

# GODALMING TOWN COUNCIL

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9 June 2017

I HEREBY SUMMON YOU to attend the Extraordinary **STAFFING COMMITTEE** Meeting to be held in the Council Chamber, Municipal Buildings, Bridge Street, Godalming on THURSDAY, 15 JUNE 2017 at 7.30pm.

Cllr A Bott  
Vice Chairman

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

## AGENDA

### 1. MINUTES

To approve as a correct record the minutes of the meeting held on the 3 May 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 May 2017 is attached for the information of Members.

### 5. RESOURCES WORKING GROUP – TIMELINES

Members to receive an update from the Chairman on the timeline and procedures relating to the outcomes of the Resources Working Group report as reviewed by SSALC.

### 6. HR SUPPORT

Members to receive and consider a report (attached for the information of Members) relating to the provision of HR Services to Godalming Town Council. Members to appoint a HR service provider.

7. PROFESSIONAL SUBSCRIPTIONS

Members are requested to recommend to the Policy & Management Committee the payment of the professional subscription of £350 in order for the RFO to maintain professional qualification status. The RFO will also be required to manage 20 hours of Continuing Professional Development which for 2017/18 is attained via the undertaking of the Community Governance module.

8. DATE OF NEXT MEETING

The next meeting of the Staffing Committee is scheduled to be held in the Council Chamber on Thursday, 27 July 2017 at 7.30 pm, or at the conclusion of the preceding Audit 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 2017 TO MAY 2017**

|   | APRIL<br>Hours | MAY<br>Hours | CUMULATIVE<br>Hours | 2016/17  | 2015/16  | 2014/15 | 2013/14 |
|---|----------------|--------------|---------------------|----------|----------|---------|---------|
| Available Working Hours                         | 587.4          | 641.6        | <b>1,229.0</b>      | 10,116.6 | 10,944.6 | 9,281.1 | 8,610.8 |
| Annual Leave Taken                              | 30.4           | 49.4         | <b>79.8</b>         | 1,056.6  | 1,132.2  | 994.6   | 927.3   |
| Sick Leave Taken                                | -              | -            | -                   | 33.3     | 547.7    | 404.2   | 47.3    |
| Other Authorised Absence                        | 1.0            | -            | <b>1.0</b>          | 17.2     | 32.8     | 32.0    | 12.5    |
| Net working hours                               | 556.0          | 592.2        | <b>1,148.2</b>      | 9,009.5  | 9,231.9  | 7,850.3 | 7,623.7 |
| Net working hours as % of available hours       | 95%            | 92%          | <b>93%</b>          | 89%      | 84%      | 85%     | 89%     |
| Sick Leave as a % of Available Hours            | 0.0%           | 0.0%         | <b>0.0%</b>         | 0.3%     | 5.0%     | 4.4%    | 0.5%    |
| Annual Leave taken as a % of Total Annual Leave | 4%             | 6%           | <b>9%</b>           | 84%      | 82%      | 84%     | 83%     |

Notes:

|  |  |  |              |        |        |        |        |
|--|--|--|--------------|--------|--------|--------|--------|
| Annual Leave 2017/18 - Full Year         |  |  | <b>794.6</b> | 1051.6 | 1154.4 | 992.6  | 936.5  |
| Annual Leave b/f from 2016/17            |  |  | <b>69.6</b>  | 199.8  | 181.3  | 186.4  | 177.2  |
| Total Annual Leave Available - Full Year |  |  | <b>864.2</b> | 1251.4 | 1335.7 | 1179.0 | 1113.7 |

All figures are expressed in hours

6. HR SUPPORT

1. On 8 May, four HR practitioners as identified at Minute No. 507-16 were contacted in order to seek quotations for the provision of HR services to Godalming Town Council.
2. Each potential provider was informed that the Council is seeking a practitioner who is able to provide:
  - advice and practical support regarding employment issues as they arise;
  - the ability to provide support over the telephone, by email or by attendance at the Council's offices or at evening meetings;
  - ongoing support to ensure that employment policies and procedures are legally compliant and in line with best practice for Town and Parish Councils and small employers;
  - for individual projects as required for example developing a social media policy for employees; and
  - deliver appropriate training for example how to conduct staff appraisals.

