

Slough Borough Council

Report To:	Employment and Appeals Committee
Date:	12 October 2022
Subject:	Senior Management Restructure Update
Chief Officer:	Stephen Brown
Contact Officer:	Surjit Nagra – AD Human Resources
Ward(s):	None
Exempt:	NO
Appendices:	Appendix A – new structure chart with officer names.

1. Summary and Recommendations

- 1.1 This report sets out for the committee an update on the senior management restructure which took place in July 2022. It covers the appointments that have been made to the new vacant posts.

Recommendations:

Committee is recommended to:

- note the contents of this report.

Commissioner Review

Commissioners have seen this report.

Please note the new Directions now give powers to the Commissioners on appointments and dismissals of the top three tiers of the organisations. Commissioners have confirmed that as far as possible they intend to work throughout the current established practices as far as it concerns Members but that the pace of activity needs to be accelerated to meet the needs of the recovery programme.

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 was proposed 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 A consultation document was prepared and agreed with trade unions which 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.

Background

2021 was a particularly challenging year for Slough Borough Council and its staff. The 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 contained in the consultation document outlined how the organisation was to increase the capacity and capability to address the concerns that had been highlighted. Below are the key changes that were proposed which have now been implemented:

- To formally split the corporate resources directorate into a Finance and Commercial directorate and an Operations directorate, retaining a separate directorate of strategy.
- To increase the capacity and capability of the corporate resources' services, with new or amended AD roles of Transformation, Strategic Communications and Change, Human Resources, Chief Digital and Information Officer and Customer and Business Services.
- To formally split the directorates of Place and Customer and Community into new directorates of Place and Communities and Housing and Property.
- To increase the capacity and capability of the housing and property functions with new AD roles of Property and Housing and deleting the vacant role of AD Community and creating a new role of Head of Service Community to reflect the removal of housing functions from the AD role
- No changes were proposed for the People – Adults and People – Children's directorates.

Following the consultation there were minor changes to some of the services under some of the AD roles.

Since the implementation process, we can report to this committee the following appointments, the Sub Appointments Committee has been involved in decisions relating to chief officers where external candidates were being considered:

- Chief Operating Officer – Stephen Brown
- ED Housing and Property – Patrick Hayes (start date 17 October)
- ED Finance and Commercial Services – Steven Mair will be in this role on an agency basis until March 2023. Recruitment process is progressing to secure a new post holder.
- ED Place and Communities – Richard West
- ED People – Adults – Marc Gadsby will continue in acting up role pending decision on permanent recruitment, his substantive AD role is being covered on an interim basis.

- Monitoring Officer – Stephen Taylor – proposed start date 1 October on an agency basis
- AD Transformation – Tony Wisken (on secondment from Essex County Council)
- Head of Communications and Resident Engagement – Caroline Adlem – starting 20 September

The AD of Property and Housing remain vacant and will be subject to recruitment processes once Patrick Hayes is in post. The Council was unable to appoint to the ED Strategy, however it has a secondment arrangement in place with Croydon Council for a senior officer to assist with this work until an appointment can be made. The commissioners are leading on plans to recruit to the ED People – Children and the current post holder is expected to remain in post until the end of the calendar year.

3. Implications of the Recommendation

3.1 Financial implications

- 3.1.1 The proposed new structure has been designed in a way that minimises redundancies and hence cost from redundancies to the council.
- 3.1.2 As reported to Council on 21 July 2022 and stated in the [recommendation](#) of the Employment and Appeals Committee from its meeting held on 12th July 2022, the funding for several the above positions has been provided through the council's capitalisation direction but on a limited time basis only, being the current financial year and 2023/24. Beyond this timeframe, the Council will need to review the requirement for the positions, its financial position and how any consequential budget funding gap is to be met as it works through the overall budget process for 2024/25. This would need to be worked into the ongoing and future budget process as a pressure needing to be funded through additional savings if continued beyond March 2024.
- 3.1.3 Of the above-mentioned posts, those budgeted for on an ongoing basis are the ED Place & Communities, ED Finance & Commercial Services, ED People (Adults), ED (Children's) and Monitoring Officer. The ongoing additional cost of the other posts if these remained in the structure beyond 2023/24 would be in the region of £1m.

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 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 March 2022 and the Monitoring Officer in September 2022.

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 are 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, the service restructures have commenced for example in Finance, ICT and Group Managers in Property and Housing and Place and Communities.

3.4 *Environmental implications*

3.4.1 Not applicable for this report to the committee.

3.5 *Equality implications*

3.5.1 As part of the consultation process as detailed Equality Impact Assessment was conducted. As this is an internal process which affects the workforce it did not require a public consultation.

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 followed the Councils Organisational Change Procedure

3.7.2 The proposed new structure has been designed in a way that minimises redundancies whilst at the same time ensures that the council is supported through a period of change. The ED posts will retain the same role profile and grade as the current roles. The AD roles will in large part retain the same role profiles and grade, apart from the following roles:

- Deputy Directors roles in finance (these have been subject to a separate consultation process)
- Chief Digital and Information Officer (due to the specialist nature of the role there is a new role profile)

3.8 *Property implications*

3.8.1 Not applicable for this report to the committee.

4. Background Papers

None

Appendix A

