

APPENDIX 1



Slough Borough Council

Consultation Document

Property & Assets Phase 1 Restructure

30th July 2024

Date: 01 August 2024

For Consultation: Affected staff x 1:
Group Manager, Building Management
Corporate Leadership Team – Executive Director

Trade Union Members:

- Tony Rawlings – UNISON
- Peter Nolan – UNITE

For Information: Commissioners

PART ONE

1. Introduction & Background – The Need for Change

- 1.1 This document sets out Slough Borough Council (SBC)'s proposals for changes to the management structure of the Director of Property & Assets. It proposes the deletion of the existing Group Manager, Building Management and the appointment of the new Heads of Service management structure created as part of the Senior Management restructure in August 2023, in order to increase the capacity and capability of the next tier of management beneath the Heads of Service.

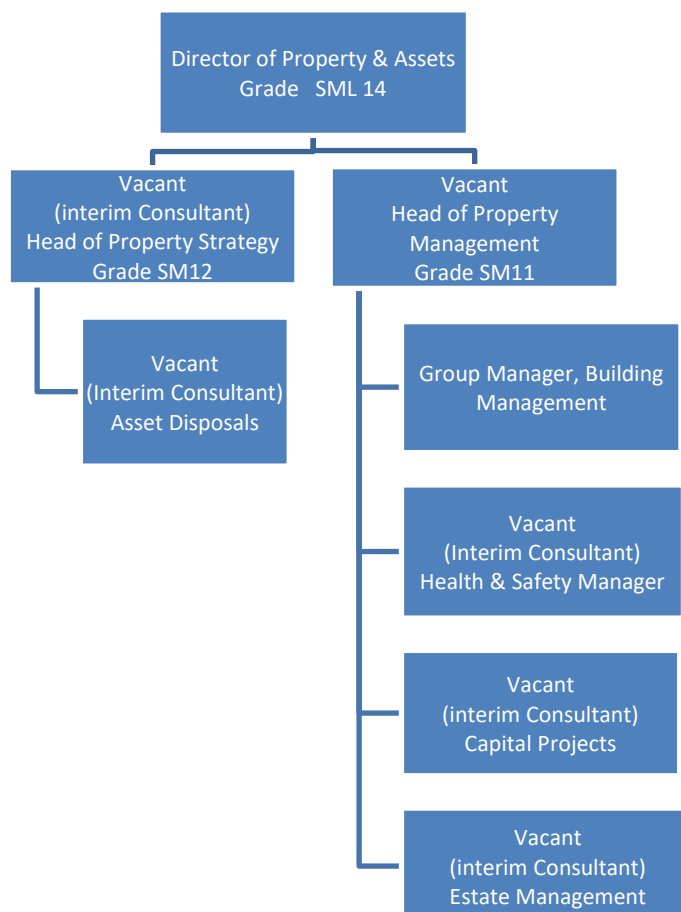
This document outlines:

- a. The context and objectives of the proposed changes, and relevant supporting information.
- b. The proposed changes which are open to feedback as part of the consultation process.

The consultation period will commence on 01st August 2024 and will close on 30th August 2024 or earlier pending the agreement of the role affected by this restructure. If you have any concerns, queries or questions related to the proposals or process outlined in this document, then please speak to your line manager or trade union representative.

Please take the time to read this document carefully and send any comments or questions you may have to peter.hopkins@slough.gov.uk

- 1.2 The current interim senior structure for the Property & Assets Director service is outlined in the diagram below.



- 1.3 Currently due to the vacancies for the Two Heads of Service, of which one is covered by an interim consultant. The Director of Property & Assets is line managing four positions as set out above.
- 1.4 The only post that is covered by a substantive SBC employee is the 'Building Management' post. The postholder is a generic manager, who secured the role through the 'Our Futures' exercise. This proposal would see technical specialist FM expertise being added to the senior interim Property structure.
- 1.5 The interim consultants were appointed to bring technical expertise that didn't previously exist, to enable the Property and Assets function to perform to a more appropriate level – e.g. to be able to deliver the Asset Disposal Programme. In addition to providing some previously missing expertise, having interim personnel in these roles has enabled an easier and quicker transition to a more substantive structure and operating model. None of these five roles will exist in their current form, in a new management structure for Property & Assets.
- 1.6 The appointment of the permanent Director of Property & Assets has enabled a first phase management restructure to now be implemented. With significant costs savings to be delivered in 24/25 a significantly different operating model is required. There are immediate cost pressures, and it is important to take cost savings opportunities ahead of the substantive, longer term changes for the service.

