

Staffing and Structure Review

for Wetherby Town Council



LCC 22-026

Stephen Butt

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LOCAL
COUNCIL
CONSULTANCY



AN SLCC ENTERPRISE

IMPROVING
INFORMING
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1.0 INTRODUCTION

In April 2022, Wetherby Town Council commissioned Local Council Consultancy to review its staff structure, roles, and pay grades.

This report sets out the findings and recommendations arising from the subsequent study carried out on behalf of Local Council Consultancy by freelance consultant Stephen Butt, working to the following brief agreed by the Council:

Task Reference	Task Description
Stage 1	<p>Initial meeting with Chair of Staffing (Councillor Alan Lamb), Mayor (Councillor Neil O'Byrne) and the Clerk (Iona Taylor) to confirm the brief and process to ensure a shared understanding between all parties.</p> <p>Desk-based research and analysis of the current structure, service delivery and job roles (11 roles in the budget). Identifying the quantitative and qualitative data (e.g. financial information, committee structure, land and other assets managed by the Council) required to understand capacity and capability issues and to benchmark the Council's activity.</p> <p>During this stage documents provided by the Council on our request or those available from the Council's website should be used.</p>
Stage 2	<p>Remote interviews with staff and selected members to validate work from Stage 1 and gather a range of perspectives about how the current staffing and working arrangements.</p> <p>Information on the Council's short-term plans should also be reviewed to ensure that our recommendations are suitable for the future.</p>
Stage 3	<p>Production of a draft written report for the Council with recommendations on staffing roles and structure, business resilience and the overall capability and capacity, including an evaluation of the pay grade for the Clerk role using the SLCC/NALC guidance for the Clerk pay evaluation.</p> <p>Once the clerk role has been evaluated, recommendations on the pay scales for other posts will be provided based on delegations, responsibilities and job demands.</p> <p>This report would be shared with the council and feedback gained on the content before the final submission.</p>
Stage 4	Finalise report and submit findings and recommendations.

2.0 BACKGROUND

2.1 HISTORY

Wetherby is a town with a long history. A settlement existed here as early as the Bronze Age, probably because the River Wharfe was fordable at this point. Because the river was accessible, it was a source of fresh water, for livestock as well as human inhabitants, and provided food in the form of fish.

It grew into an important 'border settlement' when the Romans chose this location as the point where the Great North Road crossed the river. Its further development was due to its situation almost midway along this important trading route between London and Edinburgh.

Wetherby has had a bridge since 1233, paid for by the first Archbishop of York and Chancellor of England, Walter de Gray, with money collected for 'Indulgencies', which was money received by the Church from those seeking absolution for their sins. The bridge, which is now a listed building, has seen some notable crossings including Mary Queen of Scots under captive escort from Castle Bolton in Wensleydale to Pontefract Castle, and Oliver Cromwell and his entourage on the way to the Battle of Marston Moor from Collingham where he spent the previous night.

A legacy of Wetherby's location is the number of coaching inns still to be seen today. The modern successor to these 'staging posts' is the MOTO service station on the A1(M) which opened in 2008 and has an attached hotel.

In keeping with its location along a major route for merchants and traders, the town was granted a royal charter to hold a weekly market by Henry III in 1240. The market is still held every Thursday.

From the 1940s until the 1980s, many large estates were built from scratch to satisfy the huge demand for homes in the town. Many were constructed by the local developer, Ashtons. At the 2011 census, the town had a population of 19,979 living in 8491 households. Wetherby will continue to grow with an anticipated increase of up to 25% in the housing stock over the next few years.

2.2 GOVERNANCE

Wetherby Parish Council was formed under the Local Government Act of 1894 and adopted the title of town council following local government reorganisation in 1974 when it also took over the functions of the Wetherby Burial Board including the town's cemetery. The Council has fifteen elected members.

Since 2010, Wetherby has been in the Elmet and Rothwell parliamentary constituency and is an electoral ward of Leeds City Council. The town is in the County of West Yorkshire, formerly the West Riding of Yorkshire, near the border with North Yorkshire.

Wetherby has a Neighbourhood Plan in place. The referendum was held on 30 January 2020, and the Plan was approved (made) on 27 February 2020. The Plan is effectively the council's strategic plan to 2028.

The Council provides a range of services and amenities including two play areas, two bike parks, a cemetery and a large property portfolio. The physical focus of the town is the Town Hall and its adjacent market.

