

# GODALMING TOWN COUNCIL

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26 April 2017

I HEREBY SUMMON YOU to attend the EXTRAORDINARY **STAFFING SUB COMMITTEE** Meeting to be held in the Pepperpot, High Street, Godalming on WEDNESDAY, 3 MAY 2017 at 11.15am.

Andy Jeffery  
Acting Town Clerk

Committee Members: Councillor Walden – Chairman  
Councillor A Bott – Vice Chairman  
Councillor Poulter  
Councillor Williams  
Chairman of Policy & Management (*ex officio*)

## AGENDA

1. MINUTES

To approve as a correct record the minutes of the meeting held on the 30 March 2017, a copy of which has been circulated previously.

2. APOLOGIES FOR ABSENCE

3. DISCLOSABLE PECUNIARY INTERESTS AND NON-PECUNIARY INTERESTS

To receive from Members any declarations of interests in relation to any items included on the Agenda for this meeting required to be disclosed by the Localism Act 2011 and the Godalming Members' Code of Conduct.

4. STAFF ABSENCES

In accordance with Standing Order 146 a summary report of staff absences for the current year up to 31 March 2017 is attached for the information of Members.

5. STAFF APPRAISAL SCHEME

Members to consider a revised draft of the appraisal policy for onward recommendation to the Policy & Management Committee (copy attached for the information of Members).

6. HR SERVICE PROVIDERS

Members to receive an oral report from the Acting Town Clerk.

7. RESOURCES WORKING PARTY

The Chairman of the Resources Working Party to table a report for the consideration of Members.

8. DATE OF NEXT MEETING

The next meeting of the Staffing Sub Committee is scheduled to be held in the Council Chamber on Thursday, 8 June 2017 at 7.30 pm or at the conclusion of the preceding Planning & Environment Committee, whichever is later.

9. ANNOUNCEMENTS

Brought forward by permission of the Chairman. Requests to be submitted prior to commencement of the meeting.

**GODALMING TOWN COUNCIL - STAFF ABSENCE REPORT APRIL 2016 TO MARCH 2017**

	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	CUMULATIVE	2015/16	2014/15	2013/14
	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours			
Available Working Hours	937.4	908.0	996.8	920.4	834.0	834.0	802.0	839.0	765.0	834.0	745.2	700.8	<b>10,116.6</b>	10,944.6	9,281.1	8,610.8
Annual Leave Taken	125.8	52.0	59.2	229.4	148.0	35.9	114.7	66.6	40.7	49.4	85.5	64.2	<b>1,071.4</b>	1,132.2	994.6	927.3
Sick Leave Taken	7.4	-	-	-	11.1	-	-	-	7.4	7.4	-	-	<b>33.3</b>	547.7	404.2	47.3
Other Authorised Absence	-	-	-	-	2.5	-	-	10.0	-	4.7	-	-	<b>17.2</b>	32.8	32.0	12.5
Net working hours	804.2	856.0	937.6	691.0	672.4	798.1	687.3	762.4	716.9	772.5	659.7	636.6	<b>8,994.7</b>	9,231.9	7,850.3	7,623.7
Net working hours as % of available hours	86%	94%	94%	75%	81%	96%	86%	91%	94%	93%	89%	91%	<b>89%</b>	84%	85%	89%
Sick Leave as a % of Available Hours	0.8%	0.0%	0.0%	0.0%	1.3%	0.0%	0.0%	0.0%	1.0%	0.9%	0.0%	0.0%	<b>0.3%</b>	5.0%	4.4%	0.5%
Annual Leave taken as a % of Total Annual Leave	10%	4%	5%	18%	12%	3%	9%	5%	3%	4%	7%	5%	<b>86%</b>	82%	84%	83%

Notes:

Annual Leave 2016/17 - Full Year													<b>1051.6</b>	1154.4	992.6	936.5
Annual Leave b/f from 2015/16													<b>199.8</b>	181.3	186.4	177.2
Total Annual Leave Available - Full Year													<b>1251.4</b>	1335.7	1179.0	1113.7

All figures are expressed in hours

## Appraisal Scheme Guidance

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### Introduction

The appraisal scheme provides the Council with a framework to regularly review an employee's performance, and the employees with an opportunity to give feedback to their employer.

