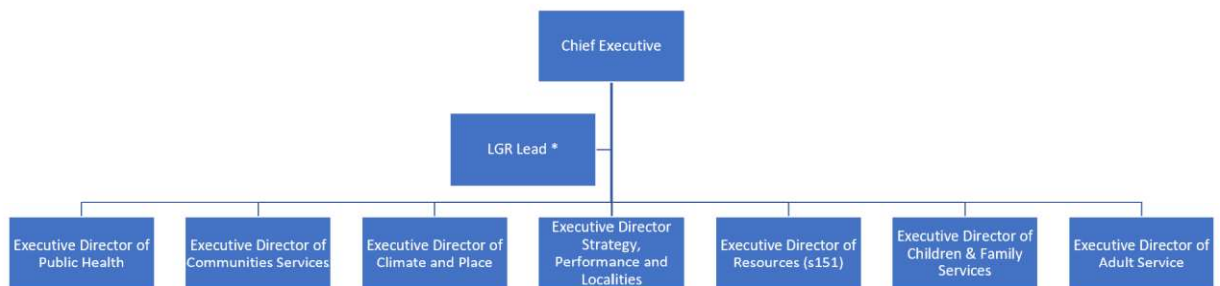
	<b>POST</b>	<b>EMPLOYER</b>
1	Lead Director for Economic, Community & Infrastructure & Director of Commissioning & Deputy Chief Executive	County Council
2	Director of Finance & Governance (S151)	County Council
3	Economic & Community Infrastructure Commissioning Director	County Council
4	Managing Director Somerset Waste Partnership	County Council
5	Director of Customers, Digital & Workforce	County Council
6	Economic & Community Infrastructure Operations Director	County Council
7	Head of Legal Services (County Solicitor)	County Council
8	Strategic Manager, Governance & Democratic Services (Monitoring Officer)	County Council
9	Strategic Manager, Customer & Communities	County Council
10	Head of ICT	County Council
11	Head of Property	County Council
12	Chief Executive	Mendip
13	Deputy Chief Executive	Mendip
14	Head of Service Community Health	Mendip
15	Head of Service Corporate Services	Mendip
16	Head of Service Housing	Mendip
17	Head of Service Law & Governance & Monitoring Officer	Mendip
18	Head of Service Neighbourhoods	Mendip
19	Head of Service Planning & Growth	Mendip
20	Head of Service Strategic & Specials Programme	Mendip
21	S151	Mendip
22	Chief Executive	Sedgemoor
23	Deputy Chief Executive	Sedgemoor
24	Strategic Director & S151 Officer	Sedgemoor
25	Assistant Director Finance & Property	Sedgemoor
26	Assistant Director Legal & Governance & Monitoring Officer	Sedgemoor
27	Assistant Director Inward Investment & Growth	Sedgemoor
28	Assistant Director Housing, Health & Wellbeing	Sedgemoor
29	Assistant Director Customer Access	Sedgemoor
30	Assistant Director Environment & Regulation	Sedgemoor
31	Chief Information Officer	Sedgemoor
32	Chief Executive	Somerset West
33	Deputy Chief Executive & Director Place & Development	Somerset West
34	Deputy Chief Executive & Director of Housing & Communities	Somerset West
35	Deputy Chief Executive & Director of Internal Operations	Somerset West
36	Deputy Chief Executive & Director of External Operations & Climate Change	Somerset West
37	Assistant Director Climate Change & Assets	Somerset West
38	Assistant Director Commercial Services	Somerset West
39	Assistant Director Corporate	Somerset West
40	Assistant Director Customer	Somerset West
41	Assistant Director Finance & S151 Officer	Somerset West
42	Governance Manager	Somerset West
43	Chief Executive	South Somerset
44	Chief Finance Officer (S151)	South Somerset
45	District Solicitor & Monitoring Officer	South Somerset
46	Director - Support, Strategy & Environmental Services	South Somerset
47	Director - Place, Recovery & Arts & Entertainment	South Somerset
48	Director - Service Delivery	South Somerset

## Appendix Two – Draft Structure for Somerset Council

### Draft Structure for Somerset Council

The proposal for Tiers 1 & 2 posts is shown in Figure 1:

Figure 1 - Tiers 1 & 2 Structure



\* Fixed term post to continue delivery of LGR post Vesting Day, if required

Draft Job Descriptions for the following roles can be accessed using the links below.

