

## Slough Borough Council

<b>Report To:</b>	Employment Committee
<b>Date:</b>	14 April 2026
<b>Subject:</b>	Corporate Leadership Team structure update and appointment of statutory chief officers
<b>Chief Officer:</b>	Will Tuckley, Chief Executive and Head of Paid Service
<b>Contact Officer:</b>	Francesca Stott: Interim Chief of Staff
<b>Ward(s):</b>	All
<b>Exempt:</b>	No
<b>Appendices:</b>	Appendix 1: Chief and Deputy Chief Officer Structure  Appendix 2: Commissioner decision to appoint a new Monitoring Officer  Appendix 3 – Revised Pay Policy 2026/27

### 1. Summary and Recommendations

1.1 This report provides an update on the restructure of the current Corporate Leadership Team (CLT) and recruitment to statutory chief officer roles. The changes are primarily around movement of portfolio areas and include updates to role title and reporting lines. The changes are designed to produce a more focussed CLT and ensure they operate in a way that supports the Council on the next phase of improvement and recovery. The changes are transitional in nature ahead of the MHCLG's review in November 2026.

#### 1.2 Recommendations:

Committee is recommended to:

- a. Note the update on the chief officer structure at Appendix 1.
- b. Recommend to Full Council:
  - (i) To note the commissioner's decision on appointment of a new Monitoring Officer as set out in Appendix 2.
  - (ii) To approve the creation of two interim Director posts for Housing Services and Housing Needs & Support, graded at SML 14 with a salary range of £111,659–£127,221. While the roles are established at this grade, the current postholders have been appointed on an interim basis for a fixed period of 12 months and are engaged on a day-rate arrangement.

- (iii) To approve the updated chief officer structure at Appendix 1 for insertion at Part 7 of the Constitution.
- (iv) To approve the designation of the Returning Officer role to the Head of Paid Service.
- (v) Delegate authority to the Monitoring Officer to amend Article 12 and Part 3.6 of the Constitution to reflect the new functions and new officer structure.
- (vi) To approve the Revised Pay Policy Statement for 2026/27 at Appendix 3.

### **1.3 Reason:**

1.3.1 The Commissioners' seventh report outlined the Council's improvement and recovery progress has plateaued. In parallel, there has been some natural turnover at senior officer level. The Chief Executive (CEO) has therefore utilised this moment to review the structure of CLT and has proposed transitional changes that will enhance CLT's ability to deliver on the Council's improvement priorities.

1.3.2 The changes are of a transitional nature and will be further reviewed in November 2026. They include an expanded corporate resources directorate, headed by the Chief Operating Officer, to provide an integrated approach to delivering the MTFS transformation commitments and incorporating the Law and Governance and property directorates; an expanded public health, engagement and communities directorate under the leadership of the Executive Director of Public Health, Engagement and Communities; new posts of Director of Housing Needs and Support and Director of Housing Services to report directly to the Chief Executive on an interim basis and a new directorate of Regeneration and Environment under the leadership of the Executive Director of Regeneration and Environment.

1.3.3 The roles have been reviewed with the agreement of CLT members and evaluated by Southeast Employers. The changes to each role have not been substantial in nature and therefore have not resulted in any changes to grading.

1.3.4 The Commissioners decided to designate the Monitoring Officer role to the Assistant Director of Legal and Governance at the London Borough of Harrow as an expansion of the existing delegation of function. This will mean that Sarah Wilson, the current post holder, will fulfil the function of Monitoring Officer and the responsibilities of Director of Law and Governance. The Returning Officer role was formerly held by the Chief Executive; however, this was moved due to absence or interim arrangements for this role. It is proposed to move the Returning Officer role back to the Chief Executive (Head of Paid Service).

## **2. Commissioner Review**

Commissioners support this re-structure and recognise the attempt to bring sharper focus to some key service areas. Commissioners also look forward to seeing how the proposed "social re-contracting" helps to create greater accountability and collaboration within CLT.

### **3. Report**

#### **Introductory paragraph**

3.1 It is vital that the Council has the senior leadership necessary for the organisation to provide the standard of services that residents and members expect, and to deliver on the council's improvement and recovery. In March 2026, the Commissioners' seventh report was published which outlined a regression in some areas. Considering this unsatisfactory position, and the natural turnover of senior staff, the CEO has undertaken a review of senior management. The proposed arrangements are transitional and will be reviewed in November 2026 when further changes may be required. Ahead of this date, this structure is designed to maximise the effectiveness of our most senior managerial cohort, ensuring their portfolios are better aligned to service our residents.

#### **Background**

3.2 The Council is on a path to recovery, with the intervention scheduled to end November 2026. In June 2024, the Chief Executive restructured the senior management team to amend role titles and appointed a fully permanent Corporate Leadership Team (CLT). However, in the Commissioners' seventh report (March 2026), Commissioners outlined that the Council's progress in key areas has plateaued and, in some cases, regressed.

