



Staffing Structure (Report to HR Committee)

Date 12 November 2024

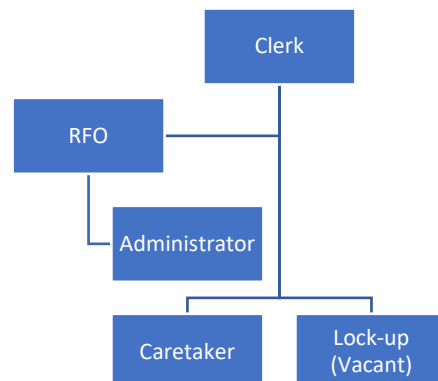
Prepared by Clerk and RFO

1. CONTEXT

- 1.1. The current administrations term will end in May 2025 with Elections being held for the appointment of a new council. The current Clerk has also indicated he intends to retire once the new Council is in office and recruitment activity to replace him has been completed.
- 1.2. The Council has grown significantly during this Council term of office, and it would be prudent to consider the Council's current structures and budget accordingly to allow the incoming Council to make changes if required.
- 1.3. Officers request consideration is given budgeting for the following:
 - a) Merging the Clerk and RFO roles.
 - b) Appointing a Deputy Clerk who also undertakes administration duties.
 - c) Appointing a Facilities Manager to assist the Clerk with managing and maintaining the Council's assets
- 1.4. Benchmarking, to ensure the Clerk/RFO and Deputy Clerk roles are assigned an appropriate payscale should also be undertaken given the changes to the Council.

2. CURRENT STAFFING STRUCTURE

- 1.1. In 2019 Sandown Town Council (STC) created a Deputy Clerk role to address the risk of failing to have a qualified Clerk, to remove single point of failure and provide succession planning.
- 1.2. In 2021, to address pressure on staff, the Deputy Clerk was appointed RFO and a lock-up position created to help manage pressures running the Centre. The Clerk's hours were reduced.
- 1.3. In January 2023 an Administrative Assistant was appointed to increase capacity in the office and for managing the Broadway Centre following an increase in usage post pandemic and support an SLA with Lake Parish Council to provide back-office support.
- 1.4. There is also a Caretaker position, to facilitate the cleaning and maintenance of the Broadway Centre.
- 1.5. There for the current staffing Structure is:



- Clerk (fte¹ 0.8)
- RFO/Deputy Clerk (full time)
- Administrative assistant (fte 0.81)
- Caretaker (fte 0.67).
- Lock-up (fte 0.27 – currently vacant)

3. SERVICES

3.1. The Town Council has evolved since the pandemic, upgrading provisions and extending services. The services provided and work involved impacts on the staffing structure and the benchmarking.

- The Public toilets at St Johns and Eastern Gardens have been upgraded and are chargeable. In addition to management of the facilities, responding to complaints and vandalism there is also the collection, processing and banking of monies to take into account. Yaverland is scheduled for refurbishment during the winter of 2024/2025 and will also be pay for use.
- The Changing Places facility has been opened. Access is via a code which needs to be issued and main site access needs to be opened and closed daily. Cleaning is also adhoc to minimise costs and needs to be instructed.
- Accessible Beach Matting is laid for the summer season and removed at the end of the season. It also needs to be removed temporarily during storms and extreme tides.
- The Council facilitates the application for the Seaside Blue flag award to promote Toursim. A significant amount of work goes into the application.
- The Council also funds the Beach Safety Service, works with the Life Guards and is working with concessionaires to make other improvements to the beach.
- There are three parks at Sandham Grounds – the Steven Jenkins Rainbow Park, the Skate Park and the Multi-Use Games Area. Parks require regular inspections, maintenance and repairs which need to be managed, the new 2g MUGA, if Grant funding is secured, will have booking system which will need to be managed. The existing MUGA will need resurfacing during the next councils term and the Skate Park will need refurbishing both of which are significant projects, any related Grant process is also likely to be comprehensive.
- The Los Altos Park (excluding trees) licence is due to expire in March 2025. If it is renewed, new maintenance contracts will need to be let. The wooden trail will also need inspection and maintenance. The area was a key site in the Bay Place plan and further projects are likely to be upcoming.
- The War Memorial on the Esplanade and at the Broadway Centre require maintenance and the Council organises Remembrance Services in conjunction with local churches.
- The town Christmas tree, decorative aspects around town such as decorative lighting, hanging baskets and planters and Celebration events such as the Christmas Window Competition and school projects aim to bring people to the town and high street. If they are to continue Officers must have the capacity to prepare for these and make the necessary arrangements (road closures, maintenance, repairs, watering, posters etc).
- The Broadway Centre is now very well used by community and health groups. The volume of work managing bookings, invoicing, opening closing and repair and maintenance has increased accordingly. and the centres accounts