Additionally, each was requested to indicate any recent experience of working within the Town & Parish Council sector as well as providing their hourly rate for both retained support and casual engagement and to indicate the anticipated number of hours required to develop the aforementioned social media policy.

3. All four practitioners responded to the request to quote. From a review of each company, it is apparent that there are differing models of support available. A précis of each practitioner's services and costs is given below.
4. If Members are seeking a fully retained, pre-paid fully insured package including H&S support, it is recommended that Company A is selected. However, if Members wish a less formal arrangement that does not involve a 5 year tie-in, then either Company B or Company C would be able to provide these services. Whilst Company D may also be able to provide the same services, the per-hour rate quoted is a minimum of 25% above that of Company B & C.
5. In order to establish a bench mark of the Town Council's employment policies, officers recommended that Company C be engaged to conduct an initial audit of those policies at a cost of £250 and that Members review the outcome of the audit to establish the scope of any further requirement.

## **COMPANY A**

Large company specialising in Employment Law, HR and Health & Safety, extensive resource, 70 Town & Parish Councils on books.

### **Fixed Fee Employment Law & HR Service**

- Unlimited Support for a fixed fee.
- Named, dedicated qualified Employment Law Advisor with experience of local government sector.
- Unlimited e-mail and 24/7 telephone support.
- Handling of employment law and HR enquiries including drafting of letters, documents, settlement agreements etc.
- Comprehensive review and updating of employee handbook and contracts of employment.
- Access to comprehensive online resource for employment law and HR material. Includes records of all conversations with advisers stored within all your documentation in your own secure, password protected area of the company's website.
- Regular bulletins to keep you up to date and calls from your client manager to ensure everything is running smoothly.
- Online absence and holiday management software.
- Legal expenses insurance to protect you from the defence costs of Employment Tribunals and to cover Employment Tribunal awards.

### **Additional Services**

- Comprehensive Fixed Fee H&S Service
- Optional E-Learning system
- Training
- Consultancy
- Recruitment
- Mediation
- Investigation

### **FEES**

- Combined fee for both Fixed Fee Employment Law & HR and Health & Safety Service (5 years) £3,299, per annum based on initial Service Agreement of 60 months.
- Legal Expenses Insurance (H&S prosecution @ £3.11 per employee per annum = £24.88
- Legal Expenses Insurance (employment claims) @ £7.79 per employee per annum = £62.32.
- Total cost of 5 year package = £3,386.20 per annum.
- Optional annual e-learning licence to cover 5 employees £215.

## **COMPANY B**

Local Company specialising in providing HR Support to small and medium sized organisations. Provides services for a number of Town & Parish Councils.

### **HR Services**

- Support either via e-mail, telephone or on-site when appropriate i.e attend meetings with staff, Clerk or Members.
- Named, dedicated consultant as main point of contact to lead on HR activities.
- Normal support 9am to 5.30pm Mon – Fri; out of hours can be provided to attend to urgent matters and evening meetings.
- Preventative compliance.
- Day-to-day operational advice and support including drafting letters, calculating maternity and leave entitlements.
- Advice and support for complex employment relations and strategic planning.
- Ensuring legal compliance at all times.
- Policies and Contracts, reviewing, updating and/or write documentation to ensure legal compliance including staff handbook, one off policies and procedures, contracts.
- Staff development including providing strategies and initiatives to assess and enhance staff motivation and retention including staff appraisals and career development training, design and administration of appraisal schemes

### **Additional Services**

- H&S Service via a third party partner organisation.
- Reorganisation, redundancy and TUPE services at operational and administrative level.
- Grievance and Discipline, advising and supporting dispute resolution including investigation, drafting correspondence, attending meetings.
- Attendance and performance management.

