

# SUPPORTING PAPERS 3/11/2020.

Personnel Committee 3<sup>rd</sup> November 2020

## Agenda Item 3 – To consider preliminary employee budget for the 2020/21 financial year.

The purpose of this report is to approve the estimated employee costs for the next financial year for submission to the Policy, Finance and Performance Management Committee meeting to be held on 8<sup>th</sup> December as part of the overall budget approval process. **Appendix A** shows the original estimate, the projected outturn for the current financial year and the estimated employee costs for 2021/22. These costs are split into departments given the approved staffing structure. The budget and probable outturn for 2020/21, with variance, are summarised in Table 1 below. The projected outturn for the current financial year shows a potential underspend of £96.4k. This is a result of 3 posts being vacant for all/the majority of the year and the delayed recruitment of seasonal employees due to Covid-19.

Table 1: 2020/21 budget and projected outturn split by department

	2020/21		
	Budget	Projected Out-turn	Variance
	£	£	£
Car Parks/Market	44,180	45,040	860
Boat Park	8,320	4,530	(3,790)
Parks & Operations	493,265	458,695	(34,570)
Beach Gardens	25,860	7,630	(18,230)
Beaches - Cleaner	25,135	22,235	(2,900)
Beaches - Warden	17,510	6,140	(11,370)
Tourism	146,440	134,000	(12,440)
Central Services	241,860	227,900	(13,960)
<b>Total</b>	<b>1,002,570</b>	<b>906,170</b>	<b>(96,400)</b>

In estimating the employee costs for 2021/22, an assumption has been made regarding the negotiated pay award. This has been estimated at 2.5% for 2021/22, with a 2.75% increase having been awarded in 2020/21 across all pay grades. The employers pension contribution rate has been set at 22% for the 2021/22.

The increase in budget provision for employee costs from the 2020/21 budget and the provisional 2021/22 budget is £28.8k, a 2.8% uplift. This is largely due to the 2.5% pay award applied to all posts, and incremental increases on SCPs for eligible employees. It has also been assumed that any vacancies will be filled, and the structure will remain the same as the current year. This would take the total salary budget to £1,031,380, having been an average of £960k over the last 3 financial years. A breakdown of the current, prior 2 financial years and the estimate for 2021/22 is given in table 2 below.

Table 2: Employee budgets and actual costs

2018/19		2019/20		2020/21		2021/22
Budget £	Actual £	Budget £	Actual £	Budget £	Projected Out-turn £	Estimate £
911,700	795,396	963,840	936,434	1,002,570	906,170	1,031,380

### **Swanage Town Council - Staffing Structure**

The staffing structure as shown in **Appendix A** splits posts into departments for consideration. Two posts have been highlighted and these may require further consideration. However, for the purposes of estimating a preliminary budget for employee costs these are currently included as per the agreed structure.

### **Central Services**

The Central Services department (effectively the Town Hall) is anticipated to be £13.9k below budget at the end of the year. This is due to the post of a part-time receptionist (TH6), one of the posts highlighted in **Appendix A**, being vacant during the course of the year. This latter post has been included in the estimate for 2021/22, although this is subject to review.

### **Operations, including Enforcement**

There are no changes to be made to the Operations Department staffing profile following a review by the newly appointed Operations Manager. A budget was provided in the 2020/21 budget for a Buildings Maintenance Supervisor (OPS25). This post has not been filled to date. However, it is currently being recruited and it is anticipated that this post will be filled in January 2021.

The post OPS 11 became vacant during the year and is also being actively recruited. These two vacancies have resulted in the variance from budget which is forecast to be £34.5k at the end of the year.

### **Visitor Services:**

The Visitor Services departments were impacted by Covid-19 and the subsequent lockdown period. This has resulted in variances from budget as the recruitment to all seasonal posts was delayed until June/July.

### **TIC**

No changes have been made to the structure or seasonal hours available at the TIC. A permanent post, TIC3, has remained vacant during the year, with the employment of a seasonal employee being extended to cover the winter hours allocated to this post. This post will be reviewed prior to recruitment; however, it is not expected to have any effect upon the allocated budget for 2021/22.

### **Beach Gardens**

During budget setting for 2020/21, the posts of BG1-3 were given a permanent employment status, with zero hours anticipated in the winter period. An extract from the 2019 briefing note relating to this issue is below:

It has also been requested that the posts be made permanent, rather than seasonal. This would in effect be a zero hours contract guaranteeing a certain number of hours in the summer and none in the winter, but would remove the need to recruit each year. However, costs are attached to this. Permanent employees are entitled to an annual incremental pay increase, although at grade 2 this would only mean one increment within the grade banding. Varying these traditionally seasonal posts to permanent posts would lengthen the time for continuous service for the purposes of holiday, redundancy, maternity and sickness entitlement, which have unknown costs attached.