¹ Full Time Equivalent

- k) CCTV will be in operation across all sites by 2025. This year, at the centre alone, there have been five requests for CCTV footage to be shared with the police and other relevant partners. This is a time-consuming process. Given the increase in the levels of vandalism and antisocial behaviour across the Island it is expected more requests will be received in the future.

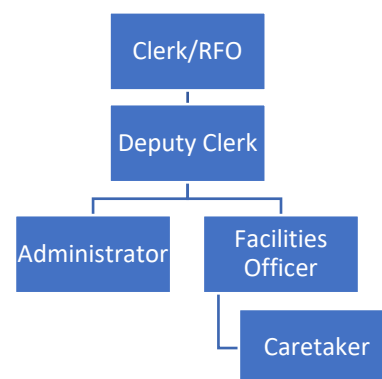
3.2. Officers are also responsible for the administration relating to the running of the Council this includes but is not limited to:

- a) Accounts (day-to-day book accounting, annual accounts, procurement, grants, insurances internal and external audit).
- b) Budgeting process including consultation, advertising, forecasting, quotations and drafting documents.
- c) Communication; traditional channels of telephone and in writing (inc. email) and now increased online and social media presence as well as supporting the production of the Sandown Guide.
- d) Risk Management (every site requires ongoing risk assessment in addition to the management of the Council's overall risk register including lone working and staff safety).
- e) Servicing Council Meetings (full council, committees and working parties), agendas minutes and reports (inc. research)
- f) Project Management (reprovisioning and new services)
- g) Policies and procedures
- h) Human Resources and Payroll.
- i) Governance.

4. PROPOSED STRUCTURE FOR BUDGETING

4.1. Officers are proposing that Council budget for the following staffing structure:

- CILCA qualified Clerk/RFO (full time)
- CILCA qualified Deputy Clerk (full time)
- Administrative assistant (fte 0.5)
- Facilities Officer (fte 0.8)
- Caretaker (fte 0.67)
- Lock-up (abolish)



4.2. The Clerk/RFO is generally a combined role in community councils with a small staff team and it would be appropriate for a full time Clerk at Sandown to hold both roles. The current RFO has also been acting as Deputy Clerk and would not need a handover into the role, having been trained to take over since appointment.

4.3. A CILCA qualified Deputy, as detailed in the Council's Risk Register, removes the single point of failure in the case of the Clerk being absent or leaving.

- 4.4. A facilities officer would improve the management of the Council's assets and increase the Clerk and Deputy Clerks capacity to improve the Council's Governance and Deliver Projects. Overall responsibility for the assets would remain with the Clerk but the day-to-day management such as implementing health and safety measures, reviewing inspections, organising maintenance and undertaking site visits, contract management checks and liaising with Contractors would be undertaken by the officer.
- 4.5. A part time administrative assistant to undertake basic administrative tasks could facilitate the continuation of the SLA with Lake Parish Council, who also have parish elections in May 2025. Should this arrangement end, it may not be necessary employ an administrator.
- 4.6. The Caretaker Role is essential to the maintenance of the Broadway Centre and the management of the open and closing of the Centre.
- 4.7. A training budget should also be considered with time to undertake training being built into the staffing structure.

5. BENCHMARKING

- 5.1. There have been numerous changes to the Clerk/RFO and Deputy Clerk's Job Descriptions since 2020. Therefore, to ensure the pay scales for the role are reflective of the work involved it is recommended that a benchmarking exercise be undertaken.
- 5.2. There are two separate parts to the exercise – a review the job descriptions and then a review of points against the job standards.
- 5.3. The instructions on the bench marking exercise are attached as an appendix.
- 5.4. Bench Marking supports staff retention and development.