- Executive Director of Communities Services
- Executive Director of Climate & Place
- Executive Director of Strategy, Performance and Localities
- Executive Director of Resources (s151)

[Mendip](#)

[South Somerset](#)

[Sedgemoor](#)

[Somerset West & Taunton](#)

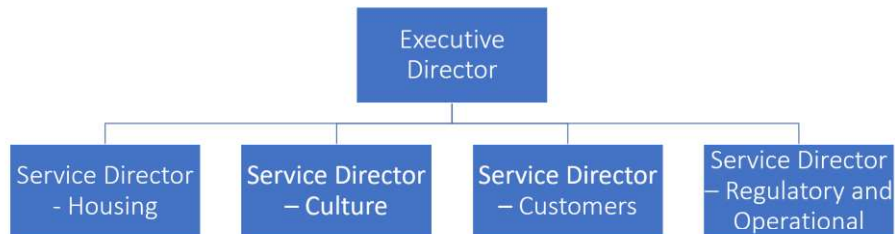
[Somerset County Council](#)

The draft responsibilities structure for each of the above roles is shown in the following sections.

## Executive Director of Community Services

The proposed Tiers 2 & 3 structure for the Community Services service-area is shown in Figure 2:

Figure 2 - Community Services



The teams sitting beneath the service director (tier 3) posts are proposed as follows:

### Housing

- Strategy and HRA
- Homelessness (Rough Sleepers pathway, street support)
- Housing Options & Allocations
- Housing Management
- Housing Maintenance - Responsive and Planned (capital programme)
- Housing Development & Regeneration
- Tenant Services –Worklessness & Tenancy Management (new tenancies, anti-social behaviour, debt and benefit support, tenancy compliance)
- Sheltered and Extra Care
- Rent collection and arrears recovery
- Direct Labour Organisation
- Affordable Housing Enabling,
- Partnerships and ALMO
- Gypsy and Traveller Support and Services
- People Displacement Schemes and Services

### Cultural Services

- Libraries and Local Offer
- Museums
- Theatres
- Leisure Centres
- Sports Development

- Heritage
- Arts Development
- Culture Development
- Tourism Development
- Fairs and Market

### **Customer Services**

- Customer Service Strategy and Standards
- Corporate Customer Services
- Contact Centre
- Compliments & Complaints
- Local Service Centres
- Digital Services (inc. GIS, online content)
- Customer Engagement and Access

### **Regulatory and Operational Services**

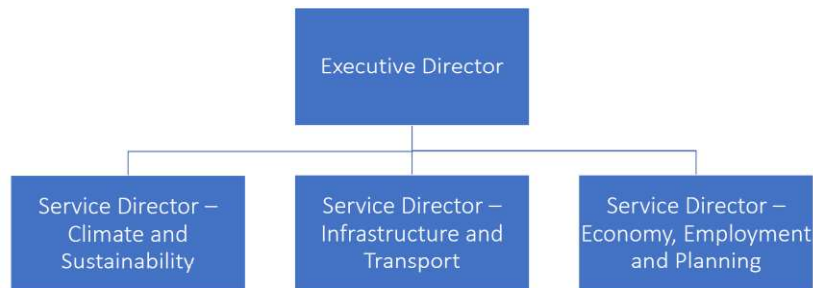
- Environmental Health
- Registrars
- Coroners
- Environmental Protection
- Building Control
- Port Authority
- Licensing
- Community Safety (Partnership, CCTV, anti-social behaviour, other)
- Safety Advisory Group
- Private Sector Housing
- Street Cleansing
- Grounds Maintenance
- Country Parks
- Parks and Play Areas
- Public Toilets
- Dog Wardens
- Service to Partners
- Bereavement Services
- Scientific Services



