

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 20 November 2017

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**WARD(S):** All

**PORTFOLIO:** All Cabinet Members

### **PART I** **FOR INFORMATION**

#### **UPDATE ON SENIOR MANAGEMENT RESTRUCTURE AND NEXT STEPS**

##### **1 Purpose of Report**

To update Cabinet on the following:

- Highlight the progress of the implementation of the senior management restructure
- The next steps following the appointments of the Service Leads which may lead to further programmes of restructuring in the service areas in line with the agreed processes.

##### **2 Recommendation(s)/Proposed Action**

Following, the recent implementation of the Senior Management Review, Cabinet is requested to note the principles for taking forward a programme of restructuring in the five new directorates, as appropriate, in order to meet the council's vision in the Five Year Plan and Wellbeing Strategy.

Cabinet will recall the consultation document on the Senior Management Review clearly stated: *"It is anticipated that further reorganisations of services will commence as soon as the relevant Tier 2 and Tier 3 posts are appointed."*

Where restructures are needed to ensure services are aligned to deliver the outcomes expected from the Five Year Plan 2017-2021 the following governance is in place :

- a) the relevant Cabinet Member will be consulted as part of this process; and
- b) the relevant Director for each service, supported by People Services, will commence consultation processes in the service area with all affected staff and trade union representatives.

##### **3. Aligning the proposed restructure to deliver the expectations of the Slough Joint Wellbeing Strategy and the Five Year Plan**

Following the recent implementation of the Senior Management Review, there is a need to ensure the Council's resources are directed towards achieving the outcomes in Slough's Five-Year Plan 2017 – 2021. Focused decision-making by empowered

and accountable staff is critical for business development and the continued engagement and investment in Slough of partners and businesses.

#### 4 **Other Implications**

##### (a) Financial

The Senior Management Review generated £640k per annum of net revenue savings. At the current time, it is not possible to quantify the level of savings to be achieved from the next stage of this restructure process as each Directorate is still in the process of developing detailed proposals for change. Potential savings will be discussed and agreed with the relevant Cabinet Members before any consultation is undertaken.

Any potential redundancy and associated pension costs will be met via the Council's Transformation Fund, whereby the government allows local authorities to use capital receipts to deliver ongoing savings, and the Council's Restructuring Reserve.

##### (b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	None	
Property	None	
Human Rights	None	
Health and Safety	None	
Employment Issues	The process being followed will be legally compliant as regards good employment practice.	Employees and trade unions will be fully consulted and their views will be taken into account before finalising the outcome.
Equalities Issues	The process being followed will be legally compliant as regards good employment practice.	
Community Support	None	
Communications	All potentially affected staff were advised in the Senior Management Review consultation that following the implementation of the senior management restructure and appointment of the Service Leads there would follow restructures within the service areas in the five new Directorates to support the Council in meeting its vision set out May 2017, and the Five Year Plan.	.

Community Safety	None	
Financial	Currently, only the Finance & Resources Directorate has an existing savings target relating to restructures and this target will be achieved. Wherever possible, savings will be achieved via the deletion of currently vacant posts and natural wastage rather than via compulsory redundancies.	The Finance & Resources Directorate has inherited an historic savings target of £308k from 2018/19 onwards. It is envisaged any restructure will ensure this target is achieved.
Timetable for delivery	It is intended that the majority of restructures will be concluded, where possible, by March 2018. However, it is noted that some service areas will not commence this process until the next financial year	
Project Capacity	External resources may be commissioned to ensure that the project is properly and professionally supported so that project deadlines will be met	
Other		

(c) Human Rights Act and Other Legal Implications

There are no Human Rights implications.

(d) Equalities Impact Assessment

An equality impact assessment will be prepared and will include all potentially affected posts once this is known.

(e) Workforce

There are potential workforce implications for all posts and post-holders at and below the 4<sup>th</sup> tier. As part of the consultation process and subsequent process of implementation, the council will seek to minimise redundancies where possible and is prepared to consider requests for voluntary redundancy from affected staff.