6. RECOMMENDATIONS

- 6.1. The recommendations from the HR Committee to Full Council will be circulated as a confidential appendix

Benchmarking

1. Process

1. Review Core Information against the Clerk/RFO Job Description. Make any changes that are necessary.
2. Review the 4 profiles attached.
3. Compare the Profile to the Clerk/RFO Job Description/Core Activities and award points accordingly. It is the Role not the individual being assessed.
 - a) Award a – if the role is slightly less than the profile
 - b) Award the score if the role matches the profile
 - c) Award a + if the role is more than the profile but is not enough to meet the next profile or just less than the next profile.
4. The Grades are converted to points. This is the lowest number of points in the benchmark divided by the 12 responsibilities outlined in each profile.

-1	1	1+	-2	2	2+	-3	3	3+	-4	4	4+
1.3	1.5	1.9	2.2	2.5	2.9	3.3	3.6	4.0	4.3	4.7	5.1

5. Consideration is given to if any additional points apply: 1 point applies to each of the following:
 - FILCA
 - CILCA
 - Community Governance
 - If the Clerk is also the RFO.

Nb. If an appointee is not yet qualified the NALC model contract indicates they will increase an increment with each qualification obtained.

6. Additional roles such as secretary or administer to a body associated to the Council due to employment should also be reviewed and additional points awarded (e.g. if the role includes administrating a trust or acting as the secretary of a charity).
7. The Total Number of Points informs the pay scale applicable for the role.
8. At appointment, the spinal point within the scale can be applied to the individual.

2. Core Informatio

Meetings		
Council Meetings + 2 EGM	8	
Annual Town Meeting	1	
Working Parties	16	
HR Committee	2	
Provisions		
Public Toilets x3 potentially 4		Broadway Centre and Car Park
Changing Places		Blue Flag/Seaside Award
Accessible Matting		Place Plan
Beach Wheel Chairs		War Memorials
Beach Safety Service		Remembrance
Los Altos		Civic Events (D-Day etc)
Rainbow Park,		School and Town projects
MUGA		CCTV
Skate Park		Notice Boards
New 2g (bookable/chargeable)		Website/Social Media
Management of Staff		
Staff Line Management (inc. Appraisal)	3	
Contractors (approx. excl. projects)	22	
Financial Responsibility.		
Value of Assets £2,245,848		Invoicing and credit control,
Budget Value £918,027		Cashbook
Reserves £314,751		Treasury Management
Risk Register		Budget preparation and management
Financial Management Activity		Asset Responsibility
		Financial Reporting
		Annual Accounts Preparation
		Audit Process Support
		Procurement
		Cash Handling
Overall Responsibility		
Involvement in all aspects of day to day running of Council.		Servicing 12 Councillors, inc. Mayor/Deputy Mayor.
Responsibility for Risk		Report writing
Delegated powers		Agendas and Minutes
Preparation and implementation of Policies and Procedures		Correspondence
		Press release
		Website and social media

3. Profiles

4. GRADE	PROFILE 1	PROFILE 2	PROFILE 3	PROFILE 4
1	The job requires predominantly practical and procedural knowledge across a technical or specialist area or an equivalent level of organisational, procedural and policy knowledge. e.g. Small or medium parish.	The job requires predominantly practical and procedural knowledge across a technical or specialist area or an equivalent level of organisational, procedural and policy knowledge e.g. Small or medium parish.	The job requires theoretical plus practical and procedural knowledge in a Specialist area or an equivalent level of organisational, procedural and policy Knowledge e.g. large parish/small town.	The job requires advanced theoretical, practical and procedural knowledge across a specialist area or an equivalent level of organisational, procedural and policy knowledge e.g. Large town
2	The job requires judgmental or creative skills; where there is some need to interpret information or situations and to solve straightforward problems.	The job requires judgmental or creative skills; where there is some need to interpret information or situations and to solve straightforward problems.	The job requires analytical and judgmental or creative and developmental skills, where there is need to interpret information or situations and to solve varied problems or develop solutions or plans over the short term.	The job requires analytical and judgmental or creative and developmental skills to analyse and interpret complex information or situations and to solve difficult problems or develop solutions or plans over the medium term.
3	The job involves; Exchanging orally or in writing varied information with a range of audiences: or: Exercising advisory, guiding, negotiating or persuasive skills: e.g. Up to 6 meetings a year.	The job involves either: Exchanging orally or in writing varied information with a range of audiences: or: Exercising advisory, guiding, negotiating or persuasive skills e.g. 6 – 12 meetings per year.	The job involves: Exercising developed advisory, guiding, negotiating or persuasive skills in order to encourage others to adopt a particular course of action: or Exchanging orally and in writing complicated or sensitive information with a range of audiences e.g. 12 meetings plus 2 committees.	The job involves Exercising highly developed advisory, counselling, negotiating or persuasive skills, or advocacy, in order to convince others to adopt courses of action they might not otherwise wish to take: or Exchanging orally and in writing complex and contentious information with a range of audiences, including non-specialists: e.g. 12 meetings per year plus 5 committees