2. Purpose of Consultation

2.1 Slough Borough Council is required by statute to provide the following information:

- The numbers and descriptions of employees (posts) whom it is proposed are 'at risk' of redundancy.
- The proposed method of selecting employees for redundancy.
- The proposed method of carrying out the dismissal including the period over which the dismissals are to take effect.
- Appropriate ways to avoid or reduce the number of redundancies.
- The proposed method of calculating the amount of any redundancy payments.

We will conduct meaningful consultation to ensure that we;

- listen to your comments and suggestions.
- consider alternatives that meet the identified objectives.
- understand where there may be negative impact for staff that has not previously been considered and find ways of reducing that impact to a minimum.
- find possible ways of avoiding or reducing redundancies.

3. Proposed Changes

3.1 The proposal is to delete all the current management roles under the heads of service and to create 6 new roles with a clearly defined focus on specific tasks to meet the council's recovery priorities. These posts will be recruited to on a permanent basis and interim consultants will be retained during the transition phase, to provide the flexibility needed to move to a new operating model. The council is developing a new Target Operating Model which will be aligned with the emerging Estates Strategy, with a new staff structure designed and implemented to complement service delivery.

PART TWO

4. You are being consulted in respect of the following information:

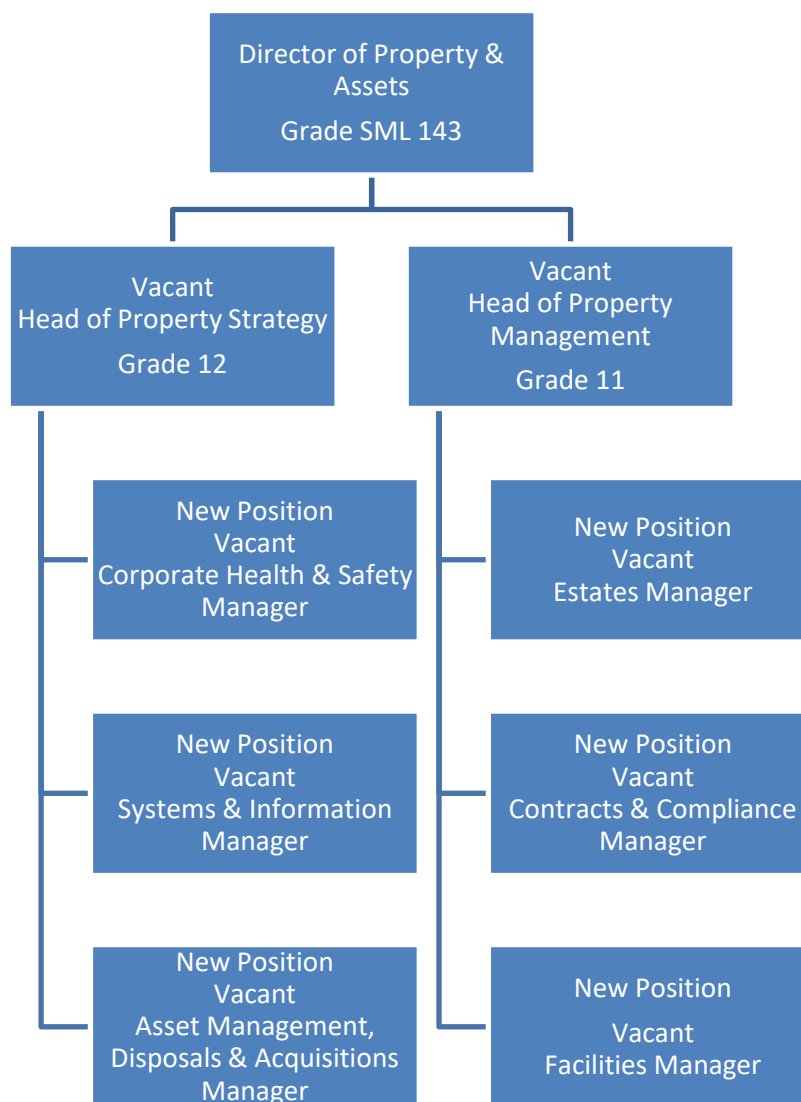
4.1 The proposed revised structure for the directly affected staff member. This is the deletion of the role of Group Manager, Building Management role and the creation of a new post of