### Who should undertake appraisals?

The Town Clerk will usually appraise those who report directly to the Town Clerk. Managers who report to the Town Clerk would usually appraise the staff reporting to them and share the reports from these appraisals with the Town Clerk.

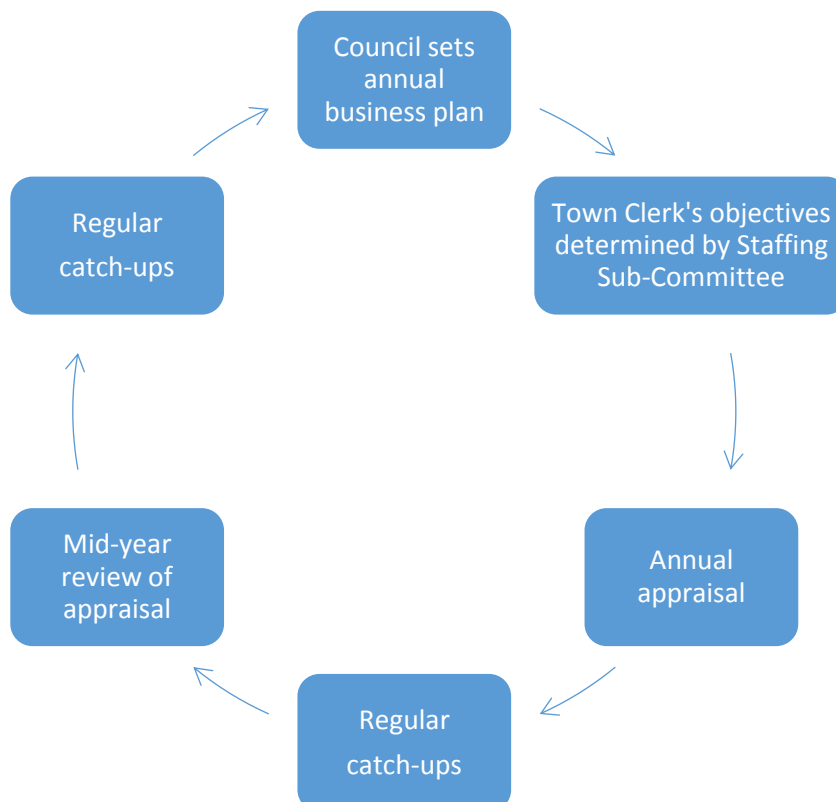
The Staffing Committee will appoint a small Appraisal Panel (2 or 3) from within its number to appraise the Town Clerk.

Summary reports from all appraisals will be shared with the Staffing Committee

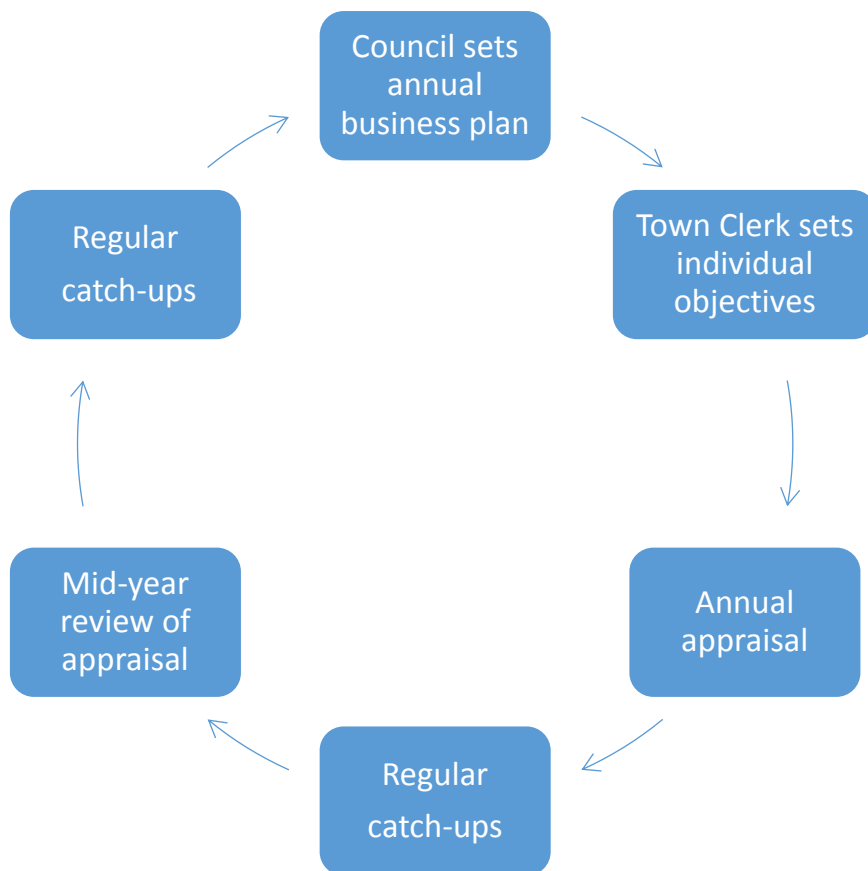
### Appraisals and performance management