However, due to Covid-19 these posts proved difficult to fill, with only one post being successfully recruited. As such the post was appointed on a seasonal basis only. Given the current circumstances and the issues highlighted above, it may be prudent to reflect on offering these posts on a permanent basis.

The hours allocated to these posts has remained the same for the 2021/22 budget as in 2020/21. However, estimated pension contribution costs have been reduced as for the most part the scheme has not been taken up by those employed, leading to large variances.

**Decision required:** To refer to the Tourism Committee for further scrutiny:

- To review the appointment of Sports Park Attendants at Beach Gardens on a permanent basis.

### **Seafront Advisors**

These posts were initially referred to the Tourism Committee in November 2019, and it was recommended that the OPS19 post be recruited as a Seafront Advisor/Town Ambassador for a trial period of one year, with the other three posts being seasonal seafront advisors covering the beach and boat park.

Due to Covid-19 the recruitment of the Seafront Advisor posts was delayed, with 3 of the 4 posts eventually being filled. These were all on a seasonal basis. Also, with the Council unexpectedly operating the market in-house, OPS19 also worked at the market on a Friday. As such these posts now effectively cover the beach, boat park and market, although the market attendant has been specific to one post during the 2020 season.

For the purposes of estimating the costs for 2021/22, it has been assumed that the Seafront Advisor posts will be as agreed for 2020/21. However, consideration should be given to the role of Town Ambassador, as this was only approved on a trial basis which unfortunately has not been possible to fulfil this year. Further consideration should also be given to the inclusion

of the role of market attendant, should the Council continue to operate the market in-house in 2021/22.

**Decision required:** To approve or refer to the Tourism Committee for further scrutiny:

- Consideration of continuing the post of Seafront Advisor/Town Ambassador.
- Inclusion of a Market Attendant in the staffing structure.

**Decision required:** To recommend to the Policy, Finance and Performance Management Committee on 8<sup>th</sup> December the staffing estimates, incorporating any decisions made in the meeting. To further incorporate any changes recommended by the Tourism Committee on 17<sup>th</sup> November 2020.

## Appendix A – Approved Staffing Structure and Estimated Costs

Post Ref	Post	Employment Status	Type	Original Estimate 2020/21	Projected Outturn 2020/21	Estimate 2021/22
<b>CENTRAL SERVICES</b>						
TH1	Town Clerk	Permanent	FT			
TH2	Administration & Comms Manager	Permanent	FT			
TH3	Finance Manager	Permanent	FT			
TH4	Finance Assistant	Permanent	FT			
TH6	Receptionist	Permanent - 18.5 hours	PT			
TH6	Receptionist	Permanent - 18.5 hours	PT			
TH7	Management Support Officer	Permanent	FT			
<b>C/S Total Costs</b>				<b>£ 241,860</b>	<b>£ 227,900</b>	<b>£ 247,160</b>
<b>TIC</b>						
TIC1	VSM & BDO	Permanent	FT			
TIC2	VSAM	Permanent	FT			
TIC3	TIC Advisor	Permanent - 21 hours average	PT			
TIC4	TIC Advisor	Permanent - 35 hours	PT			
TIC5	TIC Advisor/BG Supervisor Summer	Permanent - 21 hours summer/35 hours winter	PT			
TIC6	TIC Advisor	Seasonal	PT			
TIC7	TIC Advisor	Seasonal	PT			
<b>TIC Total Costs</b>				<b>£ 146,440</b>	<b>£ 134,000</b>	<b>£ 153,950</b>
<b>BEACH GARDENS KIOSK</b>						
BG1	Sports Park Attendant	Seasonal	V			
BG2	Sports Park Attendant	Seasonal	V			
BG3	Sports Park Attendant	Seasonal	V			
TIC5	TIC Advisor/BG Supervisor Summer	Summer 14 hours	V			
<b>B Gardens Total Costs</b>				<b>£ 25,860</b>	<b>£ 7,630</b>	<b>£ 23,690</b>
<b>OPERATIONS</b>						
OPS1	Operations Manager	Permanent	FT			
OPS2	Multi trade operative	Permanent	FT			
OPS3	Beach Cleaner	Permanent	PT			
OPS4	General Operative	Permanent	FT			
OPS5	General Operative	Permanent	FT			
OPS6	General Op/Builder	Permanent	FT			
OPS7	Grounds Maintenance Supervisor	Permanent	FT			
OPS8	Assistant GMS	Permanent	FT			
OPS9	General Operative	Permanent	FT			
OPS10	General Operative	Permanent	PT			
OPS11	General Operative/Beach Cleaner	Permanent	FT			
OPS12	General Operative	Permanent	FT			
OPS13	General Operative	Permanent	FT			
OPS14	General Operative	Permanent	FT			
OPS15	General Operative	Permanent	FT			
OPS16	General Operative	Permanent	FT			
OPS17	General Operative/Team Leader	Permanent	FT			
OPS25	Buildings Supervisor	Permanent	FT			
TH5	Administration Officer	Permanent	FT			
<b>Operations Total Costs</b>				<b>£ 518,400</b>	<b>£ 480,930</b>	<b>£ 535,750</b>
<b>SEAFRONT ADVISORS/BOAT PARK/MARKET</b>						
OPS19	Seafront Advisors	Permanent	V			
OPS20	Seafront Advisors	Seasonal	V			
OPS24/1	Seafront Advisors	Seasonal	V			
OPS24/2	Seafront Advisors	Seasonal	V			
<b>Beach/Boat Park Total Costs</b>				<b>£ 25,830</b>	<b>£ 11,700</b>	<b>£ 25,690</b>
<b>ENFORCEMENT</b>						
OPS21	Enforcement Officer	Permanent	FT			
OPS22	Enforcement Officer	Permanent - 30 hours summer/22.5 hours winter	PT			
<b>Enforcement Total Costs</b>				<b>£ 44,180</b>	<b>£ 44,010</b>	<b>£ 45,140</b>
<b>Estimated Annual Employee Costs Total</b>				<b>£1,002,570</b>	<b>£ 906,170</b>	<b>£ 1,031,380</b>