Facilities Manager which will be a technical post to lead and manage the day-to-day operational activities across the Council for all buildings and will be developed as part of the phase 2 restructure. The post will require demonstration of Building Services Engineering qualification along recognition of a professional qualification across the Institute of Workplace and Facilities Management, British Institute of Facilities Management, Association of Facilities Manager or Chartered Institute of Building Service Engineers. All new posts in the Management structure will be job evaluated and recruitment for permanent appointment will commence as soon as possible. In the transition period, the existing interim consultants will be retained.

Details are provided below.

5. PROPOSED REVISED STRUCTURE

5.1 The Property & Assets Management structure will change to the following, from that set out in 1.2 above.



6. PROPOSED REVISED JOB ROLES AND RESPONSIBILITIES

6.1 The Job descriptions for the new structure are being developed and will be subject to permanent recruitment. The role of Group Manager will no longer be required as the functions have been amalgamated into the new roles and responsibilities proposed as part of the restructure that will commence upon appointment of the new Head of Service for which interviews have already taken place and offers made. As stated in 4.1 above the

roles being created are all technically and/or qualification based to ensure that the Council has 'expert' and qualified individuals delivering across the breadth of requirements that Property Services have to deliver to ensure the Council, staff, residents and visitors are safe. Across the roles below there will be a requirement to achieve RICS for the Estates & the Disposals role, IWFM for the FM role, APM for the capital project and/or or NEBOSH for the Compliance element of the Capital Role. A minimum of NEBOSH as well as membership of IOSH for the Corporate Health & Safety role.

6.2 Asset Management, Acquisition and Disposals Manager

6.2.1 This role is responsible for optimising the council's property portfolio to achieve strategic goals. This will involve developing and implementing comprehensive asset strategies, identifying with the Estates Manager properties that could be disposed of or repurposed for Service use. Being responsible for the overall disposal programme of surplus or underutilised assets. The role entails conducting thorough market analysis, financial appraisals and risk assessments to inform decision making. This role requires strong negotiation and commercial skills to secure best value for the council.

6.3 Estates Manager

6.3.1 The Property Estates Manager will be responsible for the strategic management and upkeep of the council's portfolio. As stated in 4.1 above the roles being created are all technically and/or qualification based to ensure that the Council has 'expert' and qualified individuals delivering across the breadth of requirements that Property Services have to deliver to ensure the Council, staff, residents and visitors are safe. Across the roles below there will be a requirement to achieve RICS for the Estates & the Disposals role, IWFM for the FM role, APM for the capital project and/or or NEBOSH for the Compliance element of the Capital Role. A minimum of NEBOSH as well as membership of IOSH for the Corporate Health & Safety role.

Involving but not limited to:

- portfolio and asset valuations
- assisting on disposals and acquisitions
- provide expert advice to the council departments on all property related matters
- oversight and alignment of any reactive and ppm works
- managing property related risks
- negotiating leases and contracts
- developing and implementing alongside the asset strategic service the short and medium term asset and portfolio strategies
- managing property related budgets and finances and ensuring robust tenancy and occupation data is held.
- ensuring that the council's property assets are optimised to deliver public services efficiently and effectively.

6.4 Facilities Manager

6.4.1 This role is responsible for the efficient and effective operation of the of the council's property portfolio. This will involve overseeing building maintenance, repairs and improvements, managing service contracts (cleaning, security, catering etc) and ensuring compliance with health and safety regulations. The role will also encompass space planning, energy management and developing strategies to optimise building performance. The role will be responsible for managing significant budgets, coordinate with wider council departments and external stakeholders and respond to emergencies in a timely manner. As stated in 4.1 above the roles being created are all technically and/or qualification based to ensure that the Council has 'expert' and qualified individuals delivering across the breadth of requirements that Property Services have to deliver to ensure the Council, staff, residents and visitors are safe. Across the roles

below there will be a requirement to achieve RICS for the Estates & the Disposals role, IWFM for the FM role, APM for the capital project and/or or NEBOSH for the Compliance element of the Capital Role. A minimum of NEBOSH as well as membership of IOSH for the Corporate Health & Safety role.

