



CRANLEIGH PARISH COUNCIL

Tel: 01483 272311
Fax: 01483 277573
Website: www.cranleighpc.org

Village Way
Cranleigh
Surrey
GU6 8AF

03 May 2018

NOTICE OF A MEETING OF THE PERSONNEL COMMITTEE

Members of the Personnel Committee are respectfully summoned to a Meeting to be held on **Thursday 10 May 2018 at 6.00p.m.** in the Council Chamber, Village Way, Cranleigh.

Beverley Bell FSLCC
PARISH CLERK

To:- The Personnel Committee

Cllr R Burbridge
Cllr R Cole Chairman
Cllr B Freeston Vice Chairman
Cllr A Richardson

AGENDA

1. **APOLOGIES FOR ABSENCE**
Recommendation: To accept apologies and reasons for absence.
2. **DECLARATION OF INTERESTS**
Recommendation: To receive any declarations of interest from Members in respect of any item to be considered at the meeting and notification of any changes to Members' Interests.
3. **PERSONNEL COMMITTEE MINUTES**
Recommendation: The Committee to approve and the Chairman to sign as a correct record, the Minutes of the Personnel Committee Meeting held on 22 February 2018.
4. **CHAIRMAN'S REPORT**
Recommendation: To note the report.
5. **PUBLIC SESSION**
Recommendation: To note any comments by members of the public.

6. COUNCIL MANAGEMENT

Report by the Chairman on the staff management training day attended recently by a number of Councillors.

Recommendation:

Consider the report and recommend changes to the Council to the Council's management arrangements.

7. STAFF MATTERS

Recommendation:

To exclude members of the press and public – reason staff in confidence.

8. DATE OF NEXT MEETING

To be arranged.

Please note that the agenda and all associated papers can be found on the Parish Council website www.cranleighpc.org.

Members of the public should be aware that being present at a meeting of the Council or one of its Committees or Sub-Committees, and not seated in the designated no-filming area, will be deemed as the person having given consent to being recorded (photograph, film or audio recording) at the meeting, by any person present.

Report to Personnel Committee 9th May 2018

1 Training for personnel management

Several councillors recently attended a training course on Appraisals and HR training organised by SALC and presented by the Parish Clerk of Seaford Council. The slides are attached. A number of points were made:

Appraisals and Performance Management -

- Turnover of clerks is very high nationally, 30% per annum
- A Performance Management System and training programme is a major factor in staff motivation
- Appraisals identify training needs. Appraisals and year-long performance are also recognised as a link to increment awards (not cost of living increases)
- Mini-appraisals at 6 month point
- Appraisal of clerks needs to be well planned and use trained councillors
- Some councils have a HR professional to support clerk appraisals

Policies -

This is not a particular Personnel Committee issue, but some points were noted:

- Councils should have a limited number of policies (as distinct from procedures)
- A strategic plan is a vital policy
- Don't try to put in place a policy when relationships are fraught

2 Management Structure for the Clerk

Staff and Councillors from a number of councils were represented at the training day, some of which had recent issues with clerk employment. The trainer also commented on the structure in place at his council at Seaford.

Both Seaford and Godalming (recently) have in place a Chairman's Group which manages the clerk, comprising:

- Chairman of Council (or Mayor)
- Chair or Personnel Committee (or similar committee), or some senior councillor

Management of the clerk by a single individual is not recommended as it can expose the individual to personal liability if matters are not taken through the Council's full structures.

The Chairman's group meets with Clerk on a regular basis to discuss the clerk's performance and any concerns. It must not replace the full Council as the management body. The Chairman's group is also responsible for the clerk's appraisal.

3 HR Support to the Council

Councils should have a support contract in place with local HR professionals that can be called upon by the Chairman or Clerk if employment matters arise. The clerk of Godalming Council noted that he had recently needed to use this facility at short notice, so it must not require council authorisation. Cranleigh Parish Council has a contract with an HR company, but this may need to be reviewed to ensure it is adequate.

