Windlesham Parish Council
Personnel Committee – Terms of Reference 2026-2027

The role of the Personnel Committee is to consider all matters relating to the appointment and management of Council staff.

1. Membership of the committee will consist of a maximum of 9 members, consisting of a maximum of 3 representatives from each village. To ensure that each village remains adequately represented in the event of a member's absence, any nominated substitute must be a member of the same village committee as the original appointed representative. Non-members of the Council may be appointed to serve on the Committee in an advisory capacity. Such appointments shall be made by recommendation to Full Council and confirmed by a resolution of the Council.

   Non-councillor members, advisory members, subject-matter experts and other invited attendees shall withdraw from the meeting for any item of confidential or exempt business unless the Committee resolves that their continued attendance is necessary for that item. Any person permitted to remain must comply with the Council's confidentiality and data protection requirements and must not disclose confidential information or personal data without lawful authority.

2. The Chairman and Vice-Chairman of Council, if not nominated members of the committee, may attend as ex-officio members.
3. Membership of the committee will be determined at the Annual Meeting of the Council and casual vacancies shall be filled from the membership of Full Council.

FUNCTIONS:

The Personnel Committee will have the following duties and shall be empowered, within the current structure, to:

Re: Recruitment

~~a)~~ Have full delegated authority to recruit in accordance with operational need, subject to budget availability and to oversee the full employment process for all positions. To delegate responsibility to the Parish Clerk or to an interview panel as they consider appropriate.

b) Appoint a panel/sub-committee of Councillors to be responsible for interviewing, as per the recruitment policy. This would consist of the Chairman, or Vice Chair of Personnel, and a nominated member from each village committee.

Re: Staff

c) Provide support to and management of the Parish Clerk. Monitor and manage hours of working, home working, annual/flexi/compassionate/time off in lieu leave and absences and sick leave and delegate authority for the day-to-day management of the Clerk to the Chairman of Council in conjunction with the Chairman of Personnel.

d) Review employee's remuneration and make recommendations thereon to the Council.

e) Review Conditions of Employment, Contracts of Employment and Job Descriptions as appropriate to ensure they meet the needs of the Council and comply with relevant legislation and established good practice.

f) Review the staffing structures in conjunction with the Clerk to ensure they are sufficient to deliver the aims of The Council.
g) Ensure an appropriate Appraisal system is in place and monitor the effectiveness of the system.
h) Provide appropriately trained Members to conduct the Appraisal(s) of the Parish Clerk.
i) Set appropriate SMART objectives for the Parish Clerk based on the aims and priorities of The Council.
j) In conjunction with the Clerk, ensure appropriate arrangements are in place to support staff development and training and to ensure that such training is in line with the allocated funds.
k) Make appropriate recommendations to The Council where an identified training need would exceed the allocated funding.

Re: Policies and legislation

l) Develop, implement, and review Employment related Policies using appropriate employment law
m) Manage the Council's compliance with Employment legislation.
n) Manage Disciplinary and Grievance procedures in accordance with appropriate council policy and processes and review them as necessary, including considerations of workplace culture and behaviour.
o) Where necessary recommend appropriate actions to The Council.
p) If required appoint an appeals panel drawn from Members of the Personnel Committee or from an external body as appropriate to the circumstances.

Re: External Support

q) Give authority and award contracts to HR Services (current retained HR advice provider) and Surrey ALC and or any appropriate body/company to conduct necessary reviews and make recommendations to the committee

Delegated Spending Authority

In order to undertake its functions, the Personnel Committee is authorised to spend to the following limits:

1) Up to £10,000 in recruitment costs (advertising, external support etc) per recruitment campaign, allocated from the HR and legal fees budget when such expenditure is agreed by a resolution of the committee.
2) To the upper level of the agreed salary scale banding for any new employee, subject to budget availability.
3) All expenditure requirements in excess of the authorised limit to be agreed in advance of expenditure commitment by resolution of the Council.

The Chairman shall:

a) Agree the minutes of the Personnel Committee at Full Council meetings subject to approval.

Item 7 - Staffing Capacity Review: Future Greenspace Management Arrangements

Personnel Committee 29th September

Purpose

The purpose of this review is to highlight the staffing implications arising from the proposed transition of greenspace management responsibilities to Windlesham Parish Council and to assist Members in considering whether the current staffing structure will remain sufficient once Surrey Heath Borough Council (SHBC) support arrangements cease.

Action

Members are asked to consider whether they wish to explore the creation of a Greenspace Contract Manager post to support the future management of the Council's greenspaces and associated assets.

Should Members wish to investigate this option further, they are asked to delegate authority to the Clerk, in consultation with two nominated Councillors, to undertake further research and produce a detailed costed proposal. This would include consideration of:

- **Salary and employer on-costs.**
- **Vehicle provision and associated running costs.**
- **Equipment, tools and storage requirements.**
- **Training, qualifications and health and safety requirements.**
- **Potential savings arising from a reduction in the use of external contractors.**
- **A draft job description and indicative role profile.**
- **The operational benefits and risks associated with the establishment of the post.**

A report setting out the findings and financial implications would then be brought back to Council for consideration before any decision is made regarding the creation of the post.