SCORE	PROFILE 1	PROFILE 2	PROFILE 3	PROFILE 4
4	The job involves working within recognised procedures, which leave some room for initiative. The work may involve responding independently to unexpected problems and situations.	The job involves working within recognised procedures, within which the jobholder is required to organise own workload. The work involves making decisions as to when and how duties are to be carried out, and responding independently to unanticipated problems and situations.	The job involves progressing a series of activities within recognized guidelines. The work involves making frequent decisions and exercising initiative without ready access guidance.	The job involves progressing a series of activities within recognized guidelines. The work involves making frequent decisions and exercising initiative without ready access to others.
5	The jobholder generally has access to guidance on unusual or difficult problems. e.g. No devolved functions.	The jobholder generally has access to guidance on serious problems e.g. 2 devolved functions.	The jobholder consults a supervisor/ manager for advice on policy or resource issues e.g. 3 delegated functions	The job involves a major direct impact on the well-being of individual, or groups of people.
6	The job involves some direct impact on the well being of individual, or groups of people, through undertaking tasks or duties, which are to their direct benefit, or impact directly on their health and safety.	The job involves considerable direct impact on the well-being of individual, or groups of, people e.g. many statutory functions.	The job involves high direct impact on the well-being of individual, or groups of people e.g. most statutory functions.	The jobholder has responsibility for taking decisions, which may affect the future well being and circumstances of individuals e.g. most statutory functions in large town.

SCORE	PROFILE 1	PROFILE 2	PROFILE 3	PROFILE 4
7	The job involves limited, or no direct responsibility for the supervision, direction or co-ordination of other employees. The work may involve demonstration of own duties, or advice and guidance, to new employees, or others e.g. No Staff	The job involves considerable direct responsibility for the supervision, direction, co-ordination or training/development of other employees. The work involves the allocation of work to a small group or team, checking of work, and the direction of staff, including, where appropriate, on-the job training. e.g. Small team of up to 10 staff.	The job involves high direct responsibility for the supervision or management, direction, co-ordination or training/development of other employees. The work involves supervising, directing and co-ordinating the work of a group of staff covering more than one area of activity or in more than one workplace, including allocation of work, and evaluation and appraisal of the work carried out e.g. Large team 10-20 staff.	The job involves a major direct responsibility for the management, direction, coordination and development of significant numbers of other employees, covering several different areas of activity or in several geographically dispersed workplaces. The work involves the organisation, allocation and reallocation, as appropriate, of areas of work and the evaluation of activities and working methods e.g. 20 + staff.
8	The job involves some direct responsibility for financial resources. The work regularly involves either: Handling of cash, or processing of cheques, invoices or equivalent or:	The job involves considerable direct responsibility for financial resources. The work involves either: Accounting for large sums of money, in the form of cash, cheques, direct debits, invoices, or equivalent, where care, accuracy and security are important or: Being accountable for considerable expenditures from an agreed budget or equivalent income.	The job involves high direct responsibility for financial resources. The work involves either: Accounting for very large sums of money, in the form of cash, cheques, direct debits, invoices, or equivalent, where care, accuracy and security are important or: Being accountable for large expenditures from an agreed budget or equivalent income	The job involves a major direct responsibility for financial resources. The work involves being accountable for very large expenditures from an agreed budget or equivalent income.

