

Date of issue: Friday, 22 September 2023

MEETING	EMPLOYMENT COMMITTEE
DATE AND TIME:	MONDAY, 25TH SEPTEMBER, 2023 AT 6.30 PM
VENUE:	COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	MADELEINE MORGAN 07736 629349

SUPPLEMENTARY PAPERS

The following Paper has been added to the agenda for the above meeting:-

* Item 4 was not available for publication with the rest of the agenda.

PART 1

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
4.	Senior Management Restructure Report	1 - 34	All

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Slough Borough Council

Report To:	Employment Committee
Date:	25 September 2023
Subject:	Senior Management Restructure Update
Chief Officer:	Stephen Brown, Chief Executive
Contact Officer:	Sarah Hayward - ED Strategy and Improvement Stephen Taylor - Monitoring Officer
Ward(s):	None
Exempt:	No, whilst the information in Appendix B contains information about individuals, the seniority of the roles and level of redundancy payment means it is in the public interest to publish this information.
Appendices:	Appendix A – New Senior Management Structure Appendix B – Redundancy packages Appendix C – Responses to the consultation feedback Appendix D – Equalities Impact Assessment

1. Summary and Recommendation

1.1 This report updates the committee on the next stage of the proposals of the senior management structure following on from the Executive Director (ED) restructure consultation and seeks a recommendation to Full Council in relation to the senior management structure. This second phase of restructuring the senior management team was consulted on in August 2023 and finished on 8 September 2023.

Recommendation:

Employment Committee is recommended to:

- i) Note the contents of this report.
- ii) Recommend the report to Council to -.

- a) Approve the chief officer structure as set out in Appendix A and agree the pay grades for the new Director posts which includes grades over £100,000.
- b) Note the other proposed changes to the structure at Appendix A that the head of paid service intends to make and approve the redundancy package(s) set out in Appendix B.
- c) Authorise the Monitoring Officer to make any consequential changes to the Constitution, including Article 12, Part 3.6 Scheme of Delegation to Officers, Part 4.7 Officer Employment Procedure Rules, and Part 7.
- d) Delegate to the chief executive in consultations with the leader decisions to depart from the multi-borough agreement to share a statutory Director of Public Health (recruitment to that post will then be conducted in the normal way).

Commissioner Review

Commissioners reviewed the report and their views and comments have been incorporated into the report.

2. Report

Introduction

- 2.1 As articulated in the Council's Corporate Plan, the Council is on a long-term path to recovery, however, to deliver this we need senior corporate capacity. A restructure took place in October 2022 to establish a structure which would increase capacity at the top level of the organisation to deliver the stabilisation and operating model for recovery. This would in turn deliver resources to allow the Council to focus on changes required in services and at other levels of the organisation.
- 2.2 In October 2022 the Council did not have a permanent Corporate Leadership Team (CLT) in place. The Council now has a permanent Executive Directors, while the monitoring officer is still held by an interim. Employment Committee Members will be aware that a report was presented 22nd June 2023 and Council received a report on 27th July 2023 which outlined proposals to re-organise services which sat under a new Executive Leadership Team under five new Executive Directors. The focus was this to create capacity and to respond to the need to drive through activities related to the recovery programme at pace. This report covers details of the second senior management restructure of posts reporting to the ED's and the plan to recruit a permanent monitoring officer is included. It is acknowledged that this structure has more senior leadership than a council of Slough's size would normally have – this is specifically to drive recovery and improvement.
- 2.3 An initial structure was developed for informal consultation with staff and trade unions. This process informed the proposals that were put to the organisation for formal consultation. It proposed the creation of new Director posts to replace the current Associate Director (AD) structure, it also proposed the creation of Heads of Service. The intention is that the

Directors have greater strategic authority and as such are more empowered to progress the recovery and improvement of the Council at pace in their areas and corporately and be accountable for the decisions they make. These posts were subject to job evaluation and were evaluated at a higher grade, crossing the £100,000 threshold to reflect the additional responsibilities.

- 2.4 The new structure will also bring the Council's job titles, purposes, and descriptions back into line with the rest of the sector in reintroducing functional job descriptions related to the span of responsibility within the job.
- 2.5 The new structure and role profiles will bring greater equity to job roles across the council and ensure that external candidates looking for new job opportunities are better able to understand roles and their seniority therefore making it easier to attract candidates.
- 2.6 As members will be aware, with effect from 1 September 2022 and following the Commissioners' initial six-month report to the Secretary of State, the Minister expanded the Directions to the Council in Annex B of the Directions to include the following:

"5. All functions to define the officer structure for the senior positions, to determine the recruitment processes and then to recruit the relevant staff to those positions."
- 2.7 Senior positions' is defined in Annex B of the Directions as 'direct reports to the Chief Executive and their direct reports, and their Group Managers – tier one, tiers two and three.
- 2.8 On that basis, the Commissioners have been kept fully informed through the process and have the power to intervene in any stage of the process if they so wished.

Background

- 2.9 2021 and 2022 have been incredibly challenging years for Slough Borough Council and its staff. The profoundly serious financial challenges highlighted by the s151 officer in July 2021 were confirmed on 25 October 2021 when the Department for Levelling Up Housing and Communities (DLUHC) Governance report and the Chartered Institute of Public Finance and accountancy (CIPFA) report on the Council's finances and governance processes were issued. The significant underlying weaknesses highlighted in these reports had arisen over a period of several years and represented the combined impact of a wide range of issues including, but not limited to, significant capacity and capability issues.
- 2.10 The consultation document on the senior management restructuring outlined a fit for purpose structure which is aligned to the priorities to be

set out in the Council's intended new corporate plan. It affected two tiers of the organisation: Associate Directors directly and Group Managers who are indirectly affected as their report lines would be changing. The top three tiers of the Council's structure now consist of Executive Directors and other statutory chief officers (Monitoring Officer, Director of Public Health), Directors and Heads of Service, and will increase the capacity and capability to address the concerns that have been highlighted.

2.11 Below are further key changes that were proposed and were consulted on:

- To formally delete the current Associate Director posts.
- To create new posts of Directors and Heads of Service.
- To create a stand-alone Director of Public Health for Slough to replace the shared service arrangement across East Berkshire.
- To re-align services under new Executive Directorates

2.12 The Council's organisational change policy was followed for the proposed restructure.

2.13 The Council's policy encourages the reduction of the likelihood of redundancies in the event of a change in several ways, including offering an opportunity for employees to express an interest in voluntary redundancy (VR) and/or early retirement. The opportunity for any permanent Associate Director to confirm if they wish to be considered for voluntary redundancy was encouraged during the informal and formal stages. Two expressions of interest were received during the consultation process.