Current Position

Under the existing arrangements, a significant element of the Council's greenspace management workload is either directly managed by SHBC or supported by SHBC officers and operational teams. This support extends beyond the formal contract management function and includes a range of reactive and ad hoc tasks that currently reduce the burden on Parish Council officers.

Examples of support provided by SHBC officers and operational staff include:

- Contract management of the current greenspace contract
- Out-of-hours emergency responses to alarm activations.

- Attendance at sites following reports of vandalism or damage.
- Initial response to storm damage and fallen branches.
- Site inspections following adverse weather events.
- Assisting with urgent health and safety issues on Council land.
- Arranging or undertaking minor maintenance works.
- Providing technical advice relating to grounds maintenance and arboricultural matters.
- Minor playground repairs

Whilst these tasks may individually appear minor, collectively they represent a considerable amount of officer support currently provided at no direct staffing cost to the Parish Council.

Future Challenges

As the Council proceeds with taking responsibility for its own greenspace contract, a number of additional responsibilities will fall to existing staff.

These are likely to include:

Contract Management

- Day-to-day contract monitoring.
- Quality inspections.
- Performance monitoring and reporting.
- Management of contract variations.
- Resolution of complaints and service issues.
- Processing instructions and work orders.
- Management of contractor meetings.
- Budget monitoring and contract administration.

Operational Management

- Responding to site incidents.
- Coordinating calls re vandalism and damage.
- Arranging emergency works.
- Liaising with residents and user groups.
- Supervising specialist contractors.
- Managing playground maintenance issues.
- Ensuring compliance with health and safety requirements.
- Monitoring assets and infrastructure across multiple sites.

Loss of SHBC Support

In addition to the contract management responsibilities, the Council would also lose access to the practical support currently provided by SHBC staff.

This creates a particular concern regarding the Council's ability to respond promptly to:

- Fallen trees and branches.
- Urgent maintenance issues.
- Alarm activations.
- Safety concerns identified outside office hours.
- Carrying out minor playground maintenance

- Contractor failures or emergencies.
- Unexpected issues arising on Council-owned land.

The absence of this support could increase pressure on existing office-based staff, who already manage a substantial workload across governance, finance, projects, HR, asset management, events, and planning consultations.

Potential Future Staffing Model

Members may therefore wish to consider whether the Council would benefit from employing a dedicated Greenspace Contract Manager.

Such a role could be structured as a hybrid post combining strategic contract management responsibilities with practical operational duties.

Contract Management Responsibilities

- Management of the Greenspace Maintenance Contract.
- Site inspections and quality audits.
- Contractor performance monitoring.
- Specification development.
- Budget oversight.
- Procurement support.
- Contractor liaison.
- Reporting to Council and Committees.

Operational Responsibilities

Where practical and appropriately trained, the postholder could also undertake a range of routine maintenance activities currently outsourced or commissioned separately, including:

- Routine playground inspections.
- Minor playground repairs and maintenance.
- Noticeboard cleaning and maintenance.
- General site inspections.
- Litter and cleanliness monitoring.
- Small maintenance tasks across Council assets.
- Digging and preparation of ashes burial plots.
- Installation of signs and notices.
- Minor fencing and furniture repairs.
- Management of storage areas and equipment.
- Assisting with event preparation and site set-up.

This approach would provide the Council with:

- A visible local presence on Council sites.
- Improved responsiveness to resident concerns.
- Greater oversight of contractor performance.

- Faster response to operational issues.
- Reduced reliance on external contractors for minor works.

Financial Implications

Initial estimates indicate that creating the post would require a precept increase of approximately £93,000. This indicative figure covers vehicle hire, training, tools as well as all employment costs.

It is anticipated that some of this cost could be offset through reduced expenditure on external contractors.

Officers estimate that between £10,000 and £15,000 per annum of work currently commissioned to smaller contractors could potentially be undertaken by an appropriately skilled employee, subject to training, competence requirements and health and safety considerations.

This could reduce the net additional cost of the proposal to approximately £78,000 to £83,000 per annum.

Training and Resource Requirements

Should Members wish to explore this option further, additional consideration would need to be given to:

- Vehicle procurement or leasing.
- Tool and equipment purchases.
- Storage arrangements.
- Lone working procedures.
- Risk assessments.
- Health and safety compliance.
- Playground inspection qualifications.
- Manual handling training.
- First aid training.
- Relevant machinery qualifications where required.

Conclusion

The transfer of greenspace contract management responsibilities from SHBC to Windlesham Parish Council will create a significant increase in officer workload and operational responsibility even without the additional asset transfers. In addition to managing a new contract, the Council will no longer benefit from the practical and emergency support currently provided by SHBC's Greenspace Team.

Members may therefore wish to consider whether the establishment of a dedicated Greenspace Contract Manager with both contract management and practical maintenance responsibilities would provide a sustainable long-term solution. Whilst such a post would involve an estimated gross annual cost of approximately £93,000, opportunities exist to offset part of this expenditure through the reduction of existing contractor costs, whilst delivering a more visible, responsive and locally focused service for residents.