3.3 To address this, and taking the opportunity presented by some chief officers leaving, the CEO has again reviewed the senior leadership structure to deliver the change required, at the necessary pace.

3.4 The proposed changes are as follows:

- Expansion of the current Corporate Resources directorate to include Law and Governance, Property and Companies, alongside the absorption of the transformation function to include the Programme Management Office (PMO). This directorate will be led by a Chief Operating Officer, who will also fulfil the s.151 officer role. The current interim Executive Director of Corporate Resources will fulfil this role.
- Designation of the Monitoring Officer function to the London Borough of Harrow's Assistant Director of Legal and Governance, to enable the post holder to fulfil this statutory officer role and the Director of Law and Governance role as part of her existing role. This is covered by the existing inter-authority agreement and a new secondment agreement. The directorate will sit under the Chief Operating Officer, however the post holder, as a statutory chief officer, will continue to attend CLT and have a dotted line to the Chief Executive. The post holder was interviewed by the Appointments Committee to inform the Commissioner's decision.
- An expanded directorate of Public Health, Engagement and Communities to include lead role for strategy and resident engagement, libraries, registrars, museums and culture. This directorate will be led by an Executive Director of Public Health, Engagement and Communities. This grouping reflects the Council's increasing focus on prevention, early intervention and improved engagement with residents to support better long-term outcomes. The current Executive Director of Public Health and Public Protection will fulfil this role; however, the permanent post holder has

confirmed that she is relocating to the USA in the summer of 2026. Therefore, a recruitment process will commence for this role. The current Director of Strategy, Change and Resident Engagement will have an amended role title of Director of Strategy, Communities and Resident Engagement, taking on responsibility for registrars, libraries, culture and museums, with responsibility for transformation moving to the Chief Operating Officer.

- A new directorate of Regeneration, Environment and Planning, providing a strong focus on future growth. This change is designed to enable the Council to maximise the benefits from planned Town Centre regeneration, expansion of Heathrow and wider potential for new housing and economic development within the town. Responsibility for housing needs and support, and the management of the Council's social housing will move from the existing directorate. This directorate will be led by the current Executive Director of Regeneration, Housing and Environment with an amended role title.
- New posts of Director of Housing Services and Housing Needs and Support reporting directly to the Chief Executive until at least November 2026. These posts replace the previous Director of Housing role. Appointments have been made on an interim basis to reflect the urgent need to expand senior leadership capacity in this area and separate out the landlord function from the housing needs /homelessness function. These posts have been graded at SML 14 and as these are remunerated at over £100k they require Full Council approval.

- 3.5 The changes support CLT to be more focused, joined up and better aligned and strengthened in the areas most critical to delivering sustainable change. The approved three-year Medium Term Financial Strategy (MTFS), together with the accompanying transformation programme, represents a significant step forward in the Council's long-term commitment to recovery and improvement.
- 3.6 A central component of this realignment is the positioning of Property and Companies under the Chief Operating Officer (COO). Given that the Council's asset base is fundamental to restoring and maintaining financial sustainability, it is appropriate that this function sits under the officer with statutory responsibility for financial stewardship. This arrangement strengthens the integration between asset management, financial planning and commercial decision-making.
- 3.7 Similarly, the Council's transformation activity - the internal transformation team, the clienting of the external transformation delivery partner and Programme Management Office - will move under the COO. This will ensure stronger oversight and a coordinated approach to the delivery of the MTFS transformation requirements.
- 3.8 Services requiring the most intensive improvement support - Children's Services (including Children's social care and SEND) will remain under a single officer, fulfilling the statutory Director of Children's Services role and seconded to Slough Children First as its Chief Executive. Debbie Jones, our new Interim Executive Director of Children's Services, is now in post, bringing expertise, experience and detailed knowledge of Slough's challenges, from her previous position as non-executive director for the Slough Children First Board.
- 3.9 Housing will be split into two directorates reflecting the different needs for the housing landlord function, following a grading of C3 by the Regulator of Social Housing and the housing needs and support function. These posts will report

directly to the Chief Executive/Managing Director Commissioner, enabling senior oversight and direction of the service improvements required and ensuring these are driven at the highest level.