## Executive Director of Climate & Place

The proposed Tiers 2 & 3 structure for the Climate and Place service-area is shown in Figure 3:

Figure 3 - Climate & Place



The teams sitting beneath the service director roles are proposed as follows:

### Climate and Sustainability

- Carbon Neutrality
- Climate Resilience
- EV infrastructure
- Renewable Energy
- Green Links
- Biodiversity
- Sustainability
- Waste Service
- Emergency Planning and Business Continuity
- Water Management
- LLFA
- Flooding Response
- Coastal Protection Authority
- Somerset Rivers Authority

## **Infrastructure & Transport**

- Highways Authority
- Countryside and Rights of Way
- Parking
- Traffic Management
- Transport
- Public Transport
- Fleet Management
- Contracted Transport
- Strategic Transport Planning
- Highways Major Projects

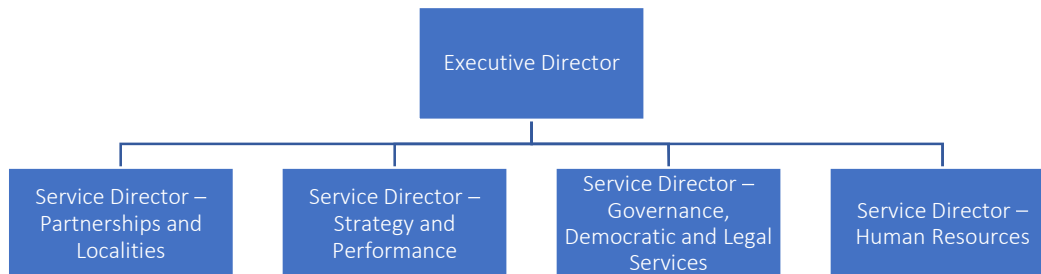
## **Economy, Employment & Planning**

- Economic Development
- Planning (conservation, enforcement, DM, local plan, waste and minerals, s106 allocations/CIL, Phosphates)
- City/Town Centre Management
- Trading Standards (Devon partnership)
- Skills
- Innovation Centres
- Regeneration (non-housing)
- Major Projects
- Nuclear Power

## Executive Director of Strategy, Performance & Localities

The proposed Tiers 2 & 3 structure for the Strategy, Performance & Localities service-area is shown in figure 4:

Figure 4 - Strategy, Performance & Localities



The teams reporting into the service director roles are proposed as follows:

### Partnership, Localities and Communications

- LCNs (management and support)
- Strategic Partnerships
- Communications
- City, Town and Parish Council Liaison
- Local devolution - Community Asset Transfers
- Community and Voluntary Sector Strategy and Engagement
- Marketing
- Volunteering Services
- Consultation and Engagement
- Locality partnership/projects & Community Development
- Armed Forces Covenant
- Special Projects
- Grants & Lotteries

### Strategy and Performance

- Strategy and Policy
- Transformation
- Equality
- Performance and Benchmarking
- Programme Management
- Project Management
- Business Analysis
- Legislation and Horizon Scanning

- Statutory Returns
- Data Visualisation & Complex Analytics
- Data Management (warehousing)
- Digital Development
- Commissioning Framework and Development
- Ombudsman and Housing Ombudsman complaints

#### **Governance, Democratic & Legal Services (Monitoring Officer)**

- Member Services
- Lieutenancy
- Democratic Services
- Legal
- Elections
- Land Charges
- Street naming and numbering
- GDPR, FOI, RIPA