6.5 Contracts and Compliance Manager

6.5.1 This role is responsible for ensuring all property related contracts and operations adhere to legal and regulatory standards. This will involve developing, implementing and monitoring compliance frameworks, managing contract lifecycle from procurement to completion and mitigating risks. Key duties will include drafting and negotiating contracts, conducting regular compliance audits, managing contractor performance and staying updated on relevant legislation. Providing the council with expert advice on contractual matters, resolving disputes and implementing strategies to improve efficiency and cost effectiveness across the council's portfolio and capital projects. As stated in 4.1 above the roles being created are all technically and/or qualification based to ensure that the Council has 'expert' and qualified individuals delivering across the breadth of requirements that Property Services have to deliver to ensure the Council, staff, residents and visitors are safe. Across the roles below there will be a requirement to achieve RICS for the Estates & the Disposals role, IWFM for the FM role, APM for the capital project and/or or NEBOSH for the Compliance element of the Capital Role. A minimum of NEBOSH as well as membership of IOSH for the Corporate Health & Safety role.

6.6 Corporate Health & Safety Manager

6.6.1 This role is responsible for safeguarding employee well-being and creating a secure work environment. Their duties involve conducting risk assessments, developing and implementing health and safety policies, and ensuring legal compliance. They will enable and or provide safety training, investigate accidents, and manage emergency procedures. Additionally, they will foster a positive safety culture by promoting safe practices and collaborating with employees to minimise workplace hazards. By prioritising health and safety, they will contribute to increased productivity, employee satisfaction, and overall organisational success. As stated in 4.1 above the roles being created are all technically and/or qualification based to ensure that the Council has 'expert' and qualified individuals delivering across the breadth of requirements that Property Services have to deliver to ensure the Council, staff, residents and visitors are safe. Across the roles below there will be a requirement to achieve RICS for the Estates & the Disposals role, IWFM for the FM role, APM for the capital project and/or or NEBOSH for the Compliance element of the Capital Role. A minimum of NEBOSH as well as membership of IOSH for the Corporate Health & Safety role.

6.7 Systems & Information Manager

6.7.1 The Systems & Information Manager role will play a pivotal role in optimising operational efficiency and data-driven decision making. This role encompasses the strategic management and implementation of information systems, technologies, and data solutions to support property management functions. The manager is responsible for designing, developing, and maintaining systems that effectively manage property portfolios, including asset registers, maintenance schedules, tenancy databases, and financial systems.

6.8 Furthermore, this position involves leveraging data analytics to extract valuable insights for informed decision-making, such as identifying maintenance trends, optimising resource allocation, and predicting property performance. The Systems & Information Manager collaborates closely with property professionals to understand their needs and translate them into technological solutions. They also ensure data security, compliance with relevant regulations, and the continuous improvement of information systems to

enhance overall service delivery. As stated in 4.1 above the roles being created are all technically and/or qualification based to ensure that the Council has 'expert' and qualified individuals delivering across the breadth of requirements that Property Services have to deliver to ensure the Council, staff, residents and visitors are safe. Across the roles below there will be a requirement to achieve RICS for the Estates & the Disposals role, IWFM for the FM role, APM for the capital project and/or or NEBOSH for the Compliance element of the Capital Role. A minimum of NEBOSH as well as membership of IOSH for the Corporate Health & Safety role.

7. GRADES AND PAY FOR NEW JOB ROLES (6)

7.1 The vacant roles in the new structure are pending job evaluation. There is no impact on current staff as these posts are filled by interim consultants.

8. PROCESS TO IDENTIFY PEOPLE TO POSTS AND RECRUITMENT TO VACANT POSTS

8.1 Where practicable, the Council seeks to minimise uncertainty under proposals such as these.

8.2 The Council has agreed a process under which existing posts in the present structure have been examined to see if they match any post(s) in the proposed new structure. This process is termed a 'matching exercise' and the guidelines used for this process can be found on the 'Consultation' page of SBCinsite. There is no right to appeal against the outcome of the matching process.

