

## Slough Borough Council

<b>Report To:</b>	Employment and Appeals Committee
<b>Date:</b>	22 December 2022
<b>Subject:</b>	Senior Management Restructure Update
<b>Chief Officer:</b>	Stephen Brown
<b>Contact Officer:</b>	Surjit Nagra – AD Human Resources
<b>Ward(s):</b>	All
<b>Exempt:</b>	No
<b>Appendices:</b>	Nil

### 1. Summary and Recommendations

- 1.1 This report sets out for the committee an update on the progress of the recruitment to the senior management structure. It also covers changes to the chief officer structure proposed to the two existing Executive Director roles of the Chief Operating Officer and ED Strategy.

#### Recommendations:

Committee is recommended to:

- Note the contents of this report
- approve the changes to the chief officer structure proposed
- recommend this to Full Council for approval and the Constitution be amended accordingly
- authorise the Chief Executive to make any further minor changes to the structure
- authorise the monitoring officer to make the necessary consequential changes to the Constitution.

#### Commissioner Review

To deliver a successful response to the Directions and chart a way back to being a Council that can operate within its budget and without intervention requires a critical mass of highly motivated and skilled individuals who will work together and separately to deliver in very challenging circumstances. The roles specified must be able to work flexibly to meet the challenges foreseen and unforeseen. That group does not yet exist in Slough but if the current recruitment processes are successful, it will provide a significant boost. Progress on filling the structure is however only one part of this activity. The Council needs to substantially improve its programme and performance management processes, both collectively and individually and create and engender a culture which will be able to deliver.

## 2. Report

### Introductory paragraph

- 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 corporate capacity. The restructure that took place in July was to establish a structure which would increase capacity at the top levels 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 The proposals, which were agreed with the trade unions, set out Slough Borough Council (SBC)'s proposals for changes to the structure of the Council's corporate management structure. It proposed some changes to the responsibilities of the existing Executive Director and Associate Director roles in line with the delegated authority granted to the Chief Executive in Full Council on July 21<sup>st</sup>.

### Background

2021 was a very challenging year for Slough Borough Council and its staff. The very 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.

The proposals consulted on in July, and implemented, was to increase the capacity and capability to address the concerns that had been highlighted. The previous report to this committee contained details of the key changes that had been implemented and the appointments that had been made to the vacant roles in the senior management structure.

We can report to this committee the following posts where the postholders have started, and also the appointments the Appointments Sub-Committee is progressing this month, as follows:

- Chief Executive – Stephen Brown (appointed 26<sup>th</sup> October)
- ED People – Adults – Marc Gadsby (appointed 26<sup>th</sup> October)
- ED Housing and Property – Patrick Hayes (appointed 17 October)
- Monitoring Officer – Stephen Taylor (engaged 1 October on an agency basis)
- ED Finance and Commercial Services – The final interview for this post is taking place on 20 December and Steven Mair will be in this role on an agency basis until March 2023
- ED People – Children's and Chief Executive of Slough Children First – The final interview for this post is taking place on 20 December and Andrew Fraser will be in this role on an agency basis until January 2023

The ED Housing and Property and ED Place and Community have also made some changes to their portfolios. As a council we are moving away from delivering regeneration projects and instead to enabling them. To support this, the planning team has now joined the Housing and Property Directorate. This move will see line

management changes for some group managers and portfolio changes for some associate director posts:

- The vacant post of AD Property will be renamed AD Property and Planning
- The GM Planning and the GM Planning Policy will move from the portfolio of the AD Place Regulation to become part of the portfolio of the AD Property & Planning, and, until this vacant post is filled, will report to the ED Housing & Property
- Place Regulation will combine with the portfolio of the vacant AD Community post and be renamed AD Community and Public Protection.

The new management structures of the housing and property and place and community directorates are effective immediately. These important changes ensure both critical directorates have the capability and capacity to meet the challenges ahead and better position the authority to become an enabler of regeneration for our town.

The two vacant posts of Chief Operating Officer and ED Strategy will be deleted (no impact on staff as both are vacant) and merged to create a new Executive Director role called ED Strategy and Improvement. This post holder will manage all the corporate services, with the exception of those in the Finance and Commercial directorate, the Monitoring Officer, Electoral and Democratic Services. There may be further changes to the portfolio which will be reported to the committee. The original intention of having two executive directors was to create capacity to have a focus on the organisational development work required as part of the recovery plans, however consultancy support has been provided on a part time basis to support existing officers with this work and this is deemed to be a more cost-effective way forward. It is suggested that the Chief Executive is able to make any further minor changes to the structure.

### **3. Implications of the Recommendation**

#### **3.1 *Financial implications***

- 3.1.1** The proposals do not create a redundancy situation as the two ED posts are currently vacant. The new merged ED post will retain the same role profile and grade as the current roles. The cost of the management structure agreed in July was to be partly funded by the capitalisation direction. This new structure delivers a small saving which will reduce the requirement to rely on this, however the cost of the council staffing structure will need to be kept under review as service restructures and redesign take place.

#### **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 make a decision on these appointments, except when an interim is being appointed pending permanent recruitment. The DLUHC statutory director gives powers to the appointed DLUHC commissioners to make decisions on senior officer recruitment for the top three tiers of the organisation. The commissioners have used this power to appoint the Head of Paid Service/Chief Executive in October 2022 and the Monitoring Officer in September 2022 and are also actively involved in the recruitment of the ED of Finance and Commercial and People (Children). The chief officer structure and creation of roles over £100,000 are matters that require approval by Full Council.

### 3.3 *Risk management implications*

3.3.1 Without a full complement of staff in the senior management structure there is the risk of failure of service delivery. Currently there are gaps in the services which is impacting on service delivery and therefore appointments of the senior officers will allow these officers to focus on required restructures within the services. As this committee will know service restructures have already been completed, for example, in Finance and ICT.

### 3.4 *Environmental implications*

3.4.1 Not applicable for this report to the committee.

### 3.5 *Equality implications*

3.5.1 The Council collects monitoring data on its staffing cohort and this is regularly reported to this committee. In addition, where agencies are used for senior officer recruitment, they will collect monitoring data on potential candidates. The Council is committed to having a workforce that reflects its diverse communities and progress on this will be considered as part of the wider workforce strategy.

### 3.6 *Procurement implications*

3.6.1 Not applicable for this report to the committee.

### 3.7 *Workforce implications*

3.7.1 There are limited implications on the workforce, as the two ED roles are vacant and the existing ADs will move under one ED.

### 3.8 *Property implications*

3.8.1 Not applicable for this report to the committee.

## **4. Background Papers**

None