#### **Human Resources**

- HR Strategy and Workforce Planning
- Organisational Health and Wellbeing
- HR Operations
- HR Business Partnering
- Payroll & Pensions
- Organisation Learning and Development
- Health and Safety
- Staff Benefits
- Policy & Reward
- Organisational Equality, Diversity and Inclusion
- Change Management
- Recruitment

## Executive Director of Resources & Corporate Services (s151)

The proposed Tiers 2 & 3 structure for the Resources & Corporate Services service-area is shown in Figure 5:

Figure 5 - Resources



The teams reporting into the service director roles are proposed as follows:

### Finance & Procurement

- Finance Services (inc. Business Partners)
- Pension Fund
- Capital Management
- Treasury & Corporate Debt Management
- Internal Audit
- Procurement
- External Audit
- Financial Systems
- Risk & Insurance Management
- Revenues and Benefits
- Direct Payments
- Financial Assessment and Deputyship

### Strategic Asset Management

- Property and Assets
- Compliance
- Development & Capital Programmes
- Schools Programme
- Facilities Management
- Commercial Investment Portfolio
- Commercial Property
- Closed Graveyards
- Site protection and management

### Information Communication Technology

- Strategy and Architecture
- Operations & Security
- Support
- Infrastructure
- Telephony

## Executive Director of Public Health

The proposed Tiers 2 & 3 structure for the Public Health Service Area is shown in figure 6:

*Figure 6 - Public Health*



The teams that report into the Executive & Service Director roles are proposed as follows:

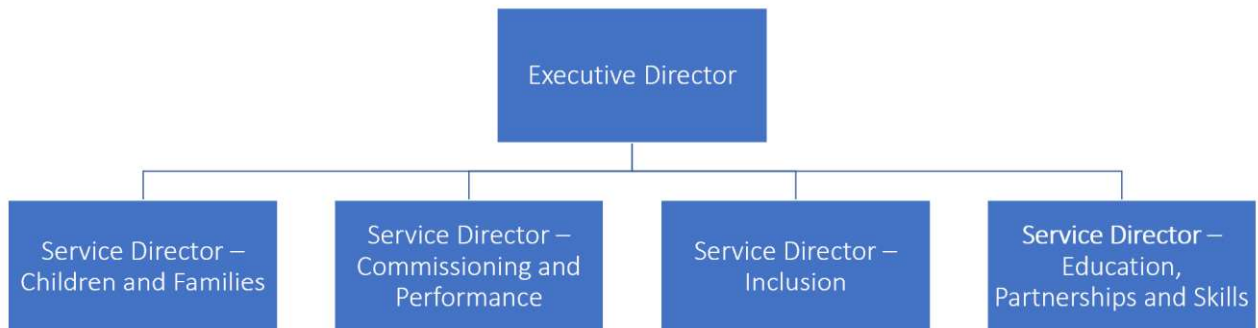
### **Public Health (Deputy Director Public Health)**

- Provision of Specialist Public Health advice to the system
- Influencing policy, practice and commissioning to improve health & wellbeing
- Inequality, Inclusion and Diversity (Strategy and Engagement)
- Somerset Health and Wellbeing Board (HWBB & ICP)
- Protection of the Public's Health
- Health Improvement
- Tackling Health Inequalities
- Healthcare Public Health
- Specialist public health advice and support to PCN/LCNs
- Public Health Commissioning
- Public Health Nursing
- Healthy Lifestyle Services
- Provision of public health training/lecturing
- Centre for Specialist Registrar Training
- Behavioural Insights
- Public Health Research and Evaluation & links with academia
- Health and Care Knowledge, Intelligence & Clinical audit (preferably joint for ICS)
- Population Health

## Children's Services

The proposed Tiers 2 & 3 structure for Children's Services is shown in Figure 7:

Figure 7 - Children's Services



The teams that report into the service director roles are proposed as follows:

### Children and Families

- Children Looked After and Care Leavers
- Children with Disabilities
- Preventative Services
- Quality Assurance
- Principal Social Worker