The Council aspires to take on additional services and to provide more support for public events. Although there are property maintenance issues, the Town Hall has potential for further activities.

2.3 BUDGET AND PRECEPT

Financial Year	Precept	Tax base	Council Tax
2020-21	£270,150	4881.4	£53.34
2021-22	£286,369	4977.4	£57.53
2022-23	£298,960	5052.0	£59.18

2.4 PRESENT STAFF STRUCTURE

The budget for 2022-23 includes funding for two additional staff posts (maintenance and office-based). There are several vacant posts. A self-employed clerk has been providing cover for the Town Clerk and is managing various projects and events.

Post/role	Employment details
Town Clerk and RFO	Full time - 37 hours
Deputy Clerk	13.5 hours. Paid 75% of pay scale. 46 hours overtime. Retiring Sept 2022.
Office Administrator	22.5 hours. 86.25 hours overtime worked last year.
Project Administrator/Town Clerk cover	25 hours. Temporary self-employed.
Cemetery Superintendent	Full time- 37 hours. Retired 31/3/22. Currently vacant.
Town Handyman	Full time – 37 hours. Currently vacant.
Town Hall Caretaker & Market Assistant	26.5 hours. Currently vacant.
Town Hall Cleaner	10 hours per week.
Town hall Relief Caretakers	4 posts on zero hours contracts working approx. 172 hours monthly in total.
New Maintenance-related post	Full time 37 hours.
New Office-based post	Full time 37 hours.

3.0 SUMMARY OF RECOMMENDATIONS

The recommendations in this review relate to the following:

- A restructuring of the preset staff posts and roles to include the creation of several new posts including Deputy Clerk, Operations Manager, Finance Officer and Communications Officer.
- A clear separation of the staff who work for the Town Hall and Council staff, to aid transparency.
- Some regrading of present posts and adjustment in hours of work.

The recommendations also offer guidance on implementing any changes which the Council decides to undertake to minimise disruption to the Council's normal business and the Clerk's workload.

4.0 GENERAL COMMENTS

It is evident from discussions held during the research stage of this review that councillors and staff share a common purpose, of delivering services of quality to the people of Wetherby. There is a strong team-working ethos, with councillors and officers acknowledging each other's opinions, skills and experience.

Wetherby Town Council is forward-looking and has an appetite to provide more services, amenities and community events, but acknowledges that the present staff structure and roles are no longer fit for purpose.

Staff enjoy their work but say that stress levels are increasing, with more time being taken up 'firefighting'. However, there is a willingness to share workloads and to take on the occasional special task. One of the Relief Caretakers, for instance, has transferred the original cemetery ledgers to a digital database. Several members of staff have commended their colleagues and acknowledged their commitments and skills.

5.0 RECOMMENDATIONS

The recommendations and comments in this report have been formed following an objective review of Wetherby Town Council's administrative processes through interviews with councillors and officers. None of the statements within this review represents criticism of any individual. The grading recommendations are based on current guidance published by NALC and SLCC and draw upon examples of best practices from other councils and the local government sector as benchmarks.

The assessment of the Council's activities and performance has been guided by consideration of these broad questions:

- To what extent is the Council meeting its current service obligations?
- Does the Council have adequate capability to deliver its existing and future services?
- What may be preventing the Council from performing better in these areas?
- What changes would make a lasting improvement in the Council's performance?

There is often more than one solution to a problem, but every action has a consequence. To address the issues raised in the course of this review, several optional recommendations may be offered which conform to the following criteria:

- Clear and unambiguous.
- Relevant to the identified needs.
- Realistic for the Council to undertake.
- Achievable within a suitable timeframe and with the resources available.

5.1 STAFF STRUCTURE

Legislation

Under the Local Government Act, 1972, a local council has the power (absolute discretion and authority) to appoint officers and decide the level of remuneration and terms and conditions of employment:

'A local authority shall appoint such officers as they think necessary for the proper discharge by the authority of such of their or another authority's functions as fall to be discharged by them.'

'An officer appointed [...] shall hold office on such reasonable terms and conditions, including conditions as to remuneration, as the authority appointing him think fit.'

However, Wetherby Town Council is advised to refer to all relevant legislation before acting on any recommendations contained within this review and, if necessary, to seek legal advice, particularly about employment law.