Richard Cole

May 2018

Appraisals and HR Training 21st March 2018

James Corrigan

Town Clerk Seaford Town Council

Areas to cover

1. Why do an appraisal?
2. What is Performance Appraisal
3. Performance Management beyond the appraisal
4. How do we conduct an appraisal
5. The Appraisal itself
6. Contract of Employment and Job Description
7. The Green Book
8. Important policies
9. Grievance and Disciplinary procedures
10. ACAS Model Workplace assessment tool .
11. Example of Action sheet for Equality .
12. Sources of information

1 Why do an Appraisal ?

- Identify areas for growth
- Create work targets that align with Councils Objectives
 - Ensure targets are SMART = Specific, Measurable, Achievable, and Time-bound.
- Identify training needs and training to be undertaken as a result of any deficiencies or areas for improvement
- Completion of successful appraisal and year long performance linked to increment increases (not cost of living that is contractual)
- Part of Performance Management System
- Performance improvement should be a consequence

1 Why do an Appraisal ?

- One of / the most important assets the Council has is its staff, often just the Clerk
- Turnover of Clerks nationally is 30% per annum
 - This reflects that good performance management is not utilised in the sector as a matter of course
 - This is a huge cost to Councils both financially and in terms of performance
- Having a clear Performance Management System and training programme in place is motivating to the employee.
- Also ensures that employees are better able to undertake duties which reduces stress and consequential underperformance and loss of employees

2 What is Performance Appraisal?

- One important element of the set of processes that make up performance management
- A Performance Appraisal is a means for Manager and Employer to review and discuss latter's performance
- The meeting should be structured, ideally around a suitable appraisal document completed prior to the appraisal meeting by both parties
- Carry out once per annum (good time for clerks is August if have a recess)

3 Performance Management beyond the appraisal

- Good practice for manager to have regular one to ones with employees, frequency depends on many factors but ideally at least once per month
- If any issues this is the time to raise these, don't leave issues until the appraisal. Work together to address issues.
- Should also do a mini appraisal after 6 months from main appraisal (presuming Appraisals are annual) check how doing against targets and addressing training needs
- For a Clerk one to ones can be with chairman or with two or three Councillors, ideally number should be agreed by both parties and not imposed

4 How do we conduct an appraisal

- Clear structure
- Informal as possible keep relaxed, cup of tea
- Asking open and closed questions at appropriate times
- Be aware of body language and tone
 - Mehrabian's Communication research
 - 7% of message pertaining to feelings and attitudes is in the words that are spoken.
 - 38% of message pertaining to feelings and attitudes is paralinguistic (the way that the words are said).
 - 55% of message pertaining to feelings and attitudes is in facial expression.
- Avoid being personal and giving opinions, statements need to be backed up with evidence or facts if challenged
- Agreeing on record of meeting
 - It is important the outcome is positive but all relevant actions and points are recorded in writing

5 The Appraisal itself

- Ordinarily line manager on a one to one basis conducts the appraisal
- Should be at an agreed time and location where there will be no interruptions
- It's vital both parties value the process and demonstrate this
- What about for the clerk?
 - Recommended two trained Councillors (Mayor and Chairman of Personnel are good options, or a Councillor with recent HR or business experience)
 - Should not be whole Council
 - Ideally should have HR professional to support the Councillors
 - Have an adopted appraisal system

6 Contract of Employment and Job Description

- Legal requirement to have a job description within six weeks of starting employment
 - Nationally agreed (by NALC AND SLCC) contract of employment exists
 - <https://www.nalc.gov.uk/members-area/templates>
 - Includes reference to Green Book applying to post except where contract overrules it (section 3.1)
 - Also includes a system of assessment of Clerk post to ensure on correct pay scale, scales included (SALC can offer support with this)
 - Job description included at end of contract referred to as specific responsibilities
 - This should be reviewed annually as part of Appraisal process make sure accurate and change if necessary

7 The Green Book

- Over 200 pages
- SALC can advise on specific areas if necessary
- Referenced in standard Contract of Employment, section 3.1