2.14 Subject to consultation, if the VR requests are agreed, approval is required by the Council in relation to the redundancy cost resulting from that.

Feedback to the Proposed Restructuring

2.15 The document containing all the feedback consultation and management responses to them is attached at appendix C and a summary of the themes merging from the consultation is also attached.

No full counter proposals were received but a number of suggestions for alternative configurations at different levels were received. These are set out in the appendix with an indication as to whether or not they were accepted and why.

Below is a summary of the key areas of feedback on the proposals that was received during the consultation period.

- **Organisational Structure and Balance: feedback from staff confirmed the need for change at the top tiers of the structure. However, there was some concern** about the balance between leadership and operational roles in relation to managing day-day operations.

- **Support of Restructure and Requests for Greater Clarity: Staff in general** supported the restructuring proposal, and it was felt will positively impact future service delivery and encourage the council's recovery.

Staff requested more information and clarity about the restructuring process and the structures of teams outside the scope of consultations in relation to the current re-structuring. Staff offered suggestions for suitable placements for service areas at lower levels within the new restructure for consideration.

- **Specific Role Concerns: There were suggestions of the responsibilities in some of the Director and Head of Service roles. Two examples of the latter are given below.**

'The focus of the Head of Programmes and Performance should be on transformation and project management, but there is a risk of it becoming an outsourcing hub. Council services must excel in project management and meet government obligations for a robust recovery.'

'Including Data Management in the CDIO role is positive, however clarification is needed to specify which of the Heads of roles would lead on Data Management under the CDIO role.'

- **Staff Development and Upskilling:** Suggestions to focus on career progression for current staff and upskilling for lower salary bands.

- **5. Budget and Financial Delegations:** Confirmation requested for internal schemes of delegation to clarify financial sign-off thresholds.

Concerns about the impact of the restructuring on the budget and staffing costs. As well as increased costs at senior management level.

- **Voluntary Redundancy request:** two voluntary redundancy requests were received.

- 2.16 Having carefully considered the comments, it is proposed that the Structure set out at **Appendix A** be approved and that the new Director roles are paid at a grade that exceeds the £100,000 threshold, which requires full Council to vote on the need for these roles.

Next Steps

- 2.17 Should full council approve the pay grades for the new Director posts the council will begin recruiting to the new posts. Staff who are at risk of redundancy and have submitted an expression of interest will be interviewed first in line with the council's legal and contractual obligations to offer suitable alternative employment when it is available.

- 2.18 The council will simultaneously begin recruiting to vacant posts externally where there is no internal candidate.

- 2.19 Where appropriate, the Council will use a specialist recruitment consultant to assist with our search and ensure we get the very best candidates.
- 2.20 There will be a review of the new structure at the 12 month point in line with our organisational change policy. This is a significant change to the council's structure and so this review point will be important in assessing success and whether it is having the desired impact on the pace of recovery.
- 2.21 The council has been managing with an unstable workforce for some time. This restructure forms a vital part of stabilising the workforce and the council but it is recognised that there could be further disruption in the short term, a key part of our next steps will be to minimise that disruption as we implement the structure.
- 2.22 See risks section below for fuller details on risks and mitigations.

Voluntary Redundancy

- 2.23 As stated earlier, two applications for voluntary redundancy were received from two current Associate Directors. The redundancy package(s) are set out in **Appendix B** and are both over £100,000 including the pension strain, which is the cost to the Council of funding the pension provision. As such full Council is being given an opportunity to vote on these packages.

3. Implications of the Recommendation

3.1 *Financial implications*

- 3.1.1 The new job descriptions have been evaluated so as to provide accurate costings. The cost of the restructure, as stated in the Consultation Document, compared to the current structure is overall cost broadly neutral albeit that there will be some transitional costs involved until the new structure is fully implemented. Some roles are currently funded through separate time-limited funding and that is only applied where roles are time-limited themselves.
- 3.1.2 In accordance with our current organisational change policy, and to minimise redundancy costs, where suitable alternative employment can be offered to those who would otherwise be made redundant this will be done.
- 3.1.3 Any redundancy and associated costs will be met through existing financial resources that have been set aside for these purposes as part of our budget through the capitalisation directive. Transitional costs, as appropriate, can also be charged here.

3.2 ***Legal implications***

- 3.2.1 The rules governing recruitment and appointment of staff are set out in the Constitution. This includes the rules for appointment of chief officers, which includes the need for elected members to decide on these appointments, except when an interim is being appointed pending permanent recruitment. The DLUHC statutory Directions give powers to the appointed DLUHC Commissioners to make decisions on senior officer recruitment for the top three tiers of the organisation. All other recruitment decisions, including those decisions where the commissioners decide not to exercise their power are made by the Chief Executive, as Head of Paid Service, or an authorised officer. In general, executive directors are responsible for agreeing and implementing restructures within their services.
- 3.2.2 The Localism Act introduces duties in relation to transparency in pay policies and arrangements. The guidance associated with this legislation states that due to public interest in the level and frequency of severance payments being made in particular to senior officers, to ensure that decisions to spend local taxpayers' money on large payoffs are subject to the appropriate level of accountability, local authorities should offer full council the opportunity to vote before packages over £100,000 are approved. The redundancy packages contained in Appendix B are limited to contractual entitlement, although in appropriate circumstances an individual may be permitted to be paid in lieu of notice. The Localism Act and associated guidance also requires local authorities to have a pay policy statement and recommends that full Council should approve new posts paid at £100,000 or more.

3.3 ***Risk management implications***

- 3.3.1 There is an inherent level of risk with any restructure, including whether it has the expected impact on performance, service delivery and efficiency and whether it is possible to recruit to the new structure. This will be mitigated through ongoing review of the impact and a 12-month review of the structure.
- 3.3.2 There are additional risks for the Council. These include the disruption that restructure at this scale causes, this disruption is already happening and will continue until significant numbers of the new posts are recruited to and postholders have started their jobs. That said, the council has been coping with instability in the work force for some time and clarity over senior roles and permanent recruitment will begin to drive more stability in the organisation. Organisational leaders and managers will need to manage ongoing delivery and risks in their areas using a variety of tools to mitigate disruption and maintain delivery. There are several interims in post at the associate director level and it is anticipated that many of these staff will stay with Slough until permanent recruitment is undertaken, minimising the risks of gap.
- 3.3.3 There is the potential for the loss of institutional memory and knowledge in staff leaving either through redundancy or as they seek other employment

during the process. This will be mitigated through thorough hand over expectations of those leave.

