

AGENDA ITEM NO. 8

TAVISTOCK TOWN COUNCIL BUDGET AND POLICY COMMITTEE 13TH MARCH 2018 STAFFING REVIEW FOR DEPOT & OUT SERVICES

1. INTRODUCTION

- 1.1 Members will recall arising from the retirement of Works Manager in October 2017 that the General Manager would take the opportunity to review the operating arrangements of the depot provision primarily relating to staffing structure rather than undertaking recruitment on a similar basis at that time.
- 1.2 The above was strengthened with the short term uncertainties and challenges relating to the current capital programme commitments and the purchase of Molly Owen Centre (with a commitment to relocate the depot and occupy by February 2018).
- 1.3 The approach was supported by Council with the intention to present a report to Council by March 2018 suggestions around future operating arrangements.

2. CURRENT POSITION

- 2.1 The General Manager has provided oversight and direction of the depot function post October 2017 with the support of the existing and temporary operating staffing provision which has included the successful relocation of the depot function to the Molly Owen Centre and the surrender of the lease on 28th February of 22 and 24 Crelake Industrial Units. The delivery of the Council business for the commercial and community service plan requirements during this transitional period has been supported by the use of architects to ensure the delivery of the capital programme both within time and budget especially in consideration of the commercial and political sensitivities relating to Butchers Hall, Pannier Market and public realm capital works which have critical interdependencies.
- 2.2 Your Officers opinion is that due to the commitment of the above, and the abnormalities around the short term capital commitment, that the matter of resolving the staffing restructure in early 2018 is neither prudent nor beneficial.

2.3 The rationale is as follows:

- Capacity challenges due to the above has meant that this piece of work has not been considered fully by your Officers, supported by disproportionate capacity challenges aligned with the investment in time regarding critical sensitivities with Pannier Market and public realm works, to be completed by June 2018
- Depot continuity of service will be resumed now that the depot is fully operational from Molly Owen Centre as of February 2018
- If a recruitment and selection process is undertaken with immediate effect for a Works Manager there will be a real detriment around effective handover of service
- A better understanding of significant organisational impacts relating to Guildhall and additional usage of Molly Owen Centre
- There is a real benefit of providing recommendations to Council in October 2018 after a full year of oversight and direction has been delivered, strengthened by a sustained period of cultural shift and approach.
- A further period will also allow for a wider review taking into account not only future roles and responsibilities within the depot, including external job evaluation, but also efficiency and effectiveness improvements regarding upskilling, training requirements, co-production improvements, operating hours, maintenance requirements regarding fleet and equipment and synergy benefits re: shared staff resources i:e general hands duties and responsibilities in other departments.

3. OPTIONS

- 3.1 To allow your Officer to continue undertaking the review within budgetary parameters with a commitment to presenting a report to Council in October 2018 based on the rationale set out above with the General Manager delivering service provision as outlined in the interim arrangement.
- 3.2 Present a report to Council within next 3 months which will only cover the future operating staffing structure but will not consider and of the wider matters identified
- 3.3 Undertake a recruitment and selection process with immediate effect for Works Manager as per existing job description and person specification

4. RECOMMENDATIONS

- 4.1 Your Officer recommends extending the staffing review for a period covering one year based on the rationale and approach identified in 2.3 with the aim to implement the new operating structure by end 2018.

**WAYNE SOUTHALL
GENERAL MANAGER
06/03/18**