Current structure

At present, the Town Clerk is also the Responsible Financial Officer and is supported by a Deputy Clerk and an Office Administrator. Both these posts are part-time, working a weekly total of 36 hours, but both are regularly paid for overtime work.

There is a full-time Cemetery Superintendent post which has been vacant since the retirement of the last post-holder at the end of March 2022.

A full-time Town Handyman and a part-time Town Hall Caretaker and Market Assistant cover the Council's maintenance work. Both these posts are currently vacant. There are four Town Hall Relief Caretakers on zero hours contracts covering out-of-hours bookings. This team provides about 170 hours of cover each month. In addition, a Town Hall Cleaner is working ten hours per week.

As previously mentioned, the council has provided in its budget for 2022-23, funding for two new posts, one office-based and one maintenance-based. The job titles and roles have yet to be defined.

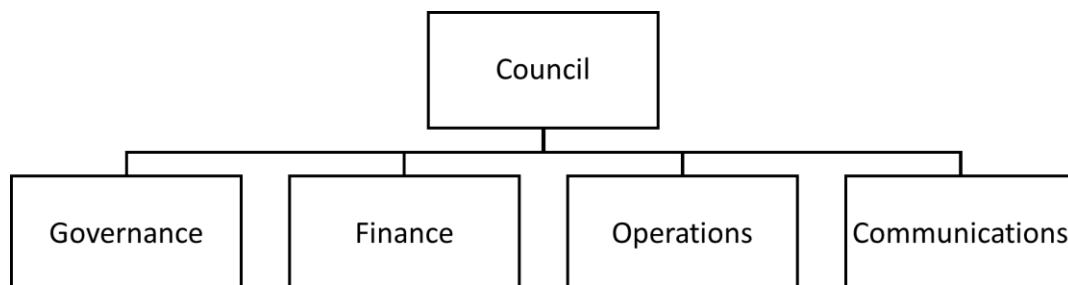
Basic concepts

The two historic and essential roles, often undertaken by the same officer - namely the clerk - in smaller councils, relate to governance and finance. Both have responsibilities which are enshrined in law. Since the first Local Government Act, the business of local councils has increased steadily. Town and Parish councils now deliver a range of services, provide many public amenities, and own property. More recent legislation has required councils to be transparent in the manner in which they conduct their affairs, placing a strong emphasis on communication, including websites.

The business of local councils increases over time and rarely decreases. As well as inheriting services devolved from other tiers of local government, in recent years a raft of new legislation has increased the workload of Clerks and other officers. This has included the implications of the Localism Act (2011), (which introduced, amongst other matters, neighbourhood planning, the General Power of Competence and Community right-to-buy), the Local Government Transparency Code (2015) and GDPR (2016).

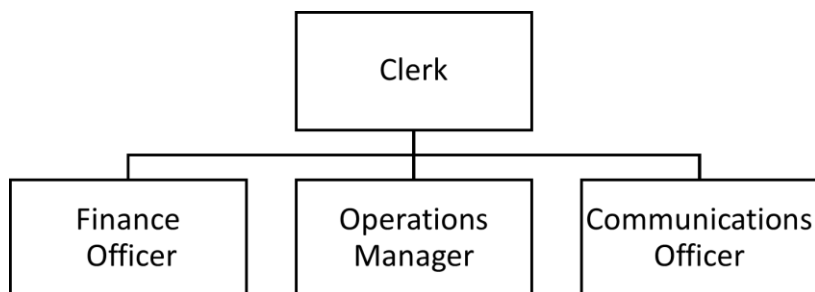
A basic staffing model can be developed from this structure:

GOVERNANCE	-	Town Clerk – administration and legal controls.
FINANCE	-	Responsible Financial Officer.
OPERATIONS	-	Provision of amenities, facilities, land, properties and maintenance.
COMMUNICATIONS	-	Publicity, website, marketing, social media, noticeboards.



The administration and management of public events is an increasingly important role for the Council. It is suggested that, at present, this responsibility falls under the heading of 'communications'.