- 3.3.4 There are recruitment risks for local government at the moment. These are particularly acute around some roles and in some locations. The number of authorities now in intervention mean that potential recruits attracted by the challenges of intervention now also have choices.
- 3.3.5 There are specific high-risk roles due to their importance to our recovery. The monitoring officer and the director of HR fall into this category. In both cases they are vital components of any successful authority and in both cases, they have specific directions attached to their functions and the Council will find it harder to recover without strong permanent postholders.
- 3.3.6 Officers have sought to mitigate these risks as far as possible. In terms of the inherent risks, we have sought external advice and challenge on this structure to ensure it meets the aims and provides job configurations and salaries that will be competitive in the sector. There will be a 12-month review of the structure but its impact will be being closely monitored through a variety of methods including our existing performance management of services and delivery of directions.
- 3.3.7 Slough has been working with officers impacted directly or indirectly to mitigate the negative impacts that the uncertainty a restructure can have on staff. It is not possible in all cases to ameliorate all these affects.
- 3.3.8 The impact of loss of institutional memory at this stage is low as there are small numbers of staff directly impacted, this will be mitigated through effective handover for those staff who are leaving.
- 3.3.9 The Council is sourcing an external recruitment partner to assist with sourcing a strong cadre of potential recruits. This is to both add capacity for the volume of recruitment and provide the Council with specialist advice on all aspects of recruitment to help us stand the best chance of recruiting a strong field of new directors.

3.4 *Environmental implications*

- 3.4.1 There are no specific environmental implications arising from this report.

3.5 *Equality implications*

- 3.5.1 As part of the consultation process an Equality Impact Assessment was conducted.

There are just 5 permanent staff members directly impacted at this stage. In that cohort there are men and women, there are people of different ethnicities and there is some variation in age. In that cohort some have submitted

expressions of interests in new posts, and some have applied for voluntary redundancy.

Officers are seeking to mitigate any equalities impacts by putting a very high premium on diversity in all its forms as we seek to source a recruitment partner.

3.6 *Procurement implications*

3.6.1 Not applicable for this report to the committee.

3.7 *Workforce implications*

3.7.1 The consultation process has followed the Council's Organisational Change Policy and Procedure and trade unions have been involved in this change programme.

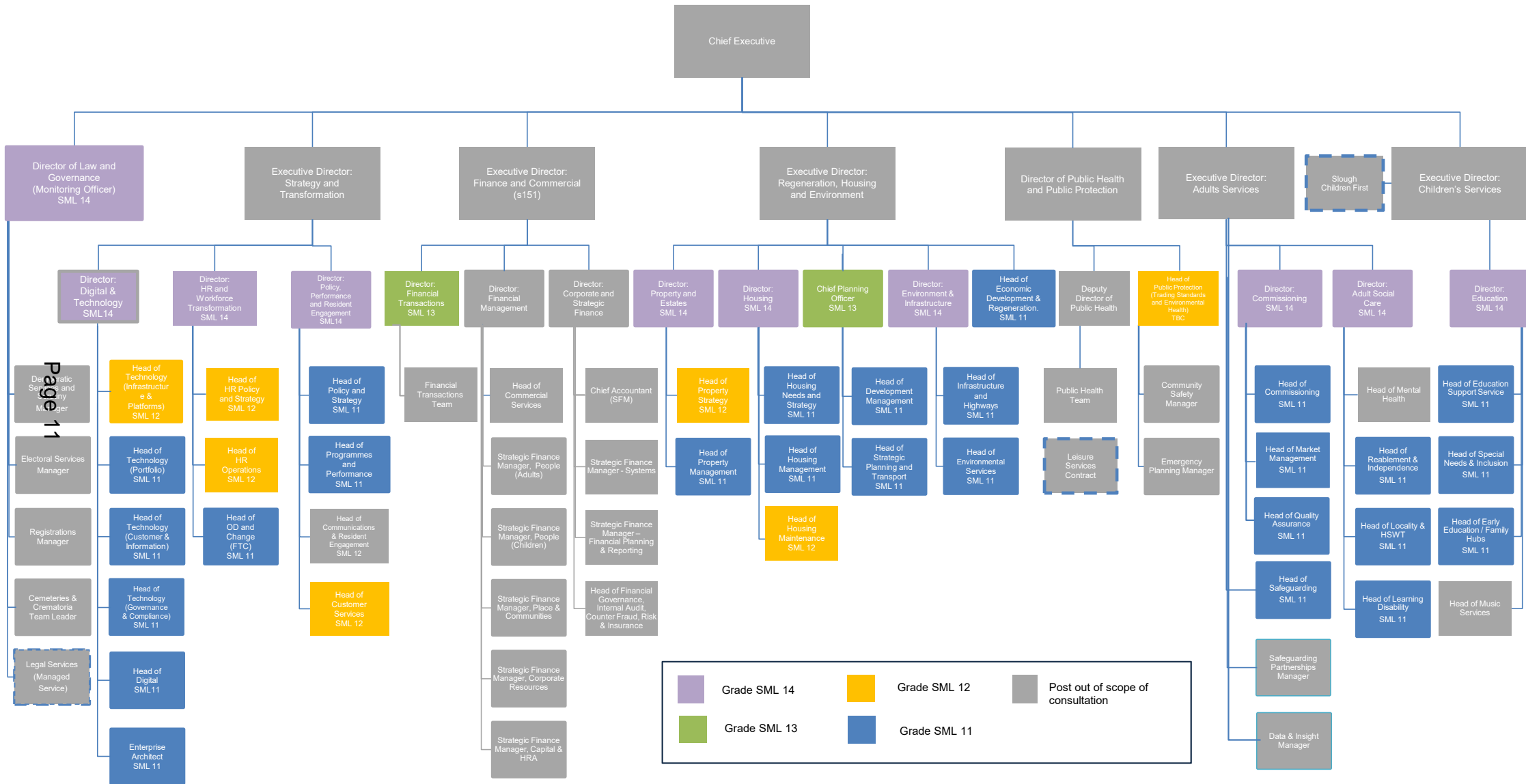
3.8 *Property implications*

3.8.1 Not applicable for this report to the committee.

4. *Background Papers*

None

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Appendix B – Severance Packages

The total costs of the package for each employee who are redundant as a result of the Senior Management Consultation are broken down as follows:

Employee 1:

Description	Costs	Comment
Redundancy Payment	£56,930.00	Statutory & Contractual Entitlement
Pension Strain	£95,936.89	
Pay in lieu of notice	n/a	
Annual Leave	To be confirmed	
Total Costs	£152,866	

