



**To:**  
**All members of the**  
**Corporate Policy and Resources**  
**Committee**

*Please reply to:*  
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Date: 11 January 2023

### Supplementary Agenda

#### **Corporate Policy and Resources Committee - Monday, 16 January 2023**

Dear Councillor

I enclose the following items which were marked 'to follow' on the agenda for the Corporate Policy and Resources Committee meeting to be held on Monday, 16 January 2023:

- 15. Terms of Reference for a Corporate Establishment Review** **3 - 8**  
Report to follow.

Yours sincerely

Karen Wyeth  
Corporate Governance

To the members of the Corporate Policy and Resources Committee

Councillors:

J.R. Boughtflower (Chairman)	R.O. Barratt	L. E. Nichols
A.J. Mitchell (Vice-Chairman)	J.T.F. Doran	R.J. Noble
M.M. Attewell	S.A. Dunn	O. Rybinski
I.J. Beardsmore	T. Fidler	J.R. Sexton
M. Beecher	S.C. Mooney	V. Siva

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Substitute Members: Councillors: C. Bateson, C.F. Barnard, S. Buttar, J. Button,  
N.J. Gething, M. Gibson, H. Harvey, T. Lagden,  
D. Saliagopoulos, J. Vinson and S.J Whitmore

## Corporate Policy and Resources Committee

**Date of meeting 16 January 2023**

<b>Title</b>	Draft Terms of Reference for a Corporate Establishment Review
<b>Purpose of the report</b>	To make a decision
<b>Report Author</b>	Daniel Mouawad, Chief Executive Farida Hussain, Group Head Corporate Governance
<b>Ward(s) Affected</b>	All Wards
<b>Exempt</b>	No
<b>Exemption Reason</b>	N/A
<b>Corporate Priority</b>	Service delivery
<b>Recommendations</b>	<b>Committee is asked to:</b> <ol style="list-style-type: none"> <li>1. Agree Terms of Reference for the Corporate Establishment Review (Appendix A)</li> <li>2. Agree delegation of any expenditure to the Chair / Vice Chair of CPRC</li> </ol>
<b>Reason for Recommendation</b>	Following consultation with all Group Leaders, the Corporate Policy and Resources Committee is being asked to approve the Terms of Reference to conduct a Corporate Establishment Review.

### 1. Summary of the report

- 1.1 CPRC members have expressed a desire for an Establishment Review to be undertaken and the attached draft Terms of Reference has been prepared for formal approval.

### 2. Key issues

- 2.1 Following the pandemic and introduction of hybrid working, there has been a change in working culture as well as increased competition in the labour market as the gap in flexibility between private and public sectors has narrowed. The Council has also gone through a period of change following the introduction of the Committee System which has now been in place for over 18 months, as recognised by the recent LGA Corporate Peer Review.
- 2.2 The current establishment structure has been in place for a number of years and has organically evolved over time with the addition and deletion of posts. A realignment of reporting lines has also recently been undertaken. The Council needs to ensure that it is resourced sufficiently with

a high performing workforce to be able to deliver the corporate priorities and that the current structure is fit for purpose, taking into account the financial challenges that lie ahead.

### **3. Options analysis and proposal**

#### **3.1 Option 1**

Agree the Heads of Terms and review the Corporate Establishment within internal capacity headroom, which in view of the existing HR capacity constraints, will take longer to undertake. Regular monthly reports to Corporate Policy and Resources Committee (CPRC) will keep members fully apprised of review progress.

#### **3.2 Option 2 (recommended option)**

Agree the Heads of Terms and secure through a procurement process additional HR capacity resource to accelerate the Corporate Establishment Review pace of delivery. Regular monthly reports to CPRC will keep members fully apprised of review progress.

#### **3.3 Option 3**

Do not agree the Heads of Terms and do not proceed with the Establishment Review. The current workforce structure will continue to be in place without fully ascertaining if it is fit for purpose.

### **4. Financial implications**

4.1 Depending on which option CPRC Members choose to pursue, it may be necessary to engage external HR support to accelerate the Corporate Establishment Review, counterbalancing internal HR capacity constraints. The cost would have to be determined and any expenditure would require Chair/Vice Chair approval (on behalf of CPRC) and expenditure would need to go through an appropriate procurement process.

4.2 The findings emanating from an Establishment Review will undoubtedly influence CPRC Members' desire to pursue a number of possible actions. Therefore, in due course there may well be moderate to significant cost implications both in the short to medium term associated with addressing recommendations. Equally, there may well be options that identify potential establishment efficiency savings in the medium to longer term. At this current juncture, financial implications are unquantifiable and purely speculatively referenced.

### **5. Risk considerations**

5.1 The principal risk is that the authority undermines its attraction and retention prospects by not identifying, recognising or addressing potential issues and associated actions that could enhance the effectiveness of the current establishment structure. The review, in tandem with the Audit Team, will detail any risk implications arising from the review and how these could be mitigated.

### **6. Procurement considerations**

6.1 If the CPRC decision is to accelerate the review by securing additional Human Resources assistance, the contract standing orders will need to be followed to ensure that the Council is obtaining best value for money.

### **7. Legal considerations**

- 7.1 At this stage there are no legal matters which need to be highlighted.
- 8. Other considerations**
- 8.1 The Establishment Review will need to fully recognise the findings of the recent LGA Corporate Peer Challenge Review.
- 9. Equality and Diversity**
- 9.1 Whilst reviewing the Corporate Establishment, there is an opportunity to review the diversity of the council's workforce and identify if there are opportunities to further support equality and diversity.
- 10. Sustainability/Climate Change Implications**
- 10.1 The significance of the Hybrid Working Policy has a direct impact on reducing commuting, indirectly helping the Authority achieve its net zero targets. An assessment of this policy would need to be made to quantify its carbon footprint.
- 11. Timetable for implementation**
- 11.1 The Establishment Review is not expected to take more than six months, with regular monthly CPRC updates. Aspects of Review pertaining to the digital transformation programme will clearly need to be revisited in the fullness of time.
- 12. Contact**
- 12.1 Daniel Mouawad, Review Lead (Head of Paid Services – [dcm.cex@spelthorne.gov.uk](mailto:dcm.cex@spelthorne.gov.uk)  
Farida Hussain, Governance Lead - [f.hussain@spelthorne.gov.uk](mailto:f.hussain@spelthorne.gov.uk)  
Sandy Muirhead, HR Lead – [s.muirhead@spelthorne.gov.uk](mailto:s.muirhead@spelthorne.gov.uk)

**Background papers: There are none.**

**Appendices:**

Appendix A - Terms of reference

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# CORPORATE ESTABLISHMENT REVIEW

## Draft - Terms of Reference

### **Objective**

To review the effectiveness of existing organisational structure, functions, roles and responsibilities to deliver the Council's Corporate Priorities with a view to establishing potential efficiency savings.

### **Specific**

1. Review the complete organisational structure and consider realignment of services under the senior management team.
2. Consider current vacant posts and impact on relevant service areas if vacant posts were to be removed from the establishment.
3. Review use of all temporary staff including interims and consultants.
4. Consider any recommendations from staff audits and Peer Reviews.
5. Review rate of recruitment and retention.
6. Consider scope for creating shared services with other local authorities.
7. Consider scope for making staff efficiency savings by automating services and progressing digital transformation.
8. Consider feedback from member and staff surveys regarding capacity issues.

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