



PRESTATYN TOWN COUNCIL

Staff Attraction & Retention Procedures

Staff Recruitment Procedure 2026

DRAFT

VERSION UPDATES

Version	Date	Section	Details of Change
V1	19.02.2026	Whole of document	Initial draft document for approval
STATUS: Awaiting Review			

APPROVAL & CIRCULATION

Version	Date	Meeting	Reviewed Approval
V1	03.03.2026	Policy Review Sub-Committee	Reviewed
STATUS: Awaiting Review			

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STAFF ATTRACTION & RETENTION

INTRODUCTION

The purpose of this document is to define the procedures that Prestatyn Town Council (PTC) has in place to promote staff retention. This policy should be used in conjunction with and to compliment multiple other policies and procedures that promote staff retention, such as staff health and well-being and capability policies.

High-quality service stems from a high-quality workforce and working environment. A successfully run organisation invests in its workforce to achieve success and promote a healthy working culture. Having policies and procedures in place which are followed supports the promotion of staff health, wellbeing and retention.

EFFECTIVE MANAGEMENT PRACTICES

The attraction and retention of high performing employees is subject in large part to effective management practices. *Key Lines of Enquiry from SARR Policy are considered below.*

Key Considerations:

1. The Staffing Sub-Committee oversees the staffing situation of PTC (under the oversight of the Finance & Management Committee). This ensures that there are enough suitable staff to meet the council's objectives and serve the residents of Prestatyn and Meliden well.
2. Training plans and regular staff appraisals and reviews ensures that PTC staff have the skills, knowledge and experience to deliver an effective service.
3. Staff are engaged and involved through the role of the Staff Liaison, effective teamwork. Residents and the public are engaged and involved through consultations and feedback.
4. The council continuously learns, improves, innovates and ensures sustainability through the regular review of its policies and practices.

RETENTION TARGETS

1. The Staffing Sub-Committee will support and supervise the Town Clerk in their role as the line manager for all PTC staff.
2. Training will be provided for managers to achieve proficiency objectives.
3. Performance will be measured against reasonable staff retention targets.
4. The Town Clerk will promote a culture and healthy working environment that considers the health and wellbeing of all staff.

TRAINING & SUPPORT

Training Plans

The Staffing-Sub Committee will create and regularly update and review Personal Development Plans for all staff. *See Appendix 1 for the introductory 'Personal Development Plan 1'.*

Training will be incorporated into Plans and these will cover targets, objectives and expectations to meet for the next quadrimester (4-month) period.

It was agreed that the 'Training Schedule', with the training plan, would provide a clear understanding of what training and targets were expected of staff, by when and what the consequences for failure would be.

- **ILCA certification** completion: within the first 6 months of employment as a requirement to successfully complete a probation period.
 - Cost and training time to be met by the council, e.g. 2 hours per week of employment time over 6 weeks or 1 hour per week over 12 weeks
 - Should an employee fail to be employed by PTC following probation, all qualification costs will be repaid to PTC by the employee as a contractual term
- **GDPR** training, **Risk Management** and **PTC policy and procedures** as above.
- **Social media / website** training, **defibrillator** training and **other relevant training** to be completed within the first year of employment.

Group Training

Group training can encourage staff to upskill together in a supportive environment. Sessions on relevant or topical subjects or areas can be arranged quarterly.

PERFORMANCE MONITORING

By reviewing performance and job progress, it was agreed by the Staffing Sub-Committee that staff would be able to prioritise, improve work planning and establish personal development and career plans. This should lead to improved working arrangements, increased job satisfaction and appropriate staff training.

Supervision and performance reviews for the Town Clerk are the responsibility of the Staffing Sub-Committee. All other staff will be regularly appraised by the Town Clerk using the Personal Development Plans.

Staff Contracts

- Initial employment contracts will be limited to fixed term contracts 2 years in length to ensure a good fit and prevent potential staff issues escalating.
- Contracts can be renewed for a further 2-year period if there are any lingering concerns, or else turned into permanent contracts if performance has been to acceptable standards.
- Any changes or amendments to job descriptions or terms and conditions of employment after appraisal need to be referred to the Staffing Sub-Committee for decision-making and then approved by the Finance & Management Committee.

Staff Reviews

Staff reviews will take place bi-monthly by line managers to keep on top of any developing issues or concerns and training objectives. *See Appendix 2 for reviews and appraisal forms.*

Staff Appraisals

- Staff appraisals will take place every 6-months for staff in their first 2 years of service, starting near the end of the probationary period.
- Staff appraisals will take place annually after the completion of 2 years of service.

HEALTHY WORKING CULTURE & ENVIRONMENT

There are many opportunities for staff themselves to contribute to promoting a positive working culture by providing feedback that steers a decision, by responding well to necessary change management and by embracing the learning and development opportunities available.