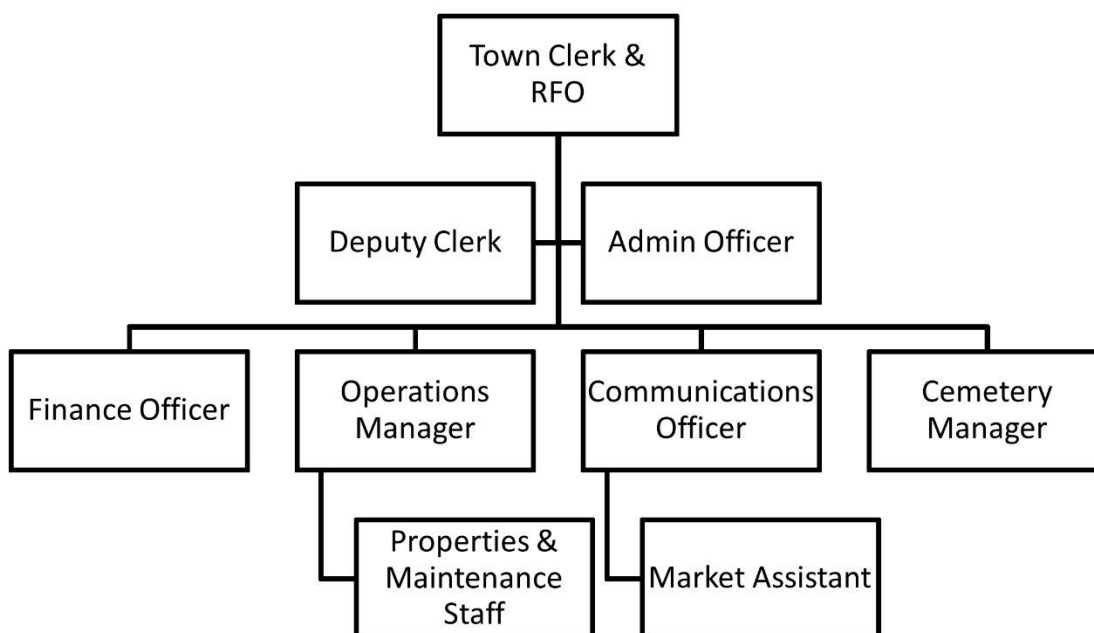
Assuming the Clerk remains as Responsible Financial Officer, these requirements translate into the following underlying staff structure:



Every council has its unique portfolio of properties and amenities, and level of involvement in community events. These assets and responsibilities must be reflected in the level of staff support. Additionally, the staff roles must be structured to provide business resilience and provide spare capacity to accommodate future increased demands on workloads.

A suggested structure for Wetherby Town Council includes the existing roles of Deputy Clerk and Administration Officer (currently the Office Administrator). The caretakers, cleaning staff and, potentially, grounds maintenance staff, will report to the operations manager. The Market Assistant would report to the Communications Officer.

Cemetery management is an important role with legal responsibilities which should be delegated only to suitably trained staff. It is suggested that this role reports directly to the Town Clerk but can call upon the Services Officer regarding the maintenance of the cemetery, and health & safety matters.



5.2 PUBLICITY, COMMUNICATIONS & EVENTS

In earlier times, parishioners often heard local news from their parish clerk. As recently as the Cold War era, clerks were expected to alert residents to an imminent nuclear attack by riding through the parish on a bicycle, ringing a handbell, reminiscent of the town criers of earlier centuries.

It is not being suggested that Wetherby Town Council returns to this mode of communication, but there were obvious benefits in that it was immediate and effective, and brought the Council and the community together. In this age of transparency and the flow of information and misinformation through the internet and particularly via social media it is now essential that councils have effective means of communicating with parishioners

How people receive and perceive news and information has changed. Previously, most people relied on radio, television, and newspapers. Today, the information highways are fragmented, with mainstream media, social media, news media, print journalism, community journalism, broadcast news and other segments and extensions of a network which continues to expand.

Councils should not rely on one main channel of communication. Effective publicity makes use of varying channels. The traditional parish noticeboard and local shop window are still reliable means of purveying news. Social media is not directly age-related, but newspapers and local radio are. Facebook, although it presents many challenges for councils in providing ongoing moderation, has become the principal means of engaging, almost immediately, with people of all ages, interests and backgrounds.

It is recommended that Wetherby Town Council considers the appointment of a Communications Officer as a full time post. The main facets of the post would be:

- Maintaining and updating the Council's website.
- Distributing print material (agendas, minutes and posters) to noticeboards and other outlets such as shop windows.
- Maintaining a social media presence.
- Promoting the market.
- Publicising council-led and other public events.
- Acting as a point of reference for enquiries and complaints, forwarding some to other officers and ensuring that all receive prompt responses.
- Producing print-based artwork, newsletters and other material as required.
- Maintaining a positive relationship with contacts in local news media including Wetherby News, Yorkshire Evening Post, BBC Radio Leeds, and Tempo FM.