8.3 Following meetings and discussions around the new roles being created it was agreed that there is no match to any existing or proposed vacant roles.

9. Impact

9.1 There is no new job role for the Group Manager, Building Management and it should be noted that the officer has expressed a desire for voluntary redundancy.

10. Consultation Process

10.1 A copy of these proposals will be provided to the affected staff member and the relevant recognised independent Trade Unions as part of the Consultation process. Formal written responses should be sent to the Director of Property & Assets by 31/08/24 at 4pm. This will conclude the formal Consultation Process. Counter-proposals should deliver the same or greater service improvements within the same time frame. Any comments on the proposals would be welcome at any time before the closing date.

The staff member affected by these proposals may wish to discuss the matter informally with Director of Property & Assets during the Consultation period, and every effort will be made to accommodate the request.

10.2 The affected staff member will be invited to have a one-to-one meeting with Director of Property & Assets and a member of the HR team during the Consultation period.

10.3 All submissions and counter proposals will be considered, and a response provided to all affected staff as regards any resulting revisions together with the agreed final structure. It is intended to implement the final structure after approval has been sought at full council on 26th September 2024.

11. Consultation and opportunities to influence the proposal

11.1 The Consultation period commences on the 01/08/2021 and will close on the 30/08/2024 at 4.00pm.

12. Communication with staff

12.1 The staff member directly affected by the proposals will be issued a copy of the Consultation Document.

13. Proposed Implementation Timetable

13.1 The proposed timetable is outlined below:

Dates	Action
July 2024	Executive Director Property & Housing approval of proposed reorganisation and Portfolio Holder informed of the proposal for Consultation
July 2024	Advise Trade Unions of plans for all known changes
01 August 2024	Commencement of formal Consultation. Proposals issued to affected staff and Trade Unions and circulated as per circulation list.
01 August 2024	One-to-one with Director of Property & Assets and HR
30 August 2024	End of formal Consultation period and any formal responses to be submitted to Director of Property & Assets by 4pm.
W/c 2 September 2024	Formal response to comments made during the Consultation Process and final proposals and structure confirmed
26 th September 2024	Full Council Approval
30 th September 2024	Issuing of notice of redundancy

14. Compulsory Redundancy

14.1. If your post is deleted under the proposals and you are not appointed to another post in the proposed structure and you are not re-deployed elsewhere you will be dismissed, with notice, on the grounds of redundancy. You will receive written notice of your dismissal on the grounds of redundancy and confirmation of your redundancy payment. You will also be provided with information in respect of your right to appeal against redundancy.

15. Redeployment Opportunities

15.1 The Council is committed to the principle of endeavouring to redeploy staff facing redundancy into suitable alternative posts. Redeployment will not be applicable where Voluntary Redundancy is applied for and agreed.

15.2 Staff who are considered under Restricted Competition will not be treated as a redeployee unless they are unsuccessful in their application.

16. Suitable Alternative Employment

16.1 This applies when a post has been identified as suitable alternative employment for an employee who is at risk of redundancy. If suitable alternative employment is found and refused by the employee, they will be considered to have resigned and a redundancy payment will not be paid. However, if the employee is offered a post that does not meet the criteria for suitable alternative employment but is nevertheless an alternative post, the individual may refuse the post and will still be entitled to a statutory redundancy payment.

16.2 Where an offer is made of suitable alternative employment in relation to these proposals and that is unreasonably refused, the employee is not entitled to a redundancy payment. Where matching or re-designation is proposed, such proposals are deemed by the Council to constitute offers of suitable alternative employment.

- 16.3. If you are redeployed to a lower level post, which is one salary level below your existing salary level, you will receive preservation of earnings for 12 months upon the date of implementation. This will be achieved by freezing your salary at the current level. Your pension will not be affected for this period. Further information in respect of protected earnings can be found in the Redeployment Policy and Procedure on SBCinsite.