### Commissioning and Performance

- Commissioning
- Business Support
- Partners and Market Development
- Safeguarding Partnership

### Inclusion

- Special Educational Needs and Disability
- Access & Additional Learning Needs
- Virtual School & Learning Support Service
- Special Educational Needs Advisory Services & Educational Psychologist
- Education, Partnerships and Skills

### Support Services for Education

- Early Years
- School Improvement
- Sufficiency
- Somerset Association of Primary Headteachers

## Adult Services

The proposed Tiers 2 & 3 structure for Adults Services is shown in Figure 8:



The teams that report into the service director roles are proposed as follows:

### Service Director Operations

- Acutes
- Safeguarding
- Partnership
- Neighbourhoods/Communities
- Integration
- Carers

### Service Director Transformation

- Adults' transformation programme
- Delivery of legislative change
- Adults' strategy and alignment with ICS strategy
- Service governance and forward planning
- Communications

### Service Director Commissioning

- Market development
- Joint commissioning
- Community and Innovation linked to Neighbourhoods
- Assurance/inspection
- Brokerage
- Quality & Performance



## **Appendix Three – Organisational Change Principles**

The principles governing organisational change can be viewed using the following links:

[Mendip](#)

[South Somerset](#)

[Sedgemoor](#)

[Somerset West & Taunton](#)

[Somerset County Council](#)

## Appendix Four – Agency Workers

Details of agency workers engaged by the five Somerset local authorities are as follows. The table shows the organisation, business area and numbers of agency workers by role.

Organisation, Business Area and Role	Number of Workers
<b>County Council</b>	<b>139</b>
<b>Admissions, School Transport</b>	<b>1</b>
Administrative Assistant	1
<b>Adults &amp; Health</b>	<b>40</b>
Advanced Practitioner - Adult's Safeguarding (Locality Lead)	2
AMPH Specialist Social Worker	1
Assistant Director - Commissioning	1
Deputy Locality Manager	2
Locality Lead	6
Locality Lead - Occupational Therapist	1
Locality Manager	1
Occupational Therapist	5
Social Worker	14
Specialist (Advanced Consultant) Social Worker	6
Strategic Manager	1
<b>Business Function</b>	<b>1</b>
Service Manager	1
<b>Children's Services</b>	<b>32</b>
Assistant Team Manager	2
Gardener	1
Leaving Care Worker	1
Social Worker	6
Specialist (Advanced Consultant) Social Worker	19
Team Manager	3
<b>Customers, Digital &amp; Workforce</b>	<b>5</b>
ICT Infrastructure Subject Matter Expert	1
ICT Infrastructure Technician	1
IT Subject Matter Expert	1
Professional Officer	2
<b>Economy, Community &amp; Infrastructure</b>	<b>37</b>
Administrative Assistant	3
Business Champion	1
Business Research Co-ordinator	1
Clerk of Works	1
Customer Services Assistant	1
Development Infrastructure Technician	4
Ecologist	1
Engagement Officer	1
Estate Roads Engineer	1
Highways Development Control/Planning	1
Highways Inspector	2
Highways Supervision Engineer	2
Highways/Traffic Engineer	3