SCORE	PROFILE 1	PROFILE 2	PROFILE 3	PROFILE 4
9	Being accountable for small expenditures from an agreed budget or equivalent income e.g. Typical budget of up to £25,000	The responsibility may include contributing to the setting and monitoring of the relevant budget and ensuring effective spend of budgeted sums. e.g. Typical budget £25,000 – £250,000	The responsibility may include contributing to the setting and monitoring of the relevant budget and ensuring effective spend of budgeted sums e.g. typical budget £250,000 –£750,000	The responsibility includes contributing to the setting and monitoring of the relevant budget(s) and ensuring effective spend of budgeted sums e.g. budget in excess of £750,000
10	The job involves some direct responsibility for physical resources. The work regularly involves either: Some responsibility for security of buildings, external locations or equivalent	The job involves considerable direct responsibility for physical resources. The work involves either: Cleaning, maintenance and repair of a range of equipment, buildings, external locations or equivalent or:	The job involves high direct responsibility for physical resources. The work involves either: Adaptation, development or design of a wide range of equipment, land, buildings, other construction works or equivalent or:	The job involves a major direct responsibility for physical resources. The work involves either:
11	Or: Day-to-day maintenance of equipment or premises:	Security of buildings, external locations or equivalent or:	Security of a range of high value physical resources or:	Security of a wide and very high value range of physical resources or:
12	Or: Ordering, or stock control of, a limited range of supplies.	Ordering, or stock control of, a range of equipment and supplies	Ordering of a wide range of equipment and supplies	Ordering of a wide and high value range of equipment and supplies.

5. Scoring

[illegible]

6. Pay Scales (2023/2024) – 2024/2025 TBC

ANNEX 1

SCP	01-Apr-23		01-Apr-24	
	per annum	per hour	per annum	per hour
1	<i>Deleted wef 01 Apr 23</i>			
2	£22,366	£11.59	£23,656	£12.26
3	£22,737	£11.79	£24,027	£12.45
4	£23,114	£11.98	£24,404	£12.65
5	£23,500	£12.18	£24,790	£12.85
6	£23,893	£12.38	£25,183	£13.05
7	£24,294	£12.59	£25,584	£13.26
8	£24,702	£12.80	£25,992	£13.47
9	£25,119	£13.02	£26,409	£13.69
10	£25,545	£13.24	£26,835	£13.91
11	£25,979	£13.47	£27,269	£14.13
12	£26,421	£13.69	£27,711	£14.36
13	£26,873	£13.93	£28,163	£14.60
14	£27,334	£14.17	£28,624	£14.84
15	£27,803	£14.41	£29,093	£15.08
16	£28,282	£14.66	£29,572	£15.33
17	£28,770	£14.91	£30,060	£15.58
18	£29,269	£15.17	£30,559	£15.84
19	£29,777	£15.43	£31,067	£16.10
20	£30,296	£15.70	£31,586	£16.37
21	£30,825	£15.98	£32,115	£16.65
22	£31,364	£16.26	£32,654	£16.93
23	£32,076	£16.63	£33,366	£17.29
24	£33,024	£17.12	£34,314	£17.79
25	£33,945	£17.59	£35,235	£18.26
26	£34,834	£18.06	£36,124	£18.72
27	£35,745	£18.53	£37,035	£19.20
28	£36,648	£19.00	£37,938	£19.66
29	£37,336	£19.35	£38,626	£20.02
30	£38,223	£19.81	£39,513	£20.48
31	£39,186	£20.31	£40,476	£20.98
32	£40,221	£20.85	£41,511	£21.52
33	£41,418	£21.47	£42,708	£22.14
34	£42,403	£21.98	£43,693	£22.65
35	£43,421	£22.51	£44,711	£23.17
36	£44,428	£23.03	£45,718	£23.70
37	£45,441	£23.55	£46,731	£24.22
38	£46,464	£24.08	£47,754	£24.75
39	£47,420	£24.58	£48,710	£25.25
40	£48,474	£25.13	£49,764	£25.79
41	£49,498	£25.66	£50,788	£26.32
42	£50,512	£26.18	£51,802	£26.85
43	£51,515	£26.70	£52,805	£27.37

NB: hourly rate calculated by dividing annual salary by 52.143 weeks (which is 365 days divided by 7) and then divided by 37 hours (the standard working week)