STAFF REWARD STRATEGY

Attraction and retention initiatives must include monetary and non-monetary interventions, which can be approached objectively and holistically.

Quadrimester Team Building Activities

Team building exercises, such as escape rooms, was approved by the Staffing Sub-Committee on the basis that the staff training budget could cover these. If all staff meet the expectations of their personal development plans for the quadrimester, and if within budgetary allowances, the below procedure can be followed:

1. Confirm that latest staff reviews show staff have met, or indicate that staff will meet, expectations
2. Propose a team building activity as a staff reward or ask for suggestions
3. Arrange the staff reward on a suitable date and time

REGULAR TEAM MEETINGS

These should be arranged by the Town Clerk at a minimum of once a month, but ideally at least fortnightly, to promote group cohesiveness, effectiveness and communication. Emphasis will be placed on PTC staff acting as a supportive and positive team, alongside targets being met.

COMPLIANCE MONITORING PLAN (CMP)

Staffing will be a key component of this Plan and compliance with policies will be monitored to ensure a cohesive work environment.

IMPLEMENTATION

The governance and management structure regarding attraction and retention initiatives will be monitored by the CMP.

STAFF RECRUITMENT PROCEDURES

THE RECRUITMENT PANEL

The Staffing Sub-Committee acts as PTC's Recruitment Panel. Up to 2 Members of the Recruitment Panel can be substituted by Members of the Finance & Management Committee if needed (due to availability).

2 Members are needed to operate as the Recruitment Panel, subject to the potential substitution stated above.

RECRUITMENT PROCEDURE

Stage 1: Job Description

1. Decide upon the job role, functions, person specification, advert and description
2. Send the job description for appropriate evaluation, if needed, to determine the SCP pay scale.

Stage 2: Advertise Vacancy

1. Decide on how the job will be advertised and for how long – *most roles will not require any budget for advertising*
2. Post the job advert and invite applications via CV
4. Keep the advert live for 3 to 5 weeks to end on a Friday – *allow appropriate time for visibility to suitable candidates but not too long a time as to allow suitable candidates to lose interest*

Stage 2b: Rule Out Unsuitable Candidates

Unsuitable candidates will be ruled out of consideration, on an ongoing basis, by only sending application forms to candidates that meet the person specification's essential requirements.

Unsuitable applicants will be emailed a short explanation to say that their application will not be taken further.

Stage 3: Short Listing

The Recruitment Panel will short-list the candidates that they wish to interview for the role.

1. Names and identifying details will be removed from the applications by the recruitment officer to ensure equality compliance
2. Each member of the Panel will be presented with the suitable applications on a Monday and given a set time frame for consideration dependent upon the number of applicants – *recommended as a maximum of one working week*
 - a. By having a set time frame for consideration, this ensures a fair and equal process so that suitable candidates whose applications are received early will not be under consideration for longer than applications received later.
3. The applications will be scored in various categories (e.g. relevant experience, qualifications, characteristics, etc) in an agreed standardised format, and the results will be received by 9am at the PTC office the following Monday
4. The 4 – 6 candidates that score the highest will be invited to interview for the position
5. The remaining candidates will be told that their application has been unsuccessful

Remove Conflicts of Interests

To ensure that no conflict of interest arises amongst the Panel, a list of applicant names will be provided separately to the Panel members so that they can recognise a need to remove themselves at this Stage if needed.

Collect References

References for the short-listed applicants will be requested at this point (*from the most recent former employer or current employer, if possible*), unless the applicant has indicated that they do not wish for references to be collected prior to a job offer being made.

Stage 4: Interview Panel

Interviews should take place in the Council Chambers over the course of a fixed amount of time (preferably 2 working days with up to 3 interviews per day). This will allow all candidates to remain fresh in the Panel member's memories.

1. Which Panel member asks questions should be decided before each interview
2. Notes and scoring should take place during each interview for each applicant
3. Once all applicants have been seen, a final meeting and decision-making meeting should take place

Stage 5: Informing the Applicants

1. Unsuccessful applicants will be informed via email as soon as possible
2. The successful applicant will be offered the role subject to employment terms and conditions will being ratified
3. The new officer can be introduced (or announced) to the Full Council at the next available meeting