Organisation, Business Area and Role	Number of Workers
NEC Supervisor	1
Programming Implementation Officer	1
Project & Change Assistant	1
Project Manager	2
Project Officer	1
Senior Engineer	2
Somerset Rivers Authority Technical Advisor	1
Street Works Technician	1
Technical Officer - Fabric	2
Traffic Control Technical Support	1
Traffic Engineering Technical Support	1
Transport Officer	1
<b>Finance</b>	<b>4</b>
Finance Officer	1
Finance Support Assistant	1
Project Accountant	1
Service Manager - Finance Business Partner	1
<b>Legal Services</b>	<b>9</b>
Senior Lawyer - Childcare	1
Solicitor	1
Solicitor - Adult Social Care	1
Solicitor - Childcare	4
Solicitor - Corporate & Commercial	2
<b>Procurement</b>	<b>1</b>
Senior Procurement Officer	1
<b>Programme Management Office</b>	<b>3</b>
Programme Manager	1
Project & Change Assistant	1
Project Officer	1
<b>Property</b>	<b>3</b>
Building Surveyor	2
Facilities Assistant	1
<b>Public Health</b>	<b>3</b>
Admin & Clerical Support	1
Administrative Assistant	1
Business Support Officer	1
<b>Mendip</b>	<b>30</b>
<b>Community Health Services</b>	<b>5</b>
Contaminated Land Officer	1
Environmental Protection Officer	1
Retrofit Project Officer	1
Retrofit Project Researcher	1
Technical Officer	1
<b>Corporate Services</b>	<b>8</b>
Accounts Payable Senior	1
Community Grants Officer	1
Development Programme Manager	1

Organisation, Business Area and Role	Number of Workers
Finance Assistant	1
HR Officer	1
IT Analyst	1
Property Officer	1
Web Assistant	1
<b>Housing Services</b>	<b>1</b>
Rough Sleeping Initiative Co-ordinator	1
<b>Legal &amp; Governance</b>	<b>9</b>
Corporate Lawyer	1
Democratic Services Manager	1
Head of Elections	1
Lawyer	4
Senior Planning Lawyer	1
Senior Property Lawyer	1
<b>Neighbourhood Services</b>	<b>1</b>
Land Drainage Engineer	1
<b>Planning &amp; Growth Services</b>	<b>4</b>
Enforcement Officer	1
Planning Officer	2
Sustainable Travel & Tourism Officer	1
<b>SLT</b>	<b>2</b>
Executive & Monitoring Officer Support	1
S151 Officer	1
<b>Sedgemoor</b>	<b>39</b>
<b>Customer Access</b>	<b>9</b>
Customer Services & Project Manager	2
Information Systems - Systems Developer	6
Lifeline Operator	1
<b>Environment &amp; Regulations</b>	<b>17</b>
Cleaner	7
Cleansing Operative	8
Grounds Operative	2
<b>Finance &amp; Property</b>	<b>1</b>
Finance Manager	1
<b>Housing Communities &amp; Wellbeing</b>	<b>6</b>
Housing Solutions Officer	3
SIP Technical Officer	3
<b>Inward Investment &amp; Growth</b>	<b>3</b>
Planning Officer	2
Principal Planning Officer	1
<b>Legal &amp; Governance</b>	<b>3</b>
HR Admin	1
PA to Assistant Director	1
Procurement Officer	1
<b>South Somerset</b>	<b>38</b>
<b>Service Delivery - Building Control</b>	<b>4</b>
Specialist - Building Control	4

Organisation, Business Area and Role	Number of Workers
<b>Service Delivery - Environmental Health</b>	<b>2</b>
Specialist - Environmental Health	2
<b>Service Delivery - Housing</b>	<b>1</b>
Case Officer - Housing	1
<b>Service Delivery - Planning</b>	<b>17</b>
Case Officer - Planning	2
Complaints Officer	1
Customer Connect Officer	1
Enforcement Specialist	1
Highways Officer	1
Planning Specialist	3
Specialist - Development Management	1
Specialist - Planning	7
<b>Support, Strategy &amp; Environmental Services</b>	<b>7</b>
Case Services Officer	1
Driver	1
Landscape Operative	1
Street Cleaner	4
<b>Support, Strategy &amp; Environmental Services - Crematorium</b>	<b>1</b>
Cemetery Grounds Worker	1
<b>Support, Strategy &amp; Environmental Services - Finance</b>	<b>2</b>
Specialist Finance	1
Specialist Finance	1
<b>Support, Strategy &amp; Environmental Services - Legal</b>	<b>3</b>
Deputy Monitoring Officer	1
Senior Planning Solicitor	1
Specialist - Legal	1
<b>Support, Strategy &amp; Environmental Services - Strategy &amp; Support Services</b>	<b>1</b>
Case Officer - Strategy & Support Services	1
<b>SW&amp;T</b>	<b>63</b>
<b>Development &amp; Place</b>	<b>13</b>
Case Manager - Admin	1
Dev Management Service Manager	1
Dev Management Team Leader	1
Director - Firepool	1
Nutrient Neutrality Officer	1
Nutrient Planning Officer	1
Planning Officer	2
Planning Specialist Phosphates	1
Project Manager	1
Project Specialist	1
Senior Planning Officer	2
<b>External Operations</b>	<b>5</b>
Case Manager - Private Sector Housing	2
Locality Champion, Open Spaces	2
Surveyor	1
<b>Housing</b>	<b>25</b>

