

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment & Appeals Committee

**DATE:** 2<sup>nd</sup> July 2020

**CONTACT OFFICER:** Josie Wragg, Chief Executive

**AUTHORS:** Surjit Nagra, Service Lead - People  
Joe Carter, Director of Transformation

For all enquiries (01753 875788 ext. 5788)

**WARD(S):** All

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

#### **OUR FUTURES PROGRAMME – WORKFORCE UPDATE**

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

This report is an information report to update the Members of the Employment and Appeals Committee of progress in the Our Futures programme, since the note presented on 26<sup>th</sup> May 2020.

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

2.1 The Committee is requested to note the contents outlined in this report.

##### **3. Supporting Information**

3.1 Attached as Appendix A is the briefing note that was circulated to this Committee on 26<sup>th</sup> May 2020 by Surjit Nagra, Service Lead – People. This outlined the background to the launch of the Phase 1 Senior Management reorganisation towards a new Operating Model of the Council.

Just to remind the Committee part of the original delivery plan entailed creating a new operating model for the Council. This was prompted by rising demand for Slough's key services in the context of reduced Government funding. The business case also reflected the Council's ambition to be a 'world class' organisation, with a sustainable cost base and a 'one council' staff team.

##### **4. Phase 1**

4.1 The Council launched the senior team consultation for a reorganisation on the 3<sup>rd</sup> June 2020; this consultation will be open until the 15<sup>th</sup> July 2020. The full consultation programme has included engagement with trade unions, staff through a series of roadshows across the services and the Our Futures

Champions. Regular updates have also been presented to staff through updates on the Our Futures Programme update via internal communications. Members have also been kept abreast of developments through the Leader and Cabinet.

At the conclusion of the Phase 1 consultation process, full consideration will be made of all representations from staff and trade unions. Consultation response to the proposals is expected to be made in early August, which will be followed by a selection process to the new posts.

## **5. Phase 2**

5.1 The phase 2 of the OF programme (formation of a new operating model) is a much larger programme affecting all staff below the Senior Leadership Team created in Phase 1. It is not anticipated that there will be large scale redundancies as the Council has vacant posts. Within Phase 2, as we have done in Phase 1, the Council is implementing a new 'job family' framework. This removes the need for individual job descriptions to be created and ensuring that there is consistency of terms and conditions across the council. The main thrust of this OD programme is also to centralise the business delivery operations of internal administration as far as is possible and to create a more robust front-end service for customer facing roles. The latter is intended to deal with the majority of first point of contact enquiries from our residents, after the initial offer of self-help via our online service portals. The Council has numerous enquiries from the public over a broad spectrum of services, it is anticipated that the bulk of queries will be dealt with by core advisors, with more specialist support being available for more complex interactions. It is typically anticipated that this model should support the Council in engaging with 80% of contact at the first point via online means, freeing up specialist and operational delivery professionals to concentrate on dealing with the more complex queries.

### **5.2 Job Families**

Job Families have become increasingly popular across many sectors – please refer to Appendix A. A job family is a group of jobs with common features. Each job family contains a number of levels, each reflecting different job outputs, skills, knowledge and expertise. Although the level of responsibility, skill or competence required to do the work may be different, the essential nature of the work activities carried out and basic skills used are similar. The number of levels within each job family will vary, depending on the scope and range of responsibilities. Each of the levels in a job family corresponds to a grade and each has a role profile, there will no longer be individual job descriptions and supplementary targets will be set via performance management frameworks.

There are many benefits for developing job family frameworks, these include:-


- Allowing the Council to create a career development framework, linked to competencies

- Improving the way the Council describes jobs and measures results
- Providing a clear and transparent way to see roles consistently
- Helping to modernise the way we work – specifically creating flexibility and career enhancement opportunities
- Simplifying the overall job evaluation process and make savings on evaluating individual job roles
- Ensuring consistency across the Council, horizontally, vertically and diagonally, ensuring equity in pay
- Supporting workforce development, succession planning and career pathways

The Council has elected to take a generic job family approach to reduce the complexity that a functional job family would bring.