APPENDIX 1: Personal Development Plan 1

STAFF PERSONAL DEVELOPMENT PLAN TEMPLATE

EMPLOYEE NAME: EXAMPLE NEW EMPLOYEE				EMPLOYEE START DATE: April 2026	
JOD TITLE: PAYROLL & ADMINISTRATION SUPPORT OFFICER				DATE OF REVIEW: June 2026 (<i>first bi-monthly review</i>)	
FINANCIAL YEAR: 2026 – 2027					
Training / Course / Desired Goal	Expectation	Date for Completion	How Expectation is Measured	Comments	Status
ILCA	Complete before probation period ends (6 months)	October 2026	Successful completion	Failure to achieve this may result in failing probation and a capability review to assess difficulties experienced.	Agreed by Staffing Sub-Committee: [date] <i>In progress</i>
Risk management training	Complete before probation period ends (6 months)	October 2026	Successful completion	Failure to achieve this may result in failing probation and a capability review to assess difficulties experienced.	Agreed by Staffing Sub-Committee: [date] <i>Completed on:</i>
GDPR training	Complete before probation period ends (6 months)	October 2026	Successful completion	Failure to achieve this may result in failing probation and a capability review to assess difficulties experienced.	Agreed by Staffing Sub-Committee: [date] <i>On track</i>
PTC policy & procedure training	Complete before probation period ends (6 months)	October 2026	Successful completion	Failure to achieve this may result in failing probation and a capability review to assess difficulties experienced.	Agreed by Staffing Sub-Committee: [date] <i>Sufficient progress & engagement</i>

COSHH	Complete within 12 months of employment start	March 2027	Successful completion	Failure to achieve this may result in a capability review to assess difficulties experienced.	Agreed by Staffing Sub-Committee: [date] <i>Completed on:</i>
Press & social media training	Complete within 12 months of employment start	March 2027	Successful completion	Failure to achieve this may result in a capability review to assess difficulties experienced.	Agreed by Staffing Sub-Committee: [date] <i>Not yet started.</i>
Sufficient integration into the PTC office team	Complete before probation period ends (6 months)	October 2026	No HR issues or complaints noted; engagement in team building activities	Failure to achieve this may result in failing probation and a capability review to assess difficulties experienced.	Agreed by Staffing Sub-Committee: [date] <i>Sufficient progress & engagement</i>
Following PTC policies and procedures correctly	Complete before probation period ends (6 months)	October 2026	No issues or concerns observed; correct procedures followed	Failure to achieve this may result in failing probation and a capability review to assess difficulties experienced.	Agreed by Staffing Sub-Committee: [date] <i>Sufficient progress & engagement</i>
Job performance and skillset adequate	Complete before probation period ends (6 months)	October 2026	No issues or concerns observed; correct procedures followed	Failure to achieve this may result in failing probation and a capability review to assess difficulties experienced.	Agreed by Staffing Sub-Committee: [date] <i>Sufficient knowledge and skills displayed; has picked up the job well and is fulfilling the role's expectations</i>

APPENDIX 2: Review Form

PRESTATYN TOWN COUNCIL			Page 1
Name:	Job Title:	Line Manager:	
Employment Start Date:	Date of Last Review / Appraisal:	Date Form Completed:	
PERFORMANCE AREA	SCORE (out of 5)	COMMENTS	
Attendance			
Punctuality			
Appearance			
Ability to work without supervision			
Accuracy of work			
Initiative			
Effectiveness in role			
Reliability			
Speed of work			
Communication (verbal / written)			
Relationships (colleagues / public / clients)			

PERSONAL DEVELOPMENT PLAN		Page 2
Targets / areas on track		
Targets / areas in need of improvement		
General comments / ideas for improving		
Agreed actions		

Employee's signature:_____ Employer's signature:_____

Date:_____

Date:_____

APPENDIX 3: Appraisal Forms

For Employee & Manager to complete prior

Name:	Job Title:	Line Manager:	Page 1
Employment Start Date:	Date of Last Review / Appraisal:	Date Form Completed:	
Do you feel your job description is relevant? Is there a need for any changes?			
Which aspects of your work do you feel especially pleased with?			
Which aspects of your job have not gone as well as you would have hoped?			
Identify the areas of your work you would like to improve and state why?			
Are there any constraints or difficulties you are working under which have prevented you from performing to your full potential?			

Please state any personal development activities or training undertaken since the last appraisal, and the impact upon your ability to carry out your job.

E.g.

- Skills, knowledge or understanding
- Workload
- Work life balance
- Workplace changes
- Absence levels
- Resources/equipment
- Work environment

In what ways would you hope to develop your experience and strengthen your expertise both in the short and long term?

Are there any topics you would particularly like to discuss during your appraisal meeting?

Working Relationships

What works well and what would you like to change in the working relationship between:

- You and line manager (sub-committee)
- You and your colleagues
- You and service users
- You and external bodies

Do you have concerns about equalities and diversity within any of these relationships?

How well did you meet your training goals / prior objectives?

What do you think your objectives should be for next period?

For completion during the appraisal meeting

FORM C: FOR USE DURING APPRASIAL MEETING	
Differences and Similarities of Perspectives:	
Agreed Objectives	
Manager Comments	
Employee Comments	
Signature of Employee:	Date:
Signature of Manager/s:	Date:

Spaces to complete forms have been shortened to fit and can be extended as needed

