

# GODALMING TOWN COUNCIL

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22 March 2019

I HEREBY SUMMON YOU to attend the **STAFFING COMMITTEE** Meeting to be held in the Council Chamber, Municipal Buildings, Bridge Street, Godalming on THURSDAY, 28 MARCH 2019 at 7.00pm.

Andy Jeffery  
Town Clerk

Committee Members: Councillor Cosser – Chairman  
Councillor Gray – Vice Chairman  
Councillor Poulter  
Councillor Hunter  
Councillor Walden  
Chairman of Policy & Management (*ex officio*)

## AGENDA

1. MINUTES

To approve as a correct record the minutes of the meeting held on the 24 January 2019, 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. WORK PROGRAMME

Members to review the committee's work programme, copy attached for the information of Members.

5. STAFF ABSENCES & TOIL RECORD

In accordance with Standing Order 146 a summary report of staff absences for the period to 28 February 2019 is attached for the information of Members.

6. POLICY ON EXERCISE OF EMPLOYER DISCRETIONS

Godalming Town Council as an employer is under a legal duty to prepare and publish a written statement of its policy relating to certain discretionary powers under the Regulations which apply to the Local Government Pension Scheme ("the LGPS").

Members are requested to review and approve the Policy on Exercise of Employer Discretions (attached for the information of Members). Additionally, if approved, Members are requested to resolve to approve this policy for adoption by Full Council.

In order to provide a consistent procedural approach to any request for a variation to the policy, it is suggested that the Staffing Committee recommends the following addition to Standing Orders:

Standing Order Section 15/Committees/Staffing Committee/Functions of the Staffing Committee.

- To consider any request by a claimant for variation under exceptional circumstances of the Council's discretionary powers as set out in the Council's policy on the Exercise of Employer Discretions and to make recommendations thereon to the Full Council.

## 7. REVIEW OF POLICY DOCUMENTS

### Appraisal Scheme

Members are requested to consider the Staff Appraisal Scheme adopted July 2017 (attached for the information of Members) and if appropriate recommend amendments.

### Standing Orders

Members are requested to consider proposed amendments to Standing Orders relating to the Staffing Committee and/or staffing matters (report of proposed amendments attached for the information of Members). If agreed Members are requested to resolve to recommend the amendments to Full Council.

## 8. MID-YEAR OBJECTIVES REVIEW

Members to receive a report (attached for the information of Members) on the progress of staff objectives based on the mid-year appraisal review. Members will wish to note that the mid-year objectives review is not related to the civic year but rather when the top line objectives were set.

## 9. TOGGL

Members to receive an update from the town clerk on the introduction of the Toggl recording system.

## 10. HR SERVICE PROVIDERS

Members to receive a report (attached for the information of Members) from the Town Clerk relating to the current and future arrangements for HR Support to Godalming Town Council.

## 11. COMMUNICATIONS ARISING FROM THIS MEETING

Members to identify which matters (if any), discussed at this meeting, are to be publicised.

## 12. DATE OF NEXT MEETING

The next meeting of the Staffing Committee is scheduled to be held on Thursday, 23 May 2019 at 8.10pm in the Council Chamber.

## 13. ANNOUNCEMENTS

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

THE COMMITTEE MAY WISH TO EXCLUDE THE PUBLIC AND PRESS FROM THE MEETING AT THIS POINT PRIOR TO CONSIDERATION OF THE FOLLOWING ITEM BY REASON OF THE CONFIDENTIAL NATURE OF THE BUSINESS TO BE TRANSACTED IE. STAFFING MATTERS.

14. STAFFING MATTERS

Members to receive a confidential update from the Town Clerk on staffing related issues.

4. STAFFING COMMITTEE – WORK PROGRAMME – 28 MARCH 2019

<b>TASK</b>	<b>PROGRESS</b>	<b>LAST REVIEW DATE</b>	<b>PRIORITY FOR REVIEW</b>
Pensions	Review of future pension arrangements. Initial report for next meeting – HR Advise to be sought regarding group identifiers and associated T&C.	24 January 19	5
Outside Works Team Grading's	Job descriptions to be agreed prior to grade setting		6
Toggl Report	Toggl report to identify major work strands and staffing capacity		2
HR services review	Determination of requirement for retained service vs ad-hoc provision.		3
Summary of Annual Appraisals	Annual appraisal summary of objectives and training requirements – due Sept 2019	September 2018	7
Summary of Mid – Year Appraisals review	Mid –year appraisal review summary – due 28 March		1
Annual Leave & toil review	Review of predicted outstanding leave & toil	24 January 2019	8
Members Training	Identify Member training requirements for Staff appraisal		4