## Personnel Committee 3<sup>rd</sup> November 2020

### Agenda Item 4 – To review holiday entitlement for Town Council employees

As with large sections of the working population this has been an extremely demanding year for the Council's workforce. Consideration has been given to how this might be marked and the possibility of increasing staff holiday entitlement has been discussed with South West Councils. This issue was first raised informally by the Operations Manager last November when, following her appointment, she noted that the Town Council was offering a lower basic holiday entitlement than her previous employer (22 days compared to 27 days).

As ever, South West Councils have highlighted the fact that direct comparisons are not straightforward. Swanage Town Council currently offers the following leave entitlement, in line with local government 'Green Book' terms:

- Basic entitlement: 22 days increasing to 25 days after 5 years' service
- Additional statutory days: 2 days (to be taken at Christmas)

Therefore, those joining the Council receive a total of 24 days, rising to 27 days after 5 years. In addition to this the Council generally grants an additional day to enable a shutdown between Christmas and New Year, taking the totals to 25 days and 28 days respectively.

South West Councils have provided the following comparable data from May this year. At that date the basic Green Book terms were 21 days (23 when the statutory days were included):

	Start	5 years
County 1	23	27
District 1	23	27
District 2	23	27
District 3	23	28
District 4	24	28
District 5	24	27
County 2	24.5	29.5
Unitary 1	25	30
Unitary 2	25	30
District 6	25	29
District 7	25	30
Unitary 3	26	31

The average of these 12 authorities is 24 days, rising to 28.5 days after 5 years' service, making the Town Council broadly comparable with this. However, if the Town Council were to increase its basic allowance to 25 days/28 days this would provide all staff with certainty over the provision of the additional day's leave to cover the Christmas closedown which is currently determined on a year-by-year basis.

South West Councils have also highlighted that it is not unusual for management staff to be rewarded with higher holiday entitlement. This was the case with seven of the 12 authorities

included in their sample. This is not only to recognise the greater responsibility of management roles, but also the fact that managers work significant amounts of unpaid overtime. The allowance for upper management in all 12 authorities is set out in the table below.

	Start	5 years
County 1	32	32
District 1	30	33
District 2	32	35
District 3	29	32
District 4	24	28
District 5	38	38
County 2	30	30
Unitary 1	25	30
Unitary 2	32	37
District 6	25	29
District 7	25	30
Unitary 3	26	31

The average management entitlement is therefore (excluding the two upper outliers) 28 days, rising to 31 days after 5 years' service.

#### **Possible amendments to Swanage Town Council leave entitlement**

##### **1. Increase the Council's basic leave entitlement**

Although in most years Town Council staff are granted an additional day's holiday to cover the shutdown between Christmas and New Year, Council could increase employees' basic entitlement to guarantee this provision. This would equate to 25 days' basic entitlement, rising to 28 days' after 5 years' service, with a stipulation that three days are to be taken between Christmas and New Year.

##### **2. Introduce longer holiday entitlement for managers**

Whether to increase managers' basic holiday entitlement to 28 days initially, rising to 31 days after 5 years' service. As with all other staff it would be stipulated that three days would have to be taken for the Christmas closedown.

#### **Decision required**

The Committee is asked to determine whether or not to approve these changes in principle. If approved, this would enable officers to work-up the finer details which would be brought back to a future committee meeting for approval prior to implementation from 1<sup>st</sup> April 2021.

Martin Ayres  
Town Clerk

October 2020