Appraisals are an important part of the performance management process. Due to the nature of the Council's management structure, the appraisal process for the Town Clerk differs to that of other staff.

#### The performance management process for the Clerk



## The performance management process for other staff



### **Core aspects of the performance management process**

#### The Council's Business Plan

The Plan sets the Council's objectives for the next year. These objectives can be part of longer term aims.

#### The role of the Staffing Committee

The Staffing Committee will:

- ensure that annual appraisals are being conducted for all staff;
- appoint the Appraisal Panel to undertake the Town Clerk's appraisal;
- be responsible for reviewing the performance management process to ensure it continues to meet the Council's needs;
- will countersign the appraisals for all staff; and
- will hear any grievances raised by staff in relation to their appraisal. \*

\*subject to compliance with the ACAS Code of Practice on the conduct of grievance procedures

#### The annual appraisal and mid-year review

The annual appraisal and mid-year reviews and catch-up meetings will follow the format set out in this document with supporting forms for the annual and mid-year reviews.

#### The role of regular catch-ups

Catch-ups should be conducted every six weeks or so. Meetings may be more frequent where staff are new to their post, the employee requires more regular support or, the manager is concerned that the employee needs particular attention. Equally catch-ups can take place less frequently where appropriate. However, they should always take place at least every 8 weeks/2 months.

Catch-ups provide the opportunity for regular discussions on progress against objectives highlighting where additional support may be needed or, in exceptional situations, where objectives should be amended. They also provide an opportunity to discuss a range of other day to day matters such as annual leave or TOIL arrangements; recent or planned absence; workload pressures; progress with learning and development plans etc

### **Structure of the appraisal meeting and mid-year review**

The appraisal meeting and mid-year reviews are in two parts. The first part looks back over the appraisal period. It looks at:

- the extent to which the objectives have been met;
- noting any particular achievements
- whether the job description has changed;
- whether the learning and development objectives have been achieved; as well as
- noting any other general comments.

The second part looks forward to the next appraisal period. It provides an opportunity to:

- discuss the objectives to be set; and
- identify the learning and development needs.

### **Using the Record of Appraisal form**

The form is produced as a Word document to allow flexibility. The form is not intended to restrict the amount which can be written or the number of objectives which can be set.

### **Setting objectives**

All team and individual objectives should be written as SMART objectives.

The number of objectives set will depend on the 'size' of each objective and the other work which a member of staff is tasked with.

If appropriate objectives should have supporting information such as 'milestones' to be achieved or additional information to clarify how the objective should be met or what support might be available.

Appendix A gives some example templates for drafting SMART objectives

### **Record keeping**

A written record of the appraisal, mid-year review and, catch-up meetings will be given to the employee for their own records and copies will be kept in the employee's personnel file.

The written record of appraisal, mid-year review and, catch-up meetings for the Town Clerk will be held by the Chairman of the Staffing Sub-Committee on behalf of the Committee, as well as in the Town Clerk's own personnel file and a copy given to him/her.