5.3 SUPPORT FOR FINANCIAL MANAGEMENT

The appointment of a Finance Officer is recommended to enable the Town Clerk to delegate some financial administrative tasks, and to provide better business resilience. These tasks could include cemetery fees for hiring the Town Hall rooms. Consideration should be given to encouraging this officer to attain the FILCA (Financial Introduction to Local Council Administration) qualification offered by the SLCC.

5.4 TOWN HALL STAFFING AND FINANCIAL CONTROLS

As the Council is now the trustee for the charitable trust operating the Town Hall, it is recommended that consideration is given to separating the employment of the Town Hall workforce and the Town Council workforce. In auditing and accounting terms, the Town Hall is not an 'asset' of the Town Council. The Council hires serviced space within the Town Hall in the same way that it could hire space in other commercial or business premises. It is accepted that this is principally an 'on paper' accounting exercise but would aid transparency.

Councillors may find the NALC Legal Topic Notice 28 on Basic Charity Law useful, as it explains the role of a council as a trustee and was recently updated.

The operation of the Town Hall requires staff to cover the following roles:

- Cleaning.
- Setting up and derigging rooms before and after hirings.
- Providing a physical presence whenever the Town Hall is occupied outside normal office hours.
- General maintenance and statutory safety inspections.
- Managing room bookings (currently managed by the Office Administrator).

The current Town hall staffing provision is:

Town Hall Caretaker & Market Assistant	26.5 hours. Currently vacant.
Town Hall Cleaner	10 hours per week.
Town Hall Relief Caretakers	4 posts on zero hours contracts. 172 hours approx. monthly in total.

As well as being the Council's administrative headquarters, Wetherby Town Hall is a social focus for the town, and an important aspect of Wetherby's history and heritage. The building helps to give the Council identity and presence. Although its age and listed building status will necessitate ongoing maintenance and operating costs, it has potential that is yet to be fully realised.

The following recommendations consider the present staff roles whilst proposing different staff structures for the future. Not all these proposals will be appropriate at the present time or within current budget provision but may help to define a strategy for the longer-term use of the building.

Caretaker & Market Assistant

The present post to be divided into two posts. It is hoped that both the Town Hall and the Market will develop and prosper. This increased activity will require more supervision and management.

The Market Assistant should be a visible and recognised presence whenever the market operates, serving as a point of reference, as well as being responsible for health and safety matters. The Operations Manager would manage the post. At the proper time, if the market expands, the post could be redesignated as Market Officer.

In many smaller councils, the caretaker's main roles are as key-holder and in ensuring the general tidiness of the building. In modern buildings, the post becomes more technically demanding. Caretakers in large schools work as Facilities Managers with responsibilities for statutory health & safety checks, security and the oversight of routine maintenance and reactive repairs.

It is necessary for the Council to decide where along this line of continuum to place this post. As the Council employs a cleaner and relief caretakers as 'babysitters,' it is suggested that the role of caretaker has an element of supervision and oversight of the building. However, if the Town Hall's facilities are used to their fullest extent, then the organisational elements of the post will become more demanding and will also include team-leading. It is suggested that, without the market officer duties, this post should be advertised as being 20 hours per week.

Cleaning staff

The present cleaner is employed by the Council to clean the office areas. Cleaning the other areas of the Town Hall is a responsibility of the Town Hall Caretaker, a post which is currently vacant. An option for consideration is to contract out cleaning services for these areas. This would enable the Caretaker role to be more defined, and would alleviate the necessity to arrange sickness and holiday cover.

Covid has changed our perception of cleanliness and hygiene in public places. With this in mind, it is suggested that a large and well-used building such as the Town Hall requires more than the current cleaning commitment.