Employee 2:

Description	Costs	Comment
Redundancy Payment	£56,930.00	Statutory & Contractual Entitlement
Pension Strain	£100,933.96	
Pay in lieu of notice	n/a	
Annual Leave	To be confirmed	
Total Costs	£157,863.96	

Appendix C – Responses to the feedback from the consultation

<u>Alternative Proposals</u>	<u>Decision</u>	<u>Reasons for the decision</u>
<p>1. Head of Service for Registrars and Cemetery and Crematorium service area should be reconsidered and reinserted into the proposed structure.</p> <p>2. Registrars and Cemetery and Crematorium service area should sit under a different Directorate. Not within Law and Governance as currently proposed but positioned under the Director of Public Health and Public Protection or in the same Directorate as Environmental Services, as they were before the proposed restructuring.</p>	<p><input type="checkbox"/> YES</p> <p><input checked="" type="checkbox"/> NO</p> <p><input type="checkbox"/> PARTIALLY AGREE</p>	<p>1. Creating a Head of service will add additional costs that are not entirely necessary. It would be preferable to have an overall manager for the combined service. However, changes to the next levels of management will be decided upon in the next stages of the process.</p> <p>2. Registrars and Cemetery and Crematorium service area will remain as shown on the structure, but this will be subject to a 6-month review. The JD for the Director of Law and Governance currently includes Registrars and Cemetery and Crematorium within the responsibilities section and there will be further revisions to ensure all areas are covered should the service be transferred to the MO.</p>
<p>3. Query on if the following posts were necessary or if they should be removed (primarily due to some posts looking unbalanced in relation to line management and budget).</p> <p>Posts in question: ASC 2-1, ASC 3-0, RH&E 1-1, RH&E 5-0, S&T 2-3, S&T 3-1, S&T 2-1, PH 1-1.</p>	<p><input type="checkbox"/> YES</p> <p><input type="checkbox"/> NO</p> <p><input checked="" type="checkbox"/> PARTIALLY AGREE</p>	<p>3. The imbalance in the roles have been taken through job evaluation, and considers legislative responsibility, corporate and strategic responsibility, and political contact not just budget and direct line reporting.</p> <p>However, perceived disparities will be checked by the executive directors and any necessary amendments will be made accordingly.</p>
<p>4. Need for a co-ordinated and senior leadership driven function for carbon, climate change and sustainability that currently is not clearly articulated within the consultation and new structure.</p>	<p><input type="checkbox"/> YES</p> <p><input checked="" type="checkbox"/> NO</p> <p><input type="checkbox"/> PARTIALLY AGREE</p>	<p>4. CLT will not introduce a co-ordinated and senior leadership function for carbon, climate change and sustainability. However, they will flag in reports that there is the need to have strategic leadership of corporate issues added to director's job</p>

		<p>descriptions. Plans will be made to ensure that a director is responsible for co-ordinating cross-cutting action on climate change for example. other directors will be then aligned to other strategic priorities either singularly or in combination. However, more thought needs to go in to how this will look in future.</p> <p>We also recognise the need for more technical expertise is something that the senior leadership team will be looking to build upon in future.</p>
<p>5. Chief Executive should have a Chief of Staff / Asst Chief Executive to assist him in managing the organisation.</p>	<p><input type="checkbox"/> YES <input type="checkbox"/> NO <input checked="" type="checkbox"/> PARTIALLY AGREE</p>	<p>5. CLT will consider a support role to the chief executive in conjunction with the monitoring officer role which will need to be advertised in due course.</p> <p>CLT are cognisant of the clear need for a single point of contact to provide the forward look on legislative change and how this may affect SBC.</p> <p>This is a future consideration: This role will need further discussion and ideas for this role will be developed.</p>
<p>6. Create a Head of Executive Support role to support the chief executives and lead the professional function for executive support to the executive director tier.</p>	<p><input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> PARTIALLY AGREE</p>	<p>6. Professional expertise to support the chief executives will be needed and this will be agreed to in principle pending financial consideration. This is a current consideration: Subject to financial viability, a further decision will be made regarding this position.</p>

To Be Noted by CLT

Within this section, it is imperative for the Corporate Leadership Team (CLT) to take note of and remain cognisant of the consultation responses falling under its remit. It

is important to emphasise that while CLT is responsible for acknowledging these responses, the actual responses and actions pertaining to them will be undertaken by designated individuals within Slough who will act on behalf of the CLT. This collaborative approach ensures that the consultation process is both efficient and effectively managed, facilitating the seamless execution of our organisational goals.

<u>Decisions relating to process</u>	<u>CLT to note, but other teams to follow up.</u>
1. Can Group Managers have support from the council to apply for the new posts before these are advertised externally.	Support will be provided to those interested in applying for roles through a recruitment partner that will work with SBC to secure suitable candidates for all vacant posts.
2. H&S team to migrate outside of the Corporate Function to the Housing, Property and Planning Directorate. Rationale for this.	Health and safety sit in several places in different organisations and often it is collated with facilities management to ensure building safety. The restructure will be subject to a 12-month review, so we can take this suggestion into account in future.
3. Where does Community Development, Slough Active and Localities work sit?	Community Development, Slough Active, and Localities sit within Public Health in the restructure.
4. Clarity needed on where the where Right to Buy, technical expertise on leasehold management and service charge administration sits.	This will be explored once Heads of Service are in post as part of the lower-level restructure. Further clarity will be provided to staff as soon as possible.
5. Where does the post of Principle Educational Psychologist (PEP) sit.	The post of Principle Educational Psychologist will now sit in People Services (Children). The SEND area.
6. Where does Creative Academy sit in the new structure.	The Creative Academy will continue to sit under the current GM role and will be moving over to Children's Services.
<u>Alternative Proposals</u>	<u>CLT to note, but other teams to follow up.</u>
7. ICT & D should be included in the current consultation process to help unify the management levels across the council. a. Role title of AD Chief Digital & Information Officer" should be adjusted to "Director of Digital Data & Technology. b. Roles below the Director should be updated to match with the new Council standard levels	We agree that ICT &D should be put back into the scope of this consultation. a. The role title will be adjusted to Director of Digital & Technology. b. Yes, these roles will be updated. c. No, data analytics will not be moved into the ICT&D team. Currently, there is a need to