7 Green Book contents

Part 2

Key National Provisions

1. Equalities.....	11
2. Official Conduct.....	11
3. Training & Development.....	11
4. Health, Safety & Welfare.....	12
5. Pay & Grading.....	12
6. Working Time.....	13
7. Leave.....	13
8. Part Time Employees.....	14
9. Temporary Employees.....	15
10. Sickness Scheme.....	15
11. Maternity Scheme.....	16
12. Car Allowances.....	21
13. Reimbursement of Expenditure.....	21
14. Continuous Service.....	21
15. Period of Notice to Terminate Employment.....	22
16. Grievance Procedures.....	22
17. Disciplinary Procedures.....	22
18. Trade Union Facilities.....	22
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7 Green Book contents (continued)

Part 3	Other National Provisions	24
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4.	Sickness Scheme.....	28
5.	Child Care & Dependents.....	29
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7.	Payments to Employees in the Event of Death or Permanent Disablement Arising from Assault.....	30
8.	Meals & Accommodation Charges.....	31
9.	Schools Retained Employees & Nursery Employees.....	31

8 Important Policies

- Not all policies are legally required, e.g. H&S is only required if have 5 plus employees but best to get policies in place whilst relationships are good.
- Trying to put in place policies when relationships are fraught is difficult if not impossible.
- Important to ensure have appropriate policies in place as soon as possible
- Lots examples of policies can be found on the internet by googling for policy, best to only copy those of organisations that you trust.

8 Important policies (continued)

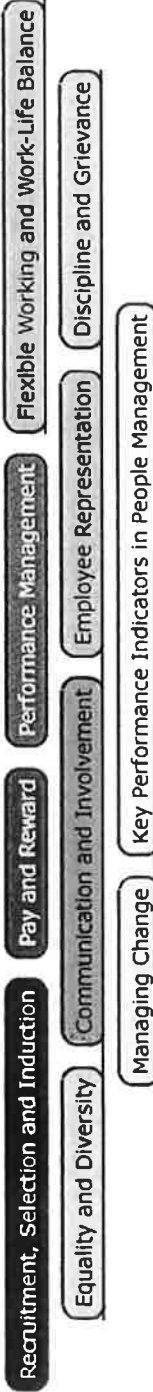
- Contract of employment (technically not a policy but essential to have)
- Discipline and Grievance policies
- IT Usage
- Job Specification and Personal Profile
- Performance Management
- Managing Probation periods
- Data Protection Policy
- Equal Opportunities
- Sickness Absence and Sick Pay
- Holiday Entitlement
- Appraisal Policy
- Health & Safety Policy Including Accident reporting & Risk Assessment process

9 Grievance and Disciplinary procedures

- Vital these are in place
- Even more vital put in place whilst relationship is harmonious
- Need to be clear policies
 - Disciplinary include what amounts to misconduct and gross misconduct, Most issues can be resolved Informally, formal actions, Disciplinary letters, disciplinary Meetings, Outcomes and penalties, Suspension, Appeals, right to be accompanied, Follow ACAS code of practice.
<http://www.acas.org.uk/index.aspx?articleid=2174>
- Grievance Policy, should include procedure, formal and informal, hearing, Appeal, misconduct,

10 ACAS Model Workplace assessment tool

Choose a Module



How To Use

- You can complete as few or as many modules as you like. It takes around 15 minutes to complete a module.
 - Each module contains 7-10 multiple choice questions about your current employment practices. Good practice guidance is available for every question.
 - After you've completed a module, you'll be a given a rating of or , indicating how effective your current practices are in this area.
 - You'll receive advice based on your rating, along with links to resources and assistance.
 - If you have registered with Acas, you can download PDFs of your answers and feedback for every completed module.
- There are ten modules covering:
- Recruitment, Selection and Induction
 - Pay and Reward
 - Performance Management
 - Flexible Working and Work-Life Balance
 - Equality and Diversity
 - Communication and Involvement
 - Employee Representation
 - Discipline and Grievance
 - Managing Change
 - Key Performance Indicators in People Management

11 Example of Action sheet for Equality

Advice

Please register to download a summary for this module.

Your answers indicate that you are reasonably aware of your obligations in relation to equality and diversity and have some processes in place; however, your approach could be more robust and effective. Creating a culture which promotes equality and values diversity will help to ensure that your organisation is able to attract and retain staff who feel motivated to do a good job. Look back at the questions where you didn't score 5 to identify which areas require more investment of your time and resources.