<b>POLICY</b>	<b>DATE ADOPTED</b>	<b>REVIEW DATE</b>
Appraisal Scheme	20 July 2017	28 March 2019
Absence & Sick Pay Policy and Procedure	19 July 2018	4 July 2019
Leave Policy	19 July 2018	4 July 2019
Disciplinary Procedure	19 July 2018	12 September 2019
Grievance Procedure	19 July 2018	12 September 2019
Employee Code of Conduct	13 September 2018	7 November 2019
Dignity at Work Policy	13 September 2018	7 November 2019
Fire Safety Precautions and Emergency Procedures	15 November 2018	30 January 2020
First Aid Policy	15 November 2018	30 January 2020
Lone Working Policy	15 November 2018	30 January 2020
Code of Conduct – IT Facilities	22 March 2018	30 January 2020
Social Media Policy	22 March 2018	30 January 2020

DBS Data Handling Policy	15 November 2018	September 2020
Recruitment of Ex-Offenders Policy	15 November 2018	November 2020
Recruitment of Ex-Offenders Policy Statement	15 November 2018	November 2020

**GODALMING TOWN COUNCIL - STAFF ABSENCE REPORT APRIL 2018 TO FEBRUARY 2019**

	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	CUMULATIVE	2017/18	2016/17	2015/16	2014/15	2013/14
	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours					
Available Working Hours	850.0	857.0	857.4	873.2	932.4	820.4	931.0	888.0	823.2	1,056.8	956.0	<b>9,845.4</b>	9,005.6	10,116.6	10,944.6	9,281.1	8,610.8
Annual Leave Taken	15.7	136.9	78.6	226.6	190.0	104.9	92.3	33.3	74.0	131.7	123.0	<b>1,207.0</b>	873.6	1,056.6	1,132.2	994.6	927.3
Sick Leave Taken	-	16.8	14.8	-	5.0	27.2	-	-	-	3.7	-	<b>67.5</b>	106.6	33.3	547.7	404.2	47.3
Other Authorised Absence	-	-	-	-	2.0	-	-	-	-	-	2.0	<b>4.0</b>	2.0	17.2	32.8	32.0	12.5
Net working hours	834.3	703.3	764.0	646.6	735.4	688.3	838.7	854.7	749.2	921.4	831.0	<b>8,566.9</b>	8,023.4	9,009.5	9,231.9	7,850.3	7,623.7
Net working hours as % of available hours	98%	82%	89%	74%	79%	84%	90%	96%	91%	87%	87%	<b>87%</b>	89%	89%	84%	85%	89%
Sick Leave as a % of Available Hours	0.0%	2.0%	1.7%	0.0%	0.5%	3.3%	0.0%	0.0%	0.0%	0.4%	0.0%	<b>0.7%</b>	1.2%	0.3%	5.0%	4.4%	0.5%
Annual Leave taken as a % of Total Annual Leave	1%	10%	5%	16%	13%	7%	6%	2%	5%	9%	9%	<b>84%</b>	83%	84%	82%	84%	83%

Notes:

Annual Leave 2018/19 - Full Year												<b>1266.6</b>	930.2	1051.6	1154.4	992.6	936.5
Annual Leave b/f from 2017/18												<b>168.6</b>	118.6	199.8	181.3	186.4	177.2
Total Annual Leave Available - Full Year												<b>1435.2</b>	1048.8	1251.4	1335.7	1179.0	1113.7

All figures are expressed in hours

**GODALMING TOWN COUNCIL - STAFF TOIL REPORT APRIL 2018 TO FEBRUARY 2019**

	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	CUMULATIVE
	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours
Opening TOIL Balance	29.7	93.8	104.5	104.7	106.2	78.9	84.1	66.2	95.2	69.2	54.8	
Accumulated	83.0	16.1	21.2	8.2	1.3	12.2	3.3	71.4	7.3	9.3	4.0	<b>237.1</b>
Taken	19.3	7.2	20.6	6.6	28.6	7.0	22.0	42.3	33.3	21.0	26.3	<b>234.2</b>
Closing TOIL Balance	93.8	104.5	104.7	106.2	78.9	84.1	66.2	95.2	69.2	54.8	32.5	
Festivals	21.0	-	-	-	1.3	-	-	-	-	-	-	<b>22.3</b>
Council Meetings	7.2	12.1	5.1	7.2	-	9.2	3.3	15.5	1.3	4.2	-	<b>64.8</b>
Parish Meetings	29.1	-	-	-	-	-	-	-	-	-	-	<b>29.1</b>
Other Evening Meetings	6.4	-	4.0	-	-	1.0	-	13.3	-	5.2	4.0	<b>33.9</b>
Civic Events	13.3	-	10.2	-	-	2.0	-	36.0	-	-	-	<b>61.5</b>
Other	6.0	4.0	2.0	1.0	-	-	-	6.2	6.0	-	-	<b>25.2</b>
	83.0	16.1	21.2	8.2	1.3	12.2	3.3	71.4	7.3	9.3	4.0	<b>236.7</b>