Department	Ref	Post	Weekly hours	SCP	Annual
Town Hall	9	Caretaker	Part-time – 20 hrs per week	13-17	£12,448.80
	10	Cleaning staff	One or two posts - 20 hrs total	9-10	£11,492.00
	11	Relief Caretakers	4 posts - 172 hrs as at present.	5	£40,557.00

5.5 OPERATIONS MANAGER

It is recommended that the Council creates a new full time post of Operations Manager. For the public (and council tax payer), governance and finance are background procedures, but the activities of the Council that the public sees every day, and receive benefit from in terms of well-being, are those that would be the responsibility of an Operations Manager. The role would include:

- Management of all buildings owned by the Council.
- Safety inspections of play areas and equipment, monuments and other structures in the cemetery.
- Monitoring of contracts for grounds maintenance, grass cutting, litter picking, trees and hedge trimming.
- Line management of staff involved in and working in these areas.

Along with the staging of public events, this is the fastest expanding part of the Council's business and therefore requires a senior officer to manage.

Councillors may have particular views as to whether grounds maintenance work should be in-house or contracted out. A practical reason for using contractors is that the Council does not bear the cost of purchasing or hiring expensive machinery such as mowers which have an ongoing maintenance cost and need to be stored for several months of every year. A second benefit is improved business resilience. Most grounds maintenance companies can fulfil their contracts in the event of staff shortages due to sickness. A further benefit is that this arrangement removes the responsibility for the relevant health & safety requirements, and liability in the event of an accident or injury.

However, councils which contract out all their maintenance work must ensure that the agreements will incorporate a level of emergency response particularly to dealing with a potential safety issue.

It is sometimes cost-efficient to 'share' contractors with neighbouring parishes. Charges may be reduced if a contractor can work on adjacent parishes on the same day.

Some unitary authorities can negotiate a grant to town and parish councils willing to undertake the maintenance of parcels of their land such as highway verges and roundabouts. The principle is the same in that the larger the contract, the more likely it is to attract competitive quotations.

5.6 MANAGING CHANGE

Considerable changes to the staffing structure are likely during the remaining months of 2022. Council business, including the staging of some annual public events, will continue during the recruitment process. Inevitably, this will affect the routines and the workload of the Town Clerk and other existing staff.

To minimise disruption to normal council business, it is recommended that a schedule and timetable are prepared and agreed upon before jobs are advertised. Although there is a need for additional staff to be appointed as soon as possible, the following steps are suggested to ease the process:

1. Council and staff to agree on a new staffing structure including the new posts.
2. The Town Clerk and the Chair of the Staffing Committee to draw up job descriptions, hours and salary grades. Necessary training provisions can be discussed at this stage.
3. The Town Clerk and other staff to discuss practical issues such as desk space, IT and telecoms provision.
4. The timetable for interviews agreed to allow for shortlisting and convening of interview panels.
5. The posts are advertised, having been prioritised. – senior posts and Cemetery Superintendent first.

Staff at 'out-stations' and casual staff who visit the office infrequently, should be kept informed of changes in contacts, line management and procedures, and the Council's website will need to be updated.

6.0 JOB EVALUATIONS

6.1 METHODOLOGY

These evaluations are based on the NJC National Agreement on Salaries and Conditions of Service of Local Council Clerks in England and Wales, 2004. (Spinal Point rationalisation in 2019, and pay scales updated February 2022) and the SLCC Job Evaluation Advice Note published in August 2009. This process assesses the following criteria:

- Knowledge
- Mental (thinking) skills
- Interpersonal and Communication skills
- Initiative and independence
- Responsibility for People
- Responsibility for Supervision/direction of Employees
- Responsibility for Financial Resources
- Responsibility for Physical Resources

The skill level required for each of the above criteria is assessed according to the Local Council salary scales and placed within the LC1 to LC4 range. It is important to note that these are assessments of posts, not of postholders.

Posts are also measured according to the business demands of the council in terms of its size (small parish to large town), the number of staff, frequency of meetings and committees, the amount of devolved and statutory services delivered, and the council's budget.

Additional factors such as whether the Clerk is also the Responsible Financial Officer or holds the CiLCA or similar sector qualification are also considered.

These are recommended salary scales based on job descriptions. The service record of current postholders has not been taken into consideration nor instances where a member of staff is bringing to his/her post a specialism which should be recognised by an adjustment in the salary scale. This does not prevent a council from acknowledging an existing member of staff who has provided long service and has brought an exceptional range of relevant skills and experience to the post.

The current salary scales are set out in the Local Government Services pay agreement dated 24 August 2020 and applicable from 1 April 2020 and are set out in the appendices below.

