

Dear Employment and Appeals Committee Members

Our Futures Programme

I hope this briefing finds you all well and safe.

In these unprecedented times, while we work to establish the 'new normal', and in the absence of not having our EAC meeting in April, I wanted to ensure that you were informed of the progress of the Our Futures Programme. This is because there are staffing impacts which will be shortly launched and for you to be aware of the affect of this to your role on this committee.

This is to brief you, as a Member of the Employment and Appeals Committee, of progress in the above programme, which I trust you will find helpful.

Background

In April 2019 Cabinet approved business case for a transformation programme to deliver 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 and changing customer expectations. The business case reflected the Council's ambition to be a world class organisation, with a sustainable cost base and a 'one council' staff team.

The above Cabinet report is at appendix 1, the business case at appendix 2.

The programme has three phases: A mobilise & design: April – Dec 2019; B implementation: Jan 20 – Mar 21; and C embed: Apr 21 – Mar 2. The programme is currently in the implementation phase, which has been slightly delayed by the C19 crisis.

In order to progress the programme effectively it is managed through 6 work streams, each led by a senior council officer, drawing on subject matter experts and supported by a project manager.

The 6 workstreams are: commerciality and traded services, operating model and process, digital and technology, localities and accommodation, people and organisation and statutory and local delivery partners.

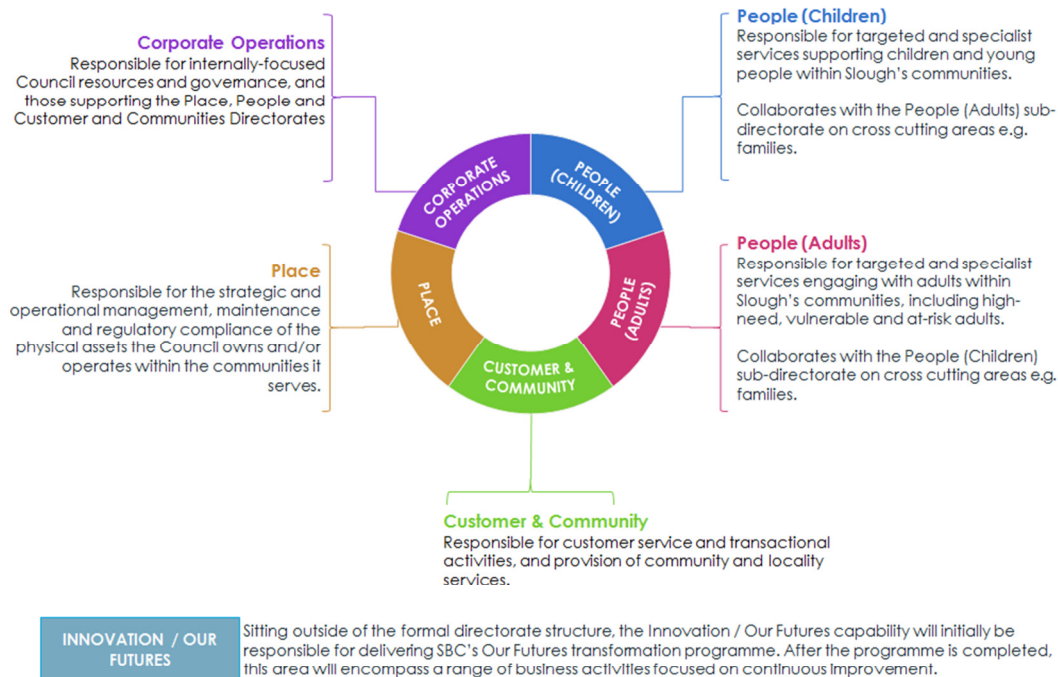
In March 2020 Cabinet received an update report (appendix 3). The report noted that a director of transformation had been appointed to drive the programme forward, significant investment had been secured to fund it, and the programme has been branded 'Our Futures' and launched at the annual staff conference.

People and Organisation

Within the People and Organisation workstream is a review of the Council's senior management structure, i.e. directors and service leads. The business case referred to the above and considered various options, which have been subject to detailed consideration by the corporate management team and a project group set up to take this forward. This project team is a sub set of the people and organisation work stream.

Senior Management Structure

As a result of the work referred to above, a new structure has been developed which will be subject to consultation by those affected. The proposal envisages a structure led by a chief executive, supported by 5 executive directors and 12 associate directors, (tiers 2 & 3) set out below.



Consultation

Before implementing a new senior management structure, the Council is required to consult recognised trade unions and those staff directly affected. It is planned to launch that consultation face to face and virtually (for colleagues that are not able to attend OH) on June 3, after which the formal consultation document will be sent to trade unions, each director and service lead. A draft copy of the consultation document is at appendix 4.

At the close of consultation on Friday 15th July, the Chief Executive and Director of Transformation will review the responses and make such amendments to the proposed structure as they consider appropriate, whilst maintaining the principles of the 'Our futures' project. They will then advise the affected staff during the week commencing 3rd August 2020 of any amendments and commence recruitment to the new structure.

Recruitment to New Structure

In January 2018 the Council agreed an 'organisational change' policy which sets out how it will deal with staff restructures. The policy aims to ensure that staff are treated fairly and in accordance with their employment rights, whilst minimising any compulsory redundancies. A copy of the policy is at appendix 5.

The policy envisages a series of options to fill the new posts, job matching, ring fenced interviews, restricted competition and external advertisement. It is planned that the recruitment process to the new roles will commence during the first 2 weeks in August. We will be coming to you to be involved in the Director interview process as members of this Committee.

Staff Support

It is recognised that being subject to a restructure can be unsettling for staff, especially given the efforts required to meet the Covid 19 emergency. Accordingly, the Council has made available support through engaging an external organisation, called Gallanach. Gallanach have provided group sessions to highlight how staff can manage the change process, lead through change they are themselves going through and have given one to one coaching sessions. There is further support that is being discussed to support the affected staff through the recruitment stage.

Future Update

Members of the Committee will be updated on the progress of the above in July when consultation is complete, but before selection to the new leadership posts commences. In the meantime if you have any comments or questions, please contact me on 01753 875727. or via surjit.nagra@Slough.gov.uk

Surjit Nagra

Service Lead, People

Appendices in separate attachments