Organisation, Business Area and Role	Number of Workers
Capital Programme Manager	1
Case Manager - Business Intelligence	1
Case Manager - Homelessness	8
Case Manager - Rent Recovery	1
Case Manager - Supported Housing	1
Case Manager - Tenant Services	2
Engagement Lead, Community Resilience	1
Lead Specialist People - Homelessness	1
Locality Champion - Repairs & Maintenance Ops	2
Locality Champion, Electricity	1
Maintenance Manager - Repairs & Maintenance	1
Senior Case Manager - Homelessness	1
Specialist - Homelessness	1
Surveyor - Housing Asset	3
<b>Internal Operations</b>	<b>20</b>
Business Analyst - Internal Change	1
Case Manager - Health & Safety	1
Case Manager, Business Intelligence	1
Customer Champion	3
Finance Business Partner	1
Finance Operations Manager	1
Health & Safety Partner	1
HR Business Partner	1
Lead Business Analyst	1
Project Management Officer - Business Intelligence	1
Project Manager	2
Project Manager - Internal Change	1
Records/Programme Manager	1
Specialist - Governance	2
Strategic HR Lead	1
Strategic Procurement Specialist	1
<b>Grand Total</b>	<b>309</b>

Appendix Five – Equalities Impact Assessment

Somerset Equality Impact Assessment			
Before completing this EIA please ensure you have read the EIA guidance notes – available from your Equality Officer			
Organisation prepared for	Somerset County Council, as the continuing authority to Somerset Council		
Version	V2 - draft	Date Completed	08/11/2022
Description of what is being impact assessed			
<p>Somerset Council will become the new Unitary authority as of 1<sup>st</sup> April 2023. As part of the creation of the single organisation under the SCO (Structural Changes Order) there will be a restructure and recruitment exercise of tiers 2 &amp; 3 of the Senior Leadership Team, this is an internal process.</p> <p>This EIA considers the equality impacts of this change.</p>			
Evidence			
<p><b>What data/information have you used to assess how this policy/service might impact on protected groups?</b> Sources such as the <a href="#">Office of National Statistics</a>, <a href="#">Somerset Intelligence Partnership</a>, <a href="#">Somerset’s Joint Strategic Needs Analysis (JSNA)</a>, Staff and/ or <a href="#">area profiles</a>, should be detailed here</p>			
<p>Workforce data for tiers 2-3 across all 5 Councils has been considered.</p>			

The specific data for each Council is not being published as for some Councils the numbers are small and may identify individuals. Instead, whilst all the equality data has been considered, the below collective data is being published:

Total number of posts affected: 48

Total number of employees affected: 44

**Sex**

Male: 48%

Female: 52%

**Disability**

Not known: 36%

The data does highlight that more than one employee has declared a disability

**Race & Ethnicity**

The data does highlight that one or more employees have declared their ethnicity as being from an ethnic minority group.