Should the Chairman of Staffing Committee change then these records will be made available to them and any other member of the Staffing Committee appointed to conduct an appraisal meeting (either full or mid-year)

### **Seeking agreement**

Wherever possible agreement should be sought for the objectives set. It is important for the appraiser to listen carefully to any concerns raised by the 'appraisee.' However if agreement cannot be

reached then the disputed objectives can be referred to the Staffing Committee who will consider whether to amend, withdraw, or retain them after having considered the matter.

Wherever possible, agreement should be sought for the other aspects of the appraisal (i.e. looking back at past achievements, training required, etc). However, where agreement cannot be reached a note of the employee's comments/objections will be kept together with the appraisal report.

## **Training**

All managers who conduct appraisals should receive relevant training.

At least one of the Councillors who forms part of the appraisal panel for the Town Clerk must have received relevant training.

## **The relationship between the Town Clerk's appraisal and the appraisals of other members of staff**

For clarity, the Town Clerk appraisal process is entirely independent from that of other members of staff. In other words, if for any reason any stage of the Town Clerk's appraisal is delayed in full or in part - then this should not delay any element of the (including objective setting) appraisal process progressing for any other member of staff.

## APPENDIX A

Objectives should always be written meeting the SMART criteria although by adding 'Challenging' to the criteria, the objectives can be used to stretch and develop people.

<b>Challenging</b>	The objective should ideally stretch the individual beyond the current level of performance or into a new area
<b>Specific</b>	The objective should provide clarity about the outcome required
<b>Measurable</b>	The objective must include some means by which it will be possible to identify whether it has been achieved.
<b>Achievable</b>	The objective must be challenging and testing but realistic.
<b>Relevant</b>	The objective must be appropriate to the member of staff's role and also fit within the team objectives. Alternatively, there can be one or two personal objectives which are loosely connected with the team objectives but support staff development. (Note that the Staffing Sub-Committee would need to approve expenditure for staff development.)
<b>Time bound</b>	A time-frame must be given.  It might be useful to define interim milestones which can be discussed at the 6 monthly review or more frequently.

### Templates which can be used as the basis for writing CSMART objectives

#### Example 1 – For delivering a one-off piece of work

By...*DATE* ...to have written the ..... Plan to deliver the.....

This objective might lend itself to setting milestones such as:

By...*DATE*...to have presented an outline project plan to the *line manager*.

You might also want to include additional information such as:

"You should use Microsoft Excel to detail the activities which fall under the plan, together with dates and responsibilities."

#### Example 2 – To raise the standard of current performance

To meet the deadlines for.....on 95% of occasions during the second half of the year.

This objective lends itself to noting what both the appraiser and appraisee need to do to enable this objective to be met. For example:

- Appraiser will explore the possibility of team member attending a Time Management course.
- Appraiser will support the team member in taking one half day to tidy up and sort out personal workspace.
- Team member to use Outlook to create a running 'to do' list.
- Team member will read .....book on time management.
- Team member's time management will be a regular item for discussion at catch-up meetings.



# RECORD OF MID-YEAR APPRAISAL REVIEW



Name of employee being appraised	
Name of appraiser(s)	
Appraisal period	
Date appraisal conducted	

## Review of Objectives for **YEAR/YEAR**

Objective Set	<ul style="list-style-type: none"> <li>• Achieved;</li> <li>• On-track;</li> <li>• Requires attention</li> </ul>	Comments (Note whether the objective has been achieved or is on-track. Where the object is not on track to be achieved – what does the employee need to focus on? Is there any additional support required from the manager?)


Review of Learning and development objectives for **YEAR/YEAR**

Learning & Development Objectives		
Learning & Development Objective	<ul style="list-style-type: none"> <li>• Achieved;</li> <li>• On-track;</li> <li>• Requires attention</li> </ul>	Comments (Note whether the objective has been achieved or is on-track. Where the object is not on track to be achieved – what does the employee need to focus on? Is there any additional support required from the manager?)