### **FEES**

- No Notice or Minimum Contract Period
- Pay-as-you go - £75 per hour
- Pre-pay in multiples of five hours, £65 per hour
- Retained - £60 per hour minimum of 3.5 hours per month as an average over a year, credit/deficit hours carried forward.

### **SOCIAL MEDIA POLICY**

- Initial discussion to understand whether a particular concern or issue exists
- Drafting a policy
- Amending if required
- Approximately 2 hours to produce draft policy.

## **COMPANY C**

Local company specialising in providing a bespoke HR Service to match the particular needs of the client and to ensure they are legally compliant.

### **HR Services**

- Full assessment audit of current HR processes and policies to establish areas of excellence, assess compliance with key legislative requirements, highlight potential risks and identify ways of improving structures, processes, outputs and service delivery.
- Identifying areas requiring HR support so that a 3, 6 and 12 month HR strategy plan, with clear recommendations for action, highlighting risks and possible implications and giving advice on practical ways to move forward.
- Ensuring legally compliant employment contracts, handbooks, policies and procedures.
- Managing Grievance and Disciplinary processes effectively, ensuring full compliance with Employment Law and therefore reducing costs.
- Provide regular updates and discuss any changes in legislation so managers can apply and communicate effectively including:
  - All Employment Law legislation and business impact.
  - Policies and procedures updated with legislation changes.
  - Employee handbook, so all employees and managers have guidelines.
  - Terminations, performance improvement plans, redundancies.
  - Working regulations.
  - Family rights.
  - Working Time.
  - Discrimination.
  - Equal opportunities.
- Assist managers to prepare for appraisals and be present to offer guidance if required.
- Coaching managers to ensure they understand how to get the best from the appraisal process.
- Coaching to help improve communications and feedback.
- Support either via e-mail, telephone or on-site.

### **Additional Services**

- Recruitment support streamline the process, cutting down on bureaucracy, time scales and costs.
- Sickness and absence back to work plan.

### **FEES**

- No Notice or Minimum Contract Period
- Pay-as-you go - £75 per hour
- Audit fee £250 (normal fee £750)
- Retainer package – rate negotiated against identified need

### **SOCIAL MEDIA POLICY**

- Depending on amount of information required to be collated from the Town Council drafting of the policy should take between 1–2 hours i.e £75 to £150.

## **COMPANY D**

Local franchisee supporting small businesses and organisations with a range of outsourced services and support tailored exactly to their requirements.

### **HR Services**

- Advice and practical support for employment issues exemplified as:
  - Return to work advice, formal letters and medical reports.
  - Guidance of formal investigation, disciplinary and warning process.
  - Confirmation of Employment Letter.
  - Restructure of business including assessment of fairness and practicality of redundancies.
  - Review of employment handbook and employment contract to recommend updates and filling of gaps.
  - Performance issues – long service, no previous action taken.
  - Flexible leave request.
  - Contracts of employment.
- Service delivery is very much by phone and email support, with option of attending at the Council's offices during office hours or in the evenings, especially for those clients who are on a retained basis.
- Ongoing support for policies, procedures and compliance.
  - Policies, procedures, best practice and compliance have been the mainstay of the providers HR experience throughout career, examples include:
    - dress code;
    - customer service and quality improvement operating procedures;
    - legal requirements of EU and non-EU nationals; and
    - various recruitment practices.

### **FEES**

- Retained on Advice Line Service Plus at £165 per month contract term 12 months
  - Includes class leading Tribunal Indemnity Insurance.
  - Includes standard requirements on Contracts of Employment, employee Handbook, Settlement Agreements and Appraisal Documents.
- Pay-as-you go - £100 per hour
- Specific HR requirements
  - Contract of Employment £300 (non-retained)
  - One-off advice email or telephone £100 (non-retained)
  - One-off formal letter £150
  - Disciplinary £300
  - Appeals £300
  - Grievance £400

### **SOCIAL MEDIA POLICY**

- Depending on the detailed requirements and coverage needed by the Town Council, drafting of the policy should take up to 3 hours' work.



## 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.