17. Early Retirement and Voluntary Redundancy

- 17.1 Where it may reduce the number of potential redundancies or create service efficiencies under restructuring proposals, staff can express an interest in being considered for early retirement or voluntary redundancy. Registering an interest is without commitment on the part of the individual or the organisation; however it allows the option to be considered. Approval in any particular case would be subject to operational requirements and, in the case of early retirement, pension scheme regulations. Only staff directly affected in these proposals can apply for voluntary redundancy. The management decision on this request will be final and there is no right of appeal.
- 17.2. Should you wish to express an interest in being considered for voluntary redundancy or early retirement you should inform Varuni Rajapaksa by the close of the Consultation Period. If you wish to discuss the matter informally beforehand, you may do so, in confidence, with Varuni Rajapaksa.
- 17.3. If redeployment applies in your case you will be invited to complete a Skills Profile Form, which will be used for matching against the Job Description of potentially suitable alternative jobs. It is important to note that whilst best efforts are made within HR to identify suitable vacancies from your skills profile, this is not straight forward and it is not guaranteed. You are also responsible for identifying posts that may be appropriate and therefore should check the vacancies on the SBC website and identify to HR suitable posts.

18. Provision for Trial Periods

- 18.1 If your post is made redundant under these proposals and you are offered a substantially different post either through redeployment or appointment to a new post in the proposed structure, you may feel uncertain about whether the post will be suitable for you and vice versa. To minimise the risk in such situations, both for you and the Council, it is proposed to apply a trial period of up to 3 months commencing from the date of appointment to the new post and incorporating the statutory trial period of four weeks. This could be extended depending on the post and any retraining that may be involved.
- 18.2 The trial period will allow time for you to assess the suitability of the new post and for your suitability to be assessed by your Manager. During this time, should you or the Council decide on reasonable grounds that the post is not suitable for you, then redundancy provisions as outlined above will apply. During the trial period, support and training as appropriate will be made available to you.

19. Frequently Asked Questions

We will keep a record of questions and answers in respect of this consultation that will be regularly updated as we progress so that you are kept fully informed.

20. Support for Staff

We recognise that this process can be very difficult for our staff and if you need additional support you are encouraged to speak with your line manager, your Trade Union Representative or access the Employee Assistance Programme, 0800 328 1437.

Peter Hopkins
Director Property & Assets

APPENDIX A

Expression of Interest Form



EXPRESSION OF INTEREST APPLICATION FORM - Strictly Confidential

This form is to be used to assess the skills, knowledge, experience, abilities. The Occupational Health Service will conduct any assessment of the person's physical abilities if required.

Please note: In order to implement the Council's Redeployment Procedure (which this form will also be used for if unsuccessful in interview), personal details that are collected are essential to monitor the effectiveness of the procedure. The information provided will be strictly confidential.

Personal Details	
First Name(s):	Surname:
.....	
Address:	
.....	
.....	Post Code:
.....	
Home Tel. No:	
Mobile No:	E-mail address:
.....	
Disability: Are you disabled? Yes / No	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Do you require a work permit for your current job?	(a) Yes, and I already have one (b) Yes, but I do not have one (c) No
When does this expire?
Do you hold a current driving licence?	Yes / No
Do you have the daily use of car?	Yes / No

Current Role

Current Job Title:

.....

Level:

Department:.....

Location:

Hours of Work:.....

Work Tel No:.....

Line Manager:

Line Manager Tel No:.....

Job Description Attached: Yes / No

Reasons why redeployment is required from current position:

.....

Previous Employment

Please start with the most recent employer first.

Please cover all jobs (all periods/gaps must be accounted for).

Dates From To	Name of Employer (state nature of business)	Position Held/ Job Title	Reason for Leaving

Voluntary/Unpaid Activities			
Dates From To	Position Held	Organisation	Brief Details of Duties

Qualifications			
Name of Awarding Body	Date Gained	Examinations Passed Qualifications/Level, Skills Gained	Grades (where applicable)

Professional Membership
<p>Are you a member of a professional body? Yes / No</p> <p>If Yes, please specify:</p>

**Skills, Knowledge, Experience, Abilities you wish to be considered
your Expression of Interest Application**

**(PLEASE MAKE SURE THIS IS NO MORE THAN 2 PAGES OF A4 AND ADDRESSES THE
COMPTENCIES LISTED IN THE JOB DESCRIPTION FOR THE POST FOR WHICH YOU HAVE
EXPRESSED AN INTEREST.**

Appendix B – Job Description for Facilities Manager