<p>c. Data Analytics should be moved into the ICT &D team for the following reasons:</p> <ul style="list-style-type: none"> - The ICT&D team is already currently pulled in to support all efforts to improve data exchange between departments and the central Data & Analytics Team - The AD Chief Digital & Information Officer, I already chair the Data Strategy Group - Government institutions are moving to the acronym DDaT (Digital Data & Technology) - Work already undertaken around identifying the organisational gaps in capability and skills between departments and ICT&D is already crossing over with data and analytics work. - Concept of the traditional "IT Manager" is no longer valid. 	<p>focus on data and insight as part of the strategic direction. The job title for the position in question will not include data.</p>
<p>8. Quality Assurance should not be removed from the Commissioning Team under the new proposed structure.</p>	<p>Agree with the proposal that the Head of Quality function should sit within the Commissioning Team, and this will be reflected in the proposed structure.</p>
<p>9. How will the Strategic Planning and Transport Team be structured. Suggestion that team leaders for Planning Policy and Transport Strategy and Policy are created below the Head of Strategic Planning and Transport.</p>	<p>This will be explored once Heads of Service are in post as part of the lower-level restructure. Further clarity will be provided to staff as soon as possible.</p>
<p>10. The library service should not sit under the Head of Customer Services, but instead should be sat with other learning/skills services. 11. Libraries should sit with Communities and be led in conjunction with the Estates Strategy</p>	<p>Library Service will remain under the Head of Customer Services. It has been moved to Customer Services to ensure it has a customer service touchpoint following previous changes that destabilised the service.</p>
<p>12. Create a new post for Head of Building Control</p>	<p>This will be explored once Heads of Service are in post as part of the lower-level restructure. Further clarity will be provided to staff as soon as possible.</p>
<p>13. Complaints, Casework & FOI team to sit under the Chief Digital & Information Officer or Director Policy, Performance and Resident Engagement.</p>	<p>This team will stay within customer services to be able to provide a holistic view of resident issues.</p>
<p>14. Diversity and Inclusion area to move into Policy or will it remain in HR. Where does it sit within the new structure and can staff have clarification of what level it reports into?</p>	<p>The position will move into policy, however, as the finer details surrounding this fall below the level at which the consultation considers, this will be determined by relevant heads</p>

<p>- How will the workload and division and between employee/HR D and I and services/corporate compliance will be managed?</p>	<p>and rationale provided in the next stages of the process.</p>
<p>15. The Community Learning and Skills Service should sit with the wider Education Service or under Economic development.</p>	<p>The Community Learning and Skills Service will sit within the Childrens Service Directorate along with other Education and Lifelong.</p>
<p>16. Where does the Complaints, Casework & FOI team sit within the proposed restructure. Suggestion that it should sit under the Chief Digital & Information Officer or under Director: Policy, Performance and Resident Engagement as a 2nd option. Please provide rationale for where it currently sits.</p>	<p>The Complaints, Casework & FOI team is intended to remain within the Customer Service team.</p>
<p>17. Head of Policy and Strategy scope.</p> <p>a. A) Option to merge Community Engagement within the Policy & Strategy position so that the team can support the delivery of strategy as well as the creation of strategy</p> <p>Or</p> <p>b. B) Merge the existing Community Engagement post and the Policy & Strategy post within the scope of the Head of Programmes and Performance role.</p> <p>Or</p> <p>Leave as is</p>	<p>Communities will stay in Public Health as per the proposal.</p>
<p>Decision on changes to Job descriptions</p>	<p><u>CLT to note, but other teams to follow up.</u></p>
<p>18. RH&E 5-0 Head of Economic Development post.</p> <p>a. Suggestion to add one direct report relating to the Principal Economic Development Officer Level 7 to the job description, currently there are no direct reports listed.</p> <p>b. Suggestion to change Job post title from RH&E 5-0, Head of Economic Development to RH&E 5-0, Head of Economic Development & Regeneration.</p> <p>c. Under Person specification- Update Educated to degree level or equivalent experience' as an Essential requirement (remove Desirable).</p>	<p>a. One direct report will be added to the JD.</p> <p>b. The job title will be changed to RH&E 5-0, Head of Economic Development & Regeneration.</p> <p>c. This degree will remain desirable in line with equality best practice.</p>

<p>19. MO 0 Director of Law and Governance (Monitoring Officer)</p> <p>a. Update Educated to degree level or equivalent experience' as an Essential requirement and remove 'desirable.'</p>	<p>a. JD should be updated to reflect that this is an essential.</p>
<p>20. PH 1-1 Head of Public Protection</p> <p>a. Update Educated to degree level or equivalent experience' as an Essential requirement and remove 'desirable.'</p> <p>b. Update the JD to also include the following service areas of responsibility alongside the already mentioned areas: Community Safety; Emergency Planning, Housing Regulation and Anti-Social Behaviour Enforcement or Neighbourhood Enforcement.</p> <p>c. Remove the 'Professional qualification and full membership of CTSP or other relevant body or equivalent experience.' Replace with relevant professional qualification or equivalent.</p> <p>d. Indirect reports should be 50 not 13.</p> <p>e. Budget should be 4m not 1m.</p> <p>f. Post may need to re-evaluated at the end of the consultation and position upped to a Director title due to the level of work required for this position.</p> <p>(See Annex J for more details)</p>	<p>a. Agreed</p> <p>b. Agreed</p> <p>c. Agreed</p> <p>d. This figure will be checked, and the JD will be amended accordingly.</p> <p>e. This figure will be checked, and the JD amended accordingly.</p> <p>f. Not agreed at this stage but the post will be reviewed at the proper time should it become apparent that the level of accountability is more appropriate for a director post.</p>
<p>21. CYP 1-1 Head of Education Support Services</p> <p>a. Amend JD to reflect the role or the areas covered by this manager as currently there is no mention made of exclusions or school transport.</p> <p>b. Update JD to better reflect the number of people they will manage and the correct budget for that department.</p> <p>c. Clearly list the education teams the role will manage to indicate which areas of expertise the person needs.</p>	<p>a. Inclusion of exclusions and school transport will help to better reflect the role. JD will be amended accordingly.</p> <p>b. Highly likely that additional posts that are being moved into this team in the restructure. Once the team has greater clarity on this, the JD will be amended to reflect. (NH on behalf of Sue Butcher).</p> <p>c. Please see as above</p>
<p>22. S&T 3-0- Director of Policy, Performance and Resident Engagement</p> <p>a. Rename the title of the Director role – replace Performance with Insight.</p> <p>b. Consider adding the following to the Director remit:</p> <ul style="list-style-type: none"> • Equalities – policy role currently sits in HR. • Links with Chief Executive office – proposal to provide stronger links with needs of the CEX 	<p>a. The director title will remain as specified under the proposal.</p> <p>b. Yes, eventually the following areas specified will be moved to the Director's remit.</p>