6.2 EVALUATION

The SLCC evaluation guidance provides a structure for the assessment of a parish (town) Clerk's responsibilities, and the skills needed to fulfil the role. SLCC also provides a training and learning structure to encourage the highest standards of local council operation. The following is an assessment of the role of the Town Clerk at Wetherby Town Council:

Knowledge

The Town Clerk is required to have a broad understanding of parish council functions and governance including knowledge of relevant legislation, and the powers and duties of other tiers of local government. She must also have a general knowledge of the social, cultural, economic and geographical structure of the Parish of Wetherby and the surrounding area. The role also requires a knowledge of a wide range of activities relating to the Council's provision of services and amenities including health and safety, cemetery management, town & country planning processes, financial management, and property and grounds maintenance.

Mental (thinking) skills

Daily, the Town Clerk has to call upon her ability to prioritise tasks according to urgency whilst planning and thinking strategically.

Interpersonal and communication skills

In the course of her work, the Town Clerk meets people with widely differing interests, concerns and reasons for talking to her. She must have the ability to relate to them, listen, guide and explain sometimes complex concepts. Her communication skills include being able to engage with experts in particular fields such as contractors and officers from higher-tier local authorities, as well as with politicians, community leaders, lobby groups and other members of the public.

Initiative and independence

Although she is normally within an office environment, the Town Clerk often works on her own and must frequently make decisions in accordance with the policies and decisions of the Council. She needs to know when she must refer a matter to the Council and keep members informed, whilst being able to react to and resolve queries and comments from members of the public.

Responsibility for people

The public office of the Town Clerk sits between the community and the councillors, with a duty of care to both, and the staff. Occasions will arise when she must provide guidance and direction and provide support. This may include judging when it may be appropriate to refer members of the public to other support agencies and giving guidance and information to newly-appointed/elected councillors.

Responsibility for supervision/direction of employees

The Town Clerk is responsible for the Council's workforce. The staffing will increase in the near future. This responsibility includes all statutory employment legislation such as payroll submissions, workplace pensions, an ensuring that the Council fulfils all its duties as an employer.

Responsibility for financial resources

In the role of responsible Financial Officer, the Town Clerk has overall responsibility for the financial governance of the Council with a budget in the region of £300,000. The role includes ongoing internal auditing, banking and the presentation of accounts to councillors, as well as the preparation of the accounts for the annual Accounting and Governance submission to external auditors.

Responsibility for physical resources

Wetherby Town Council provides a wide range of amenities and services. The Council also owns properties. The Town Clerk has overall responsibility for their condition, maintenance and the health and safety of those who use them.

6.3 PARISH PROFILE ANALYSIS

The four standard profiles listed in the table below are, of necessity, broad definitions, but offer useful guidance when assessing the 'size' of a council in terms of staff, activity and budget to determine the salary range of the clerk and other employees.

Profile	Size	Meetings annually	Committees	Staff	Devolved functions	Statutory functions	Budget
LC1	Small Parish	Up to 6	None	None	None	None	<25K
LC2	Medium Parish	Above 6	None	Few	2	Several	25K – 250K
LC3	Large Parish	12	1-2	Up to 20	Some	Most	250-750K
	Small Town	12	1-2	Up to 20	Some	Most	250-750K
LC4	Large Town	12	5+	20 +	Many	Most	750K+

6.4 PROPOSED SALARY SCALE FOR TOWN CLERK

At present, Wetherby Town Council meets the criteria of 'small town.' It must be re-emphasised that this is an assessment of the post of Town Clerk, and not of the experience of the postholder, and is based on the number of services delivered, and amenities provided, by the Council, as outlined above.

Scale	Below Substantive	Substantive	Above Substantive
LC1	5-6	7-12	13-17
LC2	18-23	24-28	29-32
LC3	33-36	37-41	42-45
LC4	46-49	50-54	55-62

Given this almost exact 'fit,' it is recommended that the post of Town Clerk should be in the LC3 Substantive range (SCP 37-41).

It is strongly recommended that, when feasible, the Town Clerk is given the time to acquire the CiLCA qualification, which should be recognised in future salary progression. This achievement will also enable the Council to hold the General Power of Competence.

6.5 SUGGESTED GRADING FOR OTHER STAFF

The SLCC evaluation process is designed to assess the appropriate salary grading for the post of Clerk. However, this grading can be used as a reference for assessing the salaries of other officers, particularly those who work closely with the clerk and who may sometime be required to deputise for him.