**Age**

54yrs & under 48 %

55yrs & over: 52%



<b>Who have you consulted with to assess possible impact on protected groups? If you have not consulted other people, please explain why?</b>			
LGR People's Equality, Diversity and Inclusion representatives from 5 Councils. Unions through informal JNF, HR Committee & affected staff will be consulted with			
Analysis of impact on protected groups			
The Public Sector Equality Duty requires us to eliminate discrimination, advance equality of opportunity and foster good relations with protected groups. Consider how this policy/service will achieve these aims. In the table below, using the evidence outlined above and your own understanding, detail what considerations and potential impacts against each of the three aims of the Public Sector Equality Duty. Based on this information, make an assessment of the likely outcome, before you have implemented any mitigation.			
<b>Protected group</b>	<b>Summary of impact</b>	<b>Negative outcome</b>	<b>Neutral outcome</b>
<b>Age</b>	<ul style="list-style-type: none"> <li>Some employees who are older and may have been in their current posts for some time, may have less recent experience of undertaking a recruitment process and therefore may have increased anxiety in relation to this.</li> </ul>	☒	☐
		<b>Positive outcome</b>	☐

<p><b>Disability</b></p>	<ul style="list-style-type: none"> <li>• Some employees with disabilities may find recruitment exercises more challenging. For example, employees who identify as neurodiverse may find the format of interviews and /or assessments challenges and require reasonable adjustments.</li> <li>• Some employees with disabilities may experience greater levels of anxiety associated with significant change.</li> </ul>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>Gender reassignment</b></p>	<ul style="list-style-type: none"> <li>• The protected characteristic of gender reassignment has been considered and no specific impact identified.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>Marriage and civil partnership</b></p>	<ul style="list-style-type: none"> <li>• The protected characteristic of marriage and civil partnership has been considered and no specific impact identified.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>Pregnancy and maternity</b></p>	<ul style="list-style-type: none"> <li>• The protected characteristic of pregnancy and maternity has been considered and no specific impact identified.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>Race and ethnicity</b></p>	<ul style="list-style-type: none"> <li>• The protected characteristic of race and ethnicity has been considered and no specific impact identified.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>Religion or belief</b></p>	<ul style="list-style-type: none"> <li>• The protected characteristic of religion or belief has been considered and no specific impact identified.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Sex</b>	<ul style="list-style-type: none"> <li>There are more women than men that will be affected by this process.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Sexual orientation</b>	<ul style="list-style-type: none"> <li>The protected characteristic of sexual orientation has been considered and no specific impact identified.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Other, e.g. carers, veterans, homeless, low income, rurality/isolation, etc.</b>	<ul style="list-style-type: none"> <li>No specific impact identified.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Negative outcomes action plan</b> Where you have ascertained that there will potentially be negative outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.				
<b>Action taken/to be taken</b>	<b>Date</b>	<b>Person responsible</b>	<b>How will it be monitored?</b>	<b>Action complete</b>
Provide guidance and signposting to all candidates in relation to recruitment support	Ongoing	LGR People Workstream	LGR People Workstream	<input type="checkbox"/>
Post-recruitment support & feedback	Ongoing	CEOs & HR Leads	LGR People Workstream	<input type="checkbox"/>
Ensure all candidates are able to request reasonable adjustments for any recruitment process	Ongoing	HR Recruitment Manager & HR Equalities	LGR People Workstream	<input type="checkbox"/>

			Employment Officer	LGR People Workstream	<input type="checkbox"/>
Provision of E&D training for all decision-making panel members	Ongoing	HR Equalities Employment Officer			<input type="checkbox"/>
	Select date				<input type="checkbox"/>
	Select date				<input type="checkbox"/>
	Select date				<input type="checkbox"/>
	Select date				<input type="checkbox"/>
<b>If negative impacts remain, please provide an explanation below.</b>					
<b>Completed by:</b>					
<b>Date</b>					
<b>Signed off by:</b>					

<b>Date</b>	
<b>Equality Lead/Manager sign off date:</b>	
<b>To be reviewed by: (officer name)</b>	
<b>Review date:</b>	