<p>including forward planning and strategic partnerships. (See Annex K for more details)</p>	
<p>23. S&T 3-2 - Head of Performance and Programme Management a. Rename as Head of Data and Insight. b. Consider separating Programme Management- the role and remit are potentially too broad to be combined into a single Head of Service role. (See Annex K for more details)</p>	<p>a. The position cannot be renamed as Head of Data and Insight as this is a different to the position in question. b. Performance and Programme management cannot be separated under this role.</p>
<p>24. F&C 3-0 - Director of Financial Transactions a. Responsibility for front line customer services is included in the Director of Financial Transactions role who also has responsibility for revenues and benefits.</p>	<p>a. There are merits to the suggestion, but a decision cannot be made on this at this time. It will be reconsidered in future.</p>

Collation of responses sent to the Consultation Inbox for the proposed restructure

Feedback

1. Organisational Structure and Balance:

Concerns about the balance between leadership and operational roles when thinking about managing day-day operations. Too many leadership roles at present and not enough operational positions.

Questions about the balance of Head of Service roles in relation to the assessments used to determine grading and scope. Some posts either appeared unnecessary or unbalanced.

Inconsistencies in job descriptions because the Job Descriptions for IT, Finance, and Commercial were written before the restructure and do not align with current ones. Therefore, the financial delegations for the Director and Heads of Service roles in scope are different.

2. Support of Restructure and Requests for Greater Clarity:

Some staff support the restructuring proposal, it will positively impact future service delivery and encourage the council's recovery.

Staff desire more information and clarity about the restructuring process and the structures of teams outside the scope of consultations in relation to the current restructuring. There is concern about the lack of clarity regarding where some services now sit, as well as uncertainty surrounding line management arrangements following the restructuring.

Staff felt the proposal provided too much high-level detail and therefore lacked assurance that the Corporate Leadership Team has a clear vision for service delivery.

- As a result of this, staff offered suggestions for suitable placements for service areas at lower levels within the new restructure due to this lack of clarity.

3. Specific Role Concerns:

Concerns about the mixed responsibilities (strategic and operational) of the Director of Policy, Performance, and Resident Engagement. Mixing them means the person responsible may be pulled in different directions. Making it difficult to make decisions on what is best in the long-term for the organisation.

Removing Quality Assurance from the Commissioning Team reduces leadership capacity. The new Head of Safeguarding would have to take on responsibility for contract management, fee negotiation and grant management which have traditionally been undertaken by QA officers.

The focus of the Head of Programmes and Performance should be on transformation and project management, but there is a risk of it becoming an outsourcing hub. Council services must excel in project management and meet government obligations for a robust recovery.

Including Data Management in the CDIO role scope is positive, however clarification is needed to specify which of the Heads of roles would lead on Data Management under the CDIO when the structure has been put in place.

4. Staff Development and Upskilling:

Uncertainty regarding the necessity of General Manager (GM) positions and the support to GMs to apply to positions before they are advertised externally.

Concerns around the impact of the restructure on staff roles and future dismissals of staff at levels not considered by this Proposal.

Suggestions to focus on career progression for current staff, and upskilling for staff in lower salary bands.

5. Budget and Financial Delegations:

Request for internal schemes of delegation to clarify financial sign-off thresholds.

Concerns about the impact of the restructuring on the budget and staffing costs. Concerns that increased costs at senior management level would have significant impact on staff at other levels.

6. Voluntary Redundancy request

Two staff members have expressed an interest in voluntary redundancy, indicating a desire to leave their current role voluntarily.

7. Job Match and Expression of Interest

Job match between the AD Strategy and Commissioning role and the job description for the Director of Commissioning role.

- Job match Analysis
- Expression of interest form for the Director of Commissioning role

Expression of Interest for the Director of Environment and Infrastructure.

Expression of Interest for the Director of Policy, Performance and Resident Engagement.

Expression of interest form and covering statement for the Chief Planning Officer role.

Equalities Impact Assessment

Proposed senior management restructure

September 2023

Introduction and background

The Public Sector Duty

The duty aims to eliminate discrimination, advance equality of opportunity and foster good relations between people. The duty applies to the public sector and to others carrying out public functions. The duty applies to all nine areas of discrimination listed in the Equality Act 2010.

The public sector equality duty was created by the Equality Act 2010 and replaces the race, disability, and gender equality duties. In summary, those subject to the general equality duty must have due regard to the need to: Eliminate unlawful discrimination, harassment, and victimisation.

Protected Characteristics

- 1. Disability**
- 2. Gender**
- 3. Marriage and civil partnership.**
- 4. Pregnancy and maternity.**
- 5. Race.**
- 6. Religion or belief.**
- 7. Sex equality**
- 8. Sexual orientation**
- 9. Age**

Source: <https://keepinghrsimple.co.uk/protected-characteristics/>

This initial Equalities Impact Assessment (EIA) was based upon an assessment of the impacts on employees because of the proposal to restructure the senior management team.

A formal consultation exercise commenced on 9th August 2023.

This proposal identifies that all the existing management posts titled Associate Directors at pay Level 13 will be deleted.

Impact on affected staff

Below is a summary of the impact of the proposals on the affected staff.

Impact on ethnicity – more staff from a minority ethnic background were subject to a significant negative impact. However, we will follow the organisational change policy which offers employees options such as Voluntary Redundancy and expression of interest to suitable alternative roles in the new structure. Additionally, improving diversity applicants is an essential requirement of the recruitment of new positions to the new structure for the senior roles.

Impact on disability – no impact on disability

Impact on age – all staff affected were over 50, and therefore the impact was not disproportionate on age bandings.

Impact on gender – there is no disproportionate impact on gender balance.

Rationale

Why we need to change?

Since September 2021, Slough Borough Council has been subject to Directions of the Secretary of State. The Directions were imposed as result of weaknesses in the Councils finances and governance processes. These weaknesses have arisen over a period of several years and represent the combined impact of a wide range of issues including, but not limited to, significant capacity and capability issues.

As articulated in the Council's Improvement and Recovery Plan, we are on a long-term path to recovery, however, to deliver this we need strong corporate capacity and capability. The restructure establishes a structure which will increase capacity at the top levels of the organisation to deliver the stabilisation and operating model for recovery. This will in turn deliver resources to allow the Council to focus on changes required in services and at other levels of the organisation.

