

Staffing Review Update

To note the Town Clerk’s update on the staffing review and to consider the recommendations arising from it.

Recommendations:
 Council is recommended to:

1. Delegate authority to the Staffing and Corporate Resources Committee to prepare a job description for an Operations Manager and undertake an open recruitment process, subject to confirmation of appointment by council
2. Delegate authority to the Staffing and Corporate Resources Committee to prepare a job description for a seasonal post of Horticultural Assistant and to undertake a recruitment process with authority being delegated to the Town Clerk to make the appointment.
3. Delegate to the Staffing and Corporate Resources Committee authority to prepare a succession plan and to discuss with staff including the Town Clerk changes to contracts of work that will enable or reflect the need to have a succession plan.

	Yes	No
Does the decision involve new expenditure?	Yes	
Is there an existing budget for the proposed expenditure (insert code)	N/A	
What procurement level is required?	N/A	
Are there equalities impacts / an equalities assessment required?	Yes	
Does this require a full council decision? (Reports for full council decision should still be sent to the relevant committee where possible.)	N/A	
Is there a background paper or papers? (provide links below).		No

1. Council has previously commissioned a staffing review from an external consultant. The review process has been useful in terms of identifying issues within the existing staffing structure. The report of this process has not yet been received by council for reasons beyond council’s control.
2. The Town Clerk / RFO has discussed these issues with the external consultant. The feedback from those conversations focussed upon a need to provide a more resilient and clearer staffing structure, with clearer lines of accountability.
3. The growth in the range of tasks and services undertaken by council has not been matched by a growth in the capacity of the council to manage those services, and the training and supervision requirements arising from them.
4. Changes to the existing establishment have resulted in some staff working on temporary or flexible contracts to adjust to vacancies or reduction in capacity, and the staffing review is in part intended to enable those reductions in capacity to be addressed on a permanent basis.
5. Reviews of issues arising from audit processes have identified a lack of resilience and a lack of clear structures due to a flat hierarchy, relying upon one person to act as line manager for all staff.
6. As a result an alternative staffing structure has been prepared by the Town Clerk, and budget changes proposed. The effect of these changes will be to require new contracts to be prepared for some staff and will provide an opportunity for job descriptions to be refreshed. In addition, the staff handbook adopted by council should be formally referred to in the new contracts, and council may wish to delegate to the Staffing and Resources Committee authority to revise contracts to reflect changing patterns of work, and to the Town Clerk to undertake consultations with staff to support that work.
7. The new structure envisages a new post being created by redefining the post of Senior Town Warden (which is currently vacant) as Operations Manager, and council is recommended to delegate authority to the Staffing and Corporate Resources Committee to prepare a job description, proposed terms of engagement at a spot salary within the budget provision, and to undertake an open recruitment process subject to confirmation of appointment by council.

8. The new structure also envisages the creation of a seasonal post of Horticultural Assistant and council is recommended to delegate authority to the Staffing and Corporate Resources Committee to prepare a job description, proposed terms of engagement at a spot salary within the budget provision, and to undertake a recruitment process with authority being delegated to the Town Clerk to make the appointment.
9. The issue of succession planning is an essential part of workforce planning, and council is recommended to delegate to the Staffing and Corporate Resources Committee authority to prepare a succession plan that reflects reasonable expectations about changes to the workforce, and to discuss with staff including the Town Clerk changes to contracts of work that will enable or reflect the need to have a succession plan.

Issues arising from proposal

None.

Rationale for recommendation

Paras 1-5 above.