- 3.10 These changes also allow the Executive Director for Regeneration, Environment and Planning to resume a strong and dedicated focus on driving economic growth and regeneration activity across the borough; maximising opportunities for growth, building on ongoing investment in the town centre, and capitalising on the opportunities associated with Heathrow and future third runway developments. This will help ensure Slough residents benefit from the jobs, prosperity and investment that follow.
- 3.11 Also, the restructure delivers savings arising from the revised arrangements for the Monitoring Officer function with HB Public Law. This is off set by the cost of an additional Housing Director, although some of the budget for the latter roles can be appropriately attributed to the HRA.
- 3.12 Finally, alongside these structural changes, the CEO is using this opportunity to reset and re-establish leadership expectations across the Corporate Leadership Team. This will be done through a process of 'social contracting', designed to reinforce the CLT's collective accountability for demonstrating and upholding the Council's values, behaviours and commitment to strong leadership. The social contract will set clear expectations for how Slough's senior officers make decisions, take accountability and hold each other accountable, and demonstrate respect in all interactions. Combined with the revised structure, this approach is intended to accelerate organisational improvement, build a more cohesive and confident leadership culture, and support the wider cultural change required.

## **4. Implications of the Recommendation**

### *4.1 Financial implications*

4.1.1 The report seeks approval to changes in Executive Director and Director reporting lines and redesignation of Executive Director of Corporate Resources to Chief Operating Officer. The new post remains at SML 16. All Executive Director and Director roles have been evaluated previously and the proposed changes outlined in this report will not result in any changes to gradings. The two new housing director posts have been evaluated at SML 14 and as these are over £100,000, they require approval of Full Council. The cost of the new structure is reflected in the budget as agreed by Full Council on 5 March 2026.

4.1.2 For Law & Governance, by expanding the current arrangement with the London Borough of Harrow (HB Public Law) and appointing Sarah Wilson to the role of MO, instead of recruiting a separate FTE Director of Law and Governance to fulfil the MO role, there will be a cost of approximately £90,000 per year. This is compared to the on-costed full time salary budget of Director of Law and Governance of £167,000 leading to a saving of approximately £77,000 per annum. The arrangement will be formally reviewed after 6 months and can be terminated on four weeks' notice. At that point a more detailed comparison on costs can be undertaken.

4.1.4 It has been assumed that the cost of appointing a second Director of Housing would be equivalent (£83,500 due to HRA funding 50% of the salary), meaning that overall, there is no material increase in financial expenditure for this restructure.

4.1.5 The financial impact stated above will continue to be monitored throughout the transitional period and will feed into the formal review into the arrangement that will take place after 6 months.

## 4.2 *Legal implications*

4.2.1 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 MHCLG statutory Directions give powers to the appointed MHCLG Commissioners to make decisions on senior officer recruitment for the top three tiers of the organisation and for statutory governance officers.

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. It is the responsibility of the Chief Executive, as the Head of Paid Service, to report on how different functions are co-ordinated, the number and grades of staff required by the authority to discharge its functions, the organisation of the authority's staff and the appointment and proper management of the authority's staff.

4.2.2 The Localism Act 2011 introduces duties in relation to transparency in pay policies and arrangements. This legislation and associated guidance requires the Council to give its Full Council the opportunity to vote on any new roles graded at £100,000 or more and to approve a pay policy statement on an annual basis. The pay policy statement can be updated during the year.

## 4.3 *Risk management implications*

4.3.1 Resignations at CLT level produced unavoidable change. Implementing the CLT restructure therefore will help mitigate the risk of unmanaged change and ensure appropriate leadership. Risk was further mitigated by working closely with CLT to shape and agree the revised structure and portfolios. The approach taken reflected a high level of collaboration and cooperation, working in line with the Council's HR policies.

There is an inherent level of risk with any restructure, including whether it delivers the anticipated improvements in performance, service delivery and efficiency, as well as the ability to recruit into the new structure. There is also the risk of the disruption that accompanies any restructure. It is essential that the restructure does not impact momentum; rather, it should accelerate progress by reducing siloes and strengthening the focus of CLT. These risks are mitigated through ongoing monitoring and regular review of the impact.

4.3.2 There is the potential for the loss of institutional memory and knowledge in staff leaving either due to being interim or as they seek other employment. This will be mitigated through thorough hand over expectations of those who leave.

4.3.3 Although some interim positions remain within CLT, the CEO/MDC will periodically review these arrangements to ensure stability and effective leadership throughout the transition.

## 4.4 *Environmental implications*

There are no anticipated environmental implications

#### *4.5 Equality implications*

The CLT review has been conducted in accordance with the Council's HR and employment policies which place strong emphasis on ensuring that the Council is a fair and good employer. The Council is committed to employment and recruitment practices that move towards a workforce that serves and reflects our local community. The Council, in common with some parts of the public sector is among institutions with a more representative workforce, but it is recognised that constant attention is required to ensure this is present at all levels within the organisation, especially more senior positions.

#### *4.6 Workforce implications*

*4.6.1* The structural changes are vital for the Council's Corporate Leadership Team to operate as required and will be reviewed periodically by the Chief Executive, allowing for a discussion on whether changes have met the desired outcomes and desired culture.

### **5. Background Papers**

None