Similarly, it is difficult to provide reliable benchmarking for posts which are council-specific because direct comparisons with similarly-termed posts at other councils are not reliable.

In some instances, it is helpful to look for comparisons in other sectors such as youth services, events management, tourism promotion, property services contractors, security companies and grounds maintenance contractors, and to note recognised qualifications in those services and industries. An additional component is the recognition of exceptional qualifications including relevant qualifications and previous experience.

The following assessments are therefore based on the criteria used for the Town Clerk's evaluation with reference to other comparisons where appropriate. As noted earlier, these assessments are based on roles, not the skills, experience and knowledge of the present postholders.

The Council's business, and the services it delivers, will develop and expand in the future. There will need to be a similar development in the roles of officers, their training and their responsibilities to ensure the Council continues to be efficient and effective.

Department	Ref	Post	Weekly hours	SCP Range	Annual
Administration & Governance staff	1	Town Clerk and RFO	Full time - 37 hours	37-41	£41,591.00
	2	Deputy Clerk	Full time - 37 hours	24-28	£29,174.00
	3	Administration Officer	Increase to 25 hours	18-23	£17,173.00
	4	Cemetery Officer	Part-time –18 hours	18-23	£12,364.56
	5	Finance Officer	Part-time –18 hours	18-23	£12,364.56

Service Delivery Officers	6	Operations Manager	Full time- 37 hours.	24-28	£29,174.00
	7	Comms. & Events Officer	Full time- 37 hours.	18-23	£25,419.00
Grounds staff	8	Town Handyman	Full time – 37 hours.	13-17	£23,023.00
	9	Market Assistant	Part-time – 8 hours	13-17	£4979.52

The above table sets out recommendations for hours and salary grades. It is for the Staffing Committee and Full Council to decide whether the proposed hours are appropriate.

Deputy Clerk

The Deputy Clerk must have the knowledge and training to be able to fully deputise for the Town Clerk. He/she will not be simply an Assistant to the Town Clerk.

Administration Officer

This role is more than an ‘office administrator’ because the postholder carries more responsibilities. This is reflected in the suggested pay grade. Given that, in the last year, fulfilling the role required considerable overtime work, consideration should be given to increasing the weekly hours to 25 hours, with the agreement of the postholder.

Service Delivery Officers

Excepting the Cemetery Officer (currently the Cemetery Superintendent), these are new posts, on the same grade and working the same number of hours. The Services Officer will have line management responsibility for the maintenance staff and cleaner(s) which could be reflected in additional SCP points on the 18-23 grading.

Grounds staff

As per the current post, and an important customer-facing role. The post of Market Assistant has been added.

Market Assistant

Given the ebb and flow of a street market, it is suggested that this post operates as a split shift, supervising the setting-up of the market in the morning and the derigging in the evening. The Town Handyman could be available to cover, on call, during the major trading hours should a Council presence be required.

6.6 CONCLUDING SUMMARY

Wetherby Town Council is looking to the future with confidence. The commissioning of this review reflects the Council’s desire to plan to ensure it has the right staffing structures in place to fulfil its strategic plans.

In all the interviews and meetings held during the research stage of this review, it has been evident that the staff and the councillors support each other and work as a cohesive team.

It is the opinion of this consultant that Wetherby is ideally placed to enrol in the NALC Quality Award Scheme. The Town Clerk has the experience and knowledge to attain the CiLCA qualification, providing she is given the time to study and submit the modules. As a power of first resort, gaining the General Power of Competence will enable the Council to move forward with dynamic plans without the constant need to seek a specific power.

7.0 REFERENCES & ACKNOWLEDGEMENTS

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The Charity Commission website.

TOWN COUNCIL STAFF CONTRIBUTING (in interview order)

Iona Taylor	-	Town Clerk
Margaret Holmes	-	Deputy Town Clerk
Alison Waterfield	-	Office Administrator
Barry Riley	-	Acting Town Clerk and Projects Manager (self-employed)
John Kettle	-	Relief Caretaker
Paul Andrews	-	Relief Caretaker
Alex Tetlow	-	Cleaner and part-time Caretaker

COUNCILLORS CONTRIBUTING (in interview order)

Cllr Neil O'Byrne
Cllr Alan Lamb
Cllr Connor Mulhall
Cllr Galan Moss