## Additional Comments

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### **Additional comments from the Appraiser**

*(In this section the appraiser can comment on the wider contribution or issues which have arisen during the appraisal period. This might include the positive contribution made outside the objectives; or noting where problems have arisen. This section should note any other issues which have arisen at the Catch-up meetings - for example with attendance.)*

### **Additional comments from the Employee**

*(In this section team members are free to comment on any aspect of the appraisal. This might include the support and supervision they have received from their Appraiser; the objectives set or, any other issues about the work or working environment.)*

Signed by employee \_\_\_\_\_

Date \_\_\_\_\_

Signed by appraiser \_\_\_\_\_

Date \_\_\_\_\_

Countersigned by Chairman of Staffing Sub-Committee \_\_\_\_\_

Date \_\_\_\_\_

# RECORD OF APPRAISAL



Name of employee being appraised	
Name of appraiser(s)	
Appraisal period	
Date appraisal conducted	

## Job Description

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Is the job description up to date? Y / N

If not please attach the job description with the proposed amendments. Please note these need to be agreed by the Staffing Sub-Committee.

**PART 1 - Review of Objectives for YEAR/YEAR**

<b>Objective Set</b>	<b>Fully, partially or not achieved</b>	<b>Summary of comments from Mid-year review</b>	<b>End of year review (If partially or not met - why not?)</b>

**PART 1 - Review of Learning & Development Objectives for YEAR/YEAR**

Personal Development Plan		
Learning & Development Objective	Learning and development tools used (Eg. attending formal training course; coaching received, self-directed learning etc.)	To what extent has this objective been met? Exceeded, fully, partially or not achieved (please circle)
		Exceeded objective /Fully/partially/not achieved Comment?
		Exceeded objective /Fully/partially/not achieved Comment?
		Exceeded objective /Fully/partially/not achieved Comment?
		Exceeded objective /Fully/partially/not achieved Comment?

**PART 2 - Objectives to be Set for YEAR/YEAR**

<b>Objective</b> (Eg. By...DATE ...to have written the ..... Plan to deliver the .....)	<b>Milestones and support to be given</b> (Eg. By...DATE...to have presented an outline project plan to the line manager. You should use Microsoft Excel to detail the activities which fall under the plan, together with dates and responsibilities.)



**Part 2 - Learning and development objectives for YEAR / YEAR**

<b>Learning and development objective (written as a SMART objective)</b>	<b>Learning &amp; development tools to be used</b> (Eg. attending formal training course; coaching received, self-directed learning etc.)

## Additional Comments

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### **Additional comments from the Appraiser**

*(In this section the appraiser can comment on the wider contribution or issues which have arisen during the appraisal period. This might include the positive contribution made outside the objectives, or where problems have arisen.)*

### **Additional comments from the Employee**

*(In this section team members are free to comment on any aspect of the appraisal. This might include the support and supervision they have received from their manager; the objectives set or any other issues about the work or working environment.)*

Signed by employee \_\_\_\_\_

Date \_\_\_\_\_

Signed by appraiser \_\_\_\_\_

Date \_\_\_\_\_

Countersigned by Chairman of Staffing Sub-Committee \_\_\_\_\_

Date \_\_\_\_\_

**GODALMING TOWN COUNCIL**

Disclosure by a Member<sup>1</sup> of a disclosable pecuniary interest or a non-pecuniary interest in a matter under consideration at a meeting (S.31 (4) Localism Act 2011 and the adopted Godalming Members' Code of Conduct).

As required by the Localism Act 2011 and the adopted Godalming Members' Code of Conduct, **I HEREBY DISCLOSE**, for the information of the authority that I have [a disclosable pecuniary interest]<sup>2</sup> [a non-pecuniary interest]<sup>3</sup> in the following matter:-

**COMMITTEE:**

**DATE:**

**NAME OF COUNCILLOR:** \_\_\_\_\_

Please use the form below to state in which agenda items you have an interest.

Agenda No.	Subject	Disclosable Pecuniary Interest	Non-Pecuniary Interest	Reason

**Signed** \_\_\_\_\_

**Dated** \_\_\_\_\_

<sup>1</sup> "Member" includes co-opted member, member of a committee, joint committee or sub-committee

<sup>2</sup> A disclosable pecuniary interest is defined by the Relevant Authorities (Disclosable Pecuniary Interests) regulations 2012/1464 and relate to employment, office, trade, profession or vocation, sponsorship, contracts, beneficial interests in land, licences to occupy land, corporate tenancies and securities

<sup>3</sup> A non-pecuniary interest is defined by Section 5 (4) of the Godalming Members' Code of Conduct.