Areas under consultation

Extract from the main proposals in the draft consultation paper

Consultation Areas

The areas being consulted on are:

1. The proposed future staffing structure at senior level across the Council excluding the Executive Director level (Appendix A)
2. To delete the current Associate Directors roles and introduce two new levels at Director and Head of Service Levels to increase the capacity and capability of the senior management structure
3. The impact of these proposed changes on future service delivery
4. The impact of the proposed future structure on post-holders
5. The consultation process and timescales

AREA 1 - The proposed future staffing structure at senior level across the Council excluding the Executive Director level

Area 2 - To delete the current Associate Directors roles and introduce two new levels at Director and Head of Service Levels to increase the capacity and capability of the senior management structure

AREA 3 – The impact of these proposed changes on future service delivery

Structure Overview

At the most senior level the structure will change to reflect the balance of responsibilities and the capacity required to deliver the Council's Improvement and Recovery Plan. The current structure, particularly at Associate Director level, has a high number of interim arrangements and does not reflect the new directorate structure under five executive directors.

It is proposed to delete the Associate Director posts and put in place a new level of Directors and Heads of Service, which will allow a specialist and dedicated focus on corporate and strategic issues in the new functional areas. This reflects the need to increase capacity at the senior strategic level.

AREA 4 - The impact of the proposed future structure on current post-holders

The current Associate Director roles will be deleted with the exceptions of the following roles:

- a) Deputy Directors roles in finance (these have been subject to a separate consultation process)
- b) Chief Digital and Information Officer (due to the specialist nature of the role and which was subject to a separate consultation). This role is matched to a post with clear similarities and at the same pay level.
- c) There are two Heads of Service that are also matched.

Group Managers and Heads of Services (in Finance) will be only indirectly affected at this stage as their line management will change because of the new Director and Head of Service roles.

This also has a wider impact on the senior team being demonstrably less diverse (subject to future recruitment). It should however be noted that this is a very small cohort of people which can skew the overall view. This EIA must not be shared and is restricted to Chief Executive, Executive Directors, relevant HR staff and TU for information, due to GDPR risk.

Area 5 – Proposed consultation timescales and process

Proposed Implementation Timetable

The proposed timetable is outlined below:

Date	Action
	All user email announcing the intention of changes to the senior management levels
Ongoing since March 2023	Informal discussion with Trade Unions to update on changes to the senior management structure
25 th April 2023	Informal meeting with trade unions to share the contents of the informal meeting with affected staff
25 th April 2023	Informal consultation meeting with affected staff led by Stephen Brown to outline potential structure and to seek any alternatives to the potential structure
25 th April 2023	Email to affected staff requesting expression of interest to volunteer for redundancy by 2 nd May.
w/c 9 th May 2023	Consider VR requests received and any alternative suggestions to the potential structure to formulate formal proposals
10 th May 2023	<p>Email to affected senior staff requesting further comments on the proposals to create a five directorate structure following a VR request.</p> <p>The repose of this has informed the current proposals to changes in the senior management structure.</p>
19 th June – 3 rd July 2023	Executive Directors consultation to create the five directorates,
w/c 3 rd July 2023	Preparation for the second phase including drafting new job descriptions, job evaluations and compiling the consultation document
2 nd August 2023	Matching process
7 th August 2023	Meeting with Trade Unions to outline the proposals and impact on staff
9 th August 2023	<p>Consultation commences; 'launch' briefing to be held with directly affected staff, and 1-to-1 meetings with line managers to be arranged and held thereafter</p> <p>Trade union colleagues in attendance</p>

8 th September 2023	Consultation close; all consultation responses and expressions of interests to be submitted by 16:00
Week commencing 11 th September 2023	Consideration of responses received.
28 th September 2023	Full Council meeting to seek approval of the new structure and confirm the new senior manager roles
2 October 2023	Implement the new structure
w/c 2 October Recruitment and Selection Interviews	Selection process to new leadership roles and commence recruitment to all vacant posts
1 November 2023	Effective date of new structure

Stage 1: Post consultation Screening

Section 1: About this EIA initial screening	
Name of the activity being screened:	Proposals to introduce a new senior management structure below Executive Directors
Type of activity being screened:	<p>Policy development/review</p> <p>Council service/function review</p> <p>Capital project</p> <p>Budget proposal</p>
Business Area	Senior Management Team, Associate Directors
Name of screening officer:	Belinda Collins
Date of screening:	Updated Screening September 2023
Sign off by Project Sponsor	Stephen BROWN

Sign off by council equality lead:	Christine Ford
Section 2: Information about the policy change	
1. Briefly describe the aims, objectives, and purpose of this activity.	A senior management restructure will help to create more strategic leadership capacity within the organisation, supporting with the implementation and ongoing delivery of the new operating model. The senior management structure will create a new organisational architecture which will have new directorates. This will provide the high-level blueprint to continue with the detailed design and implementation of any further restructure for the whole of the Council.
2. Who a) implements and b) is responsible for this activity?	The project sponsor is Stephen Brown Implementation will be owned by Sarah Hayward and Stephen Taylor, and Council Officers.
3. What are the desired outcomes?	A smooth implementation of a new council operating model, commencing with the changes of job roles at senior level. This will create the strategic leadership capacity and a more flexible approach to target resources where they will be most effective and deliver good equalities outcomes and benefits to communities.
4. Who is expected to benefit from this activity and in what way?	Local communities will in the long run benefit from having an effective Senior Leadership Team.
5. Who are the main stakeholders in relation to this activity?	<ul style="list-style-type: none"> • CMT / SLT • Trade Unions • Staff • Members • External Partners

Note due to the low number of affected posts/people, this EIA will not be published. This is due to the fact that such a small pool of people could lead to a potential breach under the GDPR legislation.