Whilst it is difficult to predict at this stage, it is likely there may be some redundancies where no suitable matches are found, where the requirements of person specifications are not met in a selection process, or where people may apply for voluntary redundancy. The council will seek to keep any redundancies to a minimum through actively supporting any affected staff with redeployment or retraining opportunities where possible.

Consultation documents for the proposed restructures will be prepared and circulated to trade unions and affected staff. These documents will provide the business case for change based on the reasons outlined in this report, and the proposed revisions to the structure, posts, roles and responsibilities, grades and reporting lines. It will also outline the proposed process to identify people to posts. Processes of 'matching', 'ring-fencing' and competitive interview processes will also be included

## 5. **Supporting Information**

As background information, detailed below are the new directorates that were consulted upon. They reflect the expectations to be achieved as outlined in the Five Year Plan 2017-2021. These business areas are:

- i) 'Children's Learning and Skills'. This directorate focuses on the safeguarding and championing of children within the council and across the borough. This includes commissioning high quality support for vulnerable children; enabling access to high quality school and early education places and providing system leadership of education to maintain high standards and close gaps for the most vulnerable children including those with special educational needs. This supports the council's priority of protecting vulnerable children and that *'our children and young people will have the best start in life and opportunities to give them positive lives'*
- ii) 'Adults and Communities'. A key focus is to support the most vulnerable people in Slough by engaging with partners to provide joined-up community services. This will help reduce inequalities by targeting appropriate interventions through public health, adult social care, community and leisure services, and improved life-style programmes. These services support the council's priorities of improving mental health and wellbeing and increasing life expectancy so that *'our people will become healthier and will manage their own health, care and support needs'*.
- iii) 'Place and Development'. Aligning housing, property and neighbourhood services, managing the built environment, transport and highways, environment, facilities and assets, planning and building control is intended to make Slough attractive for residents and businesses. This supports the council's priorities of improving and increasing housing, promoting health and well-being and reducing inequalities between neighbourhoods. *'Our residents will have access to good quality homes and Slough will be an attractive place where people choose to live, work and visit'*.
- iv) 'Regeneration'. To take a visible and proactive role in attracting and securing greater inward investment and improvements and ensuring that new development, infrastructure and regeneration projects will provide benefits for the people of Slough. A number of initiatives are well underway in this area and in order to grow the innovative role of the council, the structure of this new directorate is currently being reviewed and strengthened. This contributes to supporting the council's priority that *'Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents'*.
- v) 'Finance and Resources'. The services outlined above and delivered to our communities and businesses will be supported by streamlined functions

providing expertise in areas of finance, policy, performance, organisational development and human resource services, legal services and information technology.

Following the consultation process, all the comments and alternative suggestions were considered in detail. Although there were some small changes that were made the comments and alternative suggestions did not change the overall structure that was proposed. It was therefore agreed to implement the proposals that were consulted upon from 2 October 2017. As per the implementation timetable, Phase 1 interviews took place for the directly affected staff for the posts of Directors and Service Leads. Following the conclusion of this process, Phase 2 interviews for the remaining vacant posts commenced. This process invited colleagues in the Council to apply for the remaining vacant posts.

Currently we are in the process of recruiting externally for the remaining vacant posts following both phases as described above.

All new Service Leads that have been appointed are now renewing their service areas to ensure the structure is fit for purpose and aligns to the delivery of the five year plan. This review process may lead to the Service Leads to undertake restructures. These will be processed in line with the current procedures for undertaking these change programmes, and in agreement with the appropriate Director and Cabinet Member.

The new overarching structure for the Council, detailing the individual Service Areas subject to this further review, is attached as Appendix A.

6 **Comments of Other Committees**

None.

7 **Conclusion**

Members are asked to consider and comment on the rationale for Service Leads to continue to review and if necessary restructure their service areas.

8 **Appendix**

A – Senior Management Structure