The proposal is that there are five job families described in the table below.

## WHAT WILL SLOUGH'S JOB FAMILIES BE?




**Customer Delivery**

The **Customer Delivery** job family encompasses staff in customer-facing roles responsible for providing services to Council customers on a reactive basis (e.g. customer services). Individuals within this family will be equipped to resolve the majority of customer issues but will also be able to triage more complex matters to other families as required.




**Operational Delivery**

The **Operational Delivery** job family encompasses staff in customer-facing roles responsible for the delivery of the Council's "bread and butter" services to Slough residents and communities (e.g. repairs and maintenance, housing development, street scene, non-specialist social work).




**Business Delivery**

The **Business Delivery** job family encompasses staff in inward-facing roles that support the day-to-day corporate operation of the Council (e.g. administrative support, IT, meeting facilitation). This family also includes roles tasked with driving the ongoing improvement and development of the Council (e.g. data and insight, sustainability, partnership working).



**Specialist Delivery**


The **Specialist Delivery** job family encompasses staff who have developed a high level of specialist knowledge in a narrow subject field (typically demonstrated through the attainment of a professional qualification). These roles will have minimal direct interaction with customers (with the exception of those handling complex case-work). They will also have reduced operational management responsibilities relative to roles of the same seniority in other families.



**Leadership**

The **Leadership** job family encompasses SBC's most senior leadership personnel up to and including the Chief Executive, responsible for leading the operational delivery of the Council's strategic objectives.

The job families model also includes a small pool of **Advisory** roles. Individuals in **Advisory** roles will provide senior specialist advice directly to members of the **Leadership** family.


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In addition, there will be a small pool of senior advisory specialists who will not be allocated to a job family; their remit is to provide high level expertise and advice to specific business areas.

### 5.3 Competency Frameworks

As part of the overall framework the Council will introduce a competency framework to support the organisational design and the job families and identify a similar framework for the rest of the Council to the Leadership Framework that is part of Phase 1 consultation (which will apply to senior leadership roles).

Details of this can be found at Appendix 2.

### 6 Agency Workers

Agency workers are not included in the main reorganisation of the Council and although Agency workers will have access to information about job roles, the Council will provide job access and redeployment opportunities to all permanent employees first. The Council remains committed to reducing reliance on agency usage that will form part of the work in the coming months. Agency workers will be welcomed and encouraged to apply for permanent vacancies after permanent employees have all been considered for roles.

### 7 Timescales

The Phase 1 timeline is already in action and the key dates are noted in the table below:

Consultation period	June 3 <sup>rd</sup> to July 15 <sup>th</sup>
Response to consultation	Early August
Selection to new posts  NB Members of this Committee will be involved in recruitment to Executive Director posts as per the constitution.	Mid August

#### Phase 2

Preparation for Phase 2	Ongoing
Consultation period – anticipated	September to November
Implementation of proposals	December to March
Embedding and review	During the financial year 2021/ 2022

## **8 Costs and savings**

Phase 1 will save the Council approximately £1m

Phase 2 will help to deliver towards the Our Futures savings target, approximately £4.3m. The majority of these savings will be made through the OD programme, from a reduction on agency revenue expenditure and revenue expenditure. Most of these savings will be achieved by efficiencies in managing processes and ways of working; this will not be achieved by large scale headcount reductions by redundancies. However, there are vacancies which will be reviewed and will, be taken out of the establishment where possible, the Council may also reduce headcount through redeployment into vacancies and through natural attrition rates.

There will be some redundancy costs which will be reported separately, as the costs emerge.

## **9. Background Papers**

None

## **10. Appendices**

Appendix 1 – Briefing note dated 26<sup>th</sup> May to EAC

Appendix 2 – Job Family Diagram