Section 3: Identifying and assessing equality impacts	
An equalities analysis of the staff in the scope of change	
6a. Have the results of the equalities analysis shown that any equality group(s) will be disproportionately affected by this change? Please explain and provide	<p>An initial assessment has been carried out against the protected characteristics of:</p> <ol style="list-style-type: none"> 1. Age 2. Disability 3. Ethnicity 4. Gender

evidence to support your response.		
7a Who will be consulted on this change?	<p>Consultation will take place with the trade unions and all affected staff.</p> <p>Other stakeholders (SCST and Berkshire Public Health, NHS etc.) have been included in the consultation document for information.</p>	
8a During consultation, were any equality concerns raised by stakeholders? If so, please briefly explain the issue(s).	<p>Specific equalities issues raised by the consultation will be addressed in follow-up EIA.</p>	
9a. If one or more groups is likely to be disproportionately affected, are there any mitigating actions that can be taken to address this? Please explain	<p>This proposal has a major impact on all AD postholder who are in the affected pool. The council has a robust redundancy and redeployment policy framework which will be applied.</p> <p>The mitigating offer is that there is a significant pool of available jobs for individuals to apply.</p>	
<p>To ensure that the Council achieves the vision set out in our Improvement and Recovery Plan, we need to make certain that in carrying out our functions, our activities do not have a negative/adverse impact on the themes set out in this strategy or the priorities within the Plans. Please consider whether this activity could have a negative/adverse impact on the different equalities groups in relation to:</p> <ul style="list-style-type: none"> - Slough's ambition to be a sustainable borough - The strength of Slough's economy - Community cohesion and health - Community safety and fear of crime <p>For more information on these themes and priorities, please read the EIA guidance notes.</p>		
6b What are the potential equalities impacts of the proposed activity? Please complete the table below.		
Equality group	Is there a negative/adverse impact?	Additional information. E.g.: <ul style="list-style-type: none"> - Which group(s) of disabled people (mobility, Deaf/hearing impaired, mental ill health, etc.). - which ethnic group(s). - which religious group(s). - lesbian women and/or gay men - women, men or trans people
Age:		<p>No negative / adverse impact</p> <p>There is no identified disproportionate impact</p>
Disabled staff or those with mobility requirements		<p>No negative / adverse impact</p> <p>There is no identified disproportionate impact.</p>

Ethnic groups			Negative / adverse impact There is an identified disproportionate impact. The pool is very small.
Gender			No negative / adverse impact
Pregnancy and Maternity			None known to be in this staff pool
Gender Reassignment			Insufficient data for analysis
Marriage and civil partnerships			Insufficient data for analysis
Religious/ Faith groups			Insufficient data for analysis
Sexual Orientation			Insufficient data for analysis
7b. Can the negative/adverse impact(s) highlighted be justified on the grounds of promoting equality of opportunity for one group? Or any other reason? Please explain	<p>There are negative / adverse impacts.</p> <p>The consultation process from 9th August 2023 will also allow us to further determine the impact of the proposals on any equality groups. The current AD cohort is very small and movement of any changes to this group will have a larger impact.</p> <p>Due to the current structure not being fit for purpose this has resulted in the deletion of the AD level in the structure.</p>		
8b. There are no negative / adverse impact(s) If you have not identified any negative/ adverse impacts please briefly explain your answer, providing evidence.	<p>There is a disproportional impact on ethnicity.</p> <p>Please see above</p>		
	<p>Please list the evidence (presumed or otherwise) to support your answer:</p>		
9b. Have any positive impact(s) been identified? If you have identified any positive impact(s) please briefly explain your answer, providing evidence.	<p>The consultation process from 9th August 2023 will also allow us to further determine the impact of the proposals on any equality groups.</p> <p>There will be opportunities to strengthen diversity with a wider range of senior jobs available.</p>		
	<p>Please list the evidence (presumed or otherwise) to support your answer:</p>		
Section 4: Next Steps			
10. Is this activity going to a full EIA?	<p>A revision to this document will be prepared, after the proposals have been considered at consultation closure and again after the implementation phase is complete.</p>		

Stage 2: Final Screening

Section 1: About this EIA initial screening	
Name of the activity being screened:	Proposals to restructure the full senior management team of the council.
Type of activity being screened:	Policy development/review Council service/function review Capital project Budget proposal
Business Area	Council Wide
Name of screening officer:	
Date of screening:	
Sign off by Project Sponsor	
Sign off by council equality lead:	Christine Ford
Section 2: Information about the policy change	
1. Briefly describe the aims, objectives, and purpose of this activity.	Following a consultation period, the consultation outcome made the following revisions to the implementation plans: -
2. Who a) implements and b) is responsible for this activity?	
3. What are the desired outcomes?	
4. Who is expected to benefit from this activity and in what way?	
5. Who are the main stakeholders in relation to this activity?	CMT Trade Unions Staff Members External Partners

Section 3: Identifying and assessing equality impacts

An equalities analysis of the staff in the scope of change

<p>6a. Have the results of the equalities analysis shown that any equality group(s) will be disproportionately affected by this change? Please explain and provide evidence to support your response.</p>	<p>An initial assessment has been carried out against the protected characteristics of: -</p> <ol style="list-style-type: none"> 1. Age 2. Disability 3. Ethnicity 4. Gender <p>Data is not available in sufficient quantities to make analysis against: -</p> <ol style="list-style-type: none"> 5. Gender Reassignment 6. Marriage and civil partnerships 7. Religion or Belief 8. Sexual Orientation 9. Pregnancy and Maternity <p>The number of disproportionately affected staff</p>	
<p>7a Who will be consulted on this change?</p>		
<p>8a During consultation, were any equality concerns raised by stakeholders? If so, please briefly explain the issue(s).</p>		
<p>9a. If one or more groups is likely to be disproportionately affected, are there any mitigating actions that can be taken to address this? Please explain</p>		
<p>- - - -</p> <p>For more information on these themes and priorities, please read the EIA guidance notes.</p>		
<p>6b What are the potential equalities impacts of the proposed activity? Please complete the table below.</p>		
<p>Equality group</p>	<p>Is there a negative/</p>	<p>Additional information. E.g.:</p>

	adverse impact?		<ul style="list-style-type: none"> - Which group(s) of disabled people (mobility, Deaf/hearing impaired, mental ill health, etc.). - which ethnic group(s). - which religious group(s). - lesbian women and/or gay men - women, men or trans people
Age:		N	
Disabled staff or those with mobility requirements		N	
Ethnic groups		Y	See above
Gender		N	
Pregnancy and Maternity		N	
Gender Reassignment		N	Insufficient data for analysis
Marriage and civil partnerships		N	Insufficient data for analysis
Religious/ Faith groups		N	Insufficient data for analysis
Sexual Orientation		N	Insufficient data for analysis
7b.Can the negative/adverse impact(s) highlighted be justified on the grounds of promoting equality of opportunity for one group? Or any other reason? Please explain			
8b. There are no negative / adverse impact(s) If you have not identified any negative/ adverse impacts please briefly explain your answer, providing evidence.	Please list the evidence (presumed or otherwise) to support your answer:		
9b. Have any positive impact(s) been identified? If you have identified any positive impact(s) please briefly explain your answer, providing evidence.	Please list the evidence (presumed or otherwise) to support your answer:		
Section 4: Next Steps			
10.Is this activity going to a full EIA?			

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