Have a look at these sources of advice:

- [Acas webpage on equality](#)
- [Acas Advisory booklet: Delivering Equality and Diversity](#)
- [Acas webpage on flexible work](#)
- [Acas Advice leaflet: Bullying and Harassment at Work](#)

The Equality and Human Rights Commission can provide guidance on carrying out an equal pay audit.

Acas training and business solutions

Acas offers valuable training on employing and managing people.

Click [here](#) to find a training course in your area.

If you prefer, we can tailor training to suit your organisation and deliver this in your workplace. We can also help diagnose employment relations issues and identify ways of addressing the individual challenges your organisation faces. Find out more by visiting our [business solutions](#) page or let us know how we can help through our [online enquiry form](#).

12 Sources of information

- ACAS
 - Employing people a handbook for small firms
 - <http://www.acas.org.uk/media/pdf/d/m/Employing-people-a-handbook-for-small-firms-accessible-version.pdf>
 - Undertake the ACAS Model workplace assessment
 - <http://www.acas.org.uk/index.aspx?articleid=2806>
- SALC website
 - <http://www.sussexalc.org.uk/nalc/legal/topic/notes/employment.asp>
- NALC Website
 - <https://www.nalc.gov.uk/members-area/legal>

Thank you !

- Further support for Appraisals, Council Health Checks or visioning days available.
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-
- In house training via SALC

Important Policies / Systems to have in place

1 Contracts of Employment

Not just a policy on having them, but actually HAVING them helps. These are a must-have within two months of the start date containing the main Terms and Conditions of employment, and referencing the various policies (ideally the ones listed below), collective agreements if applicable and directing your employee to other key documents they need to be aware of.

2&3 Discipline & Grievance

These should outline the Council's disciplinary, grievance and dismissal procedures. This is a statutory necessity.

4 IT usage

It's always best to let your staff know up front what they can and can't do. Especially in this day and age with the lures of social media such as Twitter/Facebook/LinkedIn and the temptations of the Internet.

5. Job Specification and personal profiles

As with the contracts, this is about HAVING these documents – they need to be bespoke, relevant and up-to-date. How can you measure an employee's performance and either praise or take action if you have never told them what is expected of them?

6. Performance Management

This must be closely linked to the above – it provides the means of how to deal with any issues, in a clear and upfront manner.

7. Managing Probation Periods

Likewise – it is critical to set out the expectations and standards of behaviours, work and attitude for all new employees. This policy should help guide them and the managers undertaking any reviews as to what will be managed, how it will be managed, how it will be recorded and why. Typically six month in Local Government. Can extend if feel not achieved desired performance made clear at point of employment.

8. Data Protection Policy

This is one that is often missed – it's assumed to be someone else's remit but it is important. It's not just about what you store, but how you store and safe guard it – both for your employees and also your customers. Failure to do so could lead to a huge loss of customer goodwill to say nothing of the potential fines. The Information Commissioner is able to fine up to £500k for third-party related data losses or exposure. Any substantial fine is enough to seriously impact your Council's future. GDPR training is available via SALC as are details of Data Controllers.

9. Equal Opportunities

The introduction of the Equality Act in 2010 brought together all the acts and laws in relation to discrimination and harassment, therefore it is more critical than ever to make sure your staff know what they can say and do, or, as importantly, what they can't or shouldn't. Protected characteristics; Age, Disability, Gender reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or belief, Sex, Sexual orientation.

10. Sickness Absence & Sick Pay

This speaks for itself – a chance to tell your staff your attendance requirements, and then payment terms

11. Holiday entitlement

As above

12. Appraisal Policy

This one is frequently seen as a 'nice to have' rather than necessary but we should be keen to encourage staff, guide them in their roles and then support them in making any changes

13-15 Health and Safety Policy Document incorporating Accident Reporting & Risk Assessment process

This is the basic information telling staff what you must do to make sure your Council complies with health and safety law. It will help you decide who's responsible for health and safety, guide on how to manage the risks, consult employees, provide the right workplace facilities, make first-aid arrangements and report accidents

Obviously the actual numbers of available and possible policies are much greater – almost infinite but these are the recognised 'must haves'.