## **POLICY ON EXERCISE OF EMPLOYER DISCRETIONS**

Godalming Town Council as an employer is under a legal duty to prepare and publish a written statement of its policy relating to certain discretionary powers under the Regulations which apply to the Local Government Pension Scheme (“the LGPS”).

Godalming Town Council is also under a duty to formulate, publish and keep under review the policy that Godalming Town Council applies in exercising discretionary powers under Regulations relating to the payment of compensation to employees whose employment is terminated as a result of redundancy or certain other reasons.

This document is intended to comply with these duties and, in the following table, sets out the discretionary powers concerned, identifies the relevant Regulation that gives Godalming Town Council the discretion and describes how the discretion will be exercised.

The policy set out in this document will not be departed from except as provided for in the policy or following a variation to the policy approved by Godalming Town Council.

This statement is not a definitive statement of the law and is subject to the provisions of the relevant Regulations.

The Regulations that apply to the LGPS are:

- The Local Government Pension Scheme Regulations 2013 (these are referred to as the “Pensions Regulations”);
- The Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014 (referred to as the “Transitional Regulations”);
- The Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007 applied to the LGPS before 1 April 2014, are preserved in part on a transitional basis by the Transitional Regulations (referred to as the “Benefits Regulations”).

The Regulations which apply to the payment of compensation to employees whose employment is terminated as a result of redundancy, other specified reasons or injury are:

- The Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 (referred to as the “Compensation Regulations”). The Local Government (Discretionary Payments) (Injury Allowances) Regulations 2011 (referred to as the “Injury Regulations”).

In the table below:

- (1) "The Scheme" or "the Pension Scheme" means the LGPS and "the Fund" or "the Pension Fund" means the fund maintained under the LGPS;
- (2) "Member" means a member of the LGPS;
- (3) "Active Member" means a member in employment and paying, or treated as paying, contributions to the LGPS, or absent from employment for a reason mentioned in Regulation 11 of the Pensions Regulations;
- (4) References to a member with transitional protection are those who can count membership accrued before 1 October 2006 and who have statutory transitional protection under the Transitional Regulations, wholly or partly, from changes that would otherwise be made to their pension entitlements and/or from actuarial reductions that would otherwise be applied to their pension benefits as a result of the coming into force of the Pensions Regulations on 1 April 2014.
- (5) References to a member meeting "the 85 year rule" are those members whose age in whole years when added to the member's total membership in whole years is 85 years or more.

The power to exercise and to take any decision in relation to the each of the discretions is delegated to Godalming Town Council.

This statement was approved by Godalming Town Council and is intended to comply with Godalming Town Council's duties under Regulation 60 of the Pensions Regulations, Regulation 7 of the Compensation Regulations and Regulation 14 of the Injury Regulations.

No.	Area	Regulation	Discretion	Policy Summary	Explanation
1	<b>Whether to vary an employee's contribution band</b>	Regulations 9 and 10 Pensions Regulations	Members must pay pension contributions at the appropriate rate set on 1 April or the first day of active membership, if later. The employer may vary the contribution rate if there is a change in employment or a material change that affects the member's pensionable pay.	Godalming Town Council may vary the employee's contribution rate if there is a material change. Each case will be considered on its merits.	Contribution bands are set on 1 April but the employer may change them if a member changes jobs or has a material pay increase/ decrease.
2	<b>Whether to increase assumed pensionable pay in certain specific circumstances</b>	Regulation 21(5), 21(5A) and 21(5B) Pension Regulations	If a member is absent as a result of illness, child related leave or reserve forces leave their pension benefits may be based on assumed pensionable pay (APP). If, in the employer's opinion, the member's APP is materially lower than their pay in the twelve months preceding the absence they can either include (1) a "regular" lump sum received during that period or (2) substitute a higher pensionable pay having regard for their earnings in that period.	Godalming Town Council may increase assumed pensionable pay. Each case will be considered on its merits.	If a member's APP is lower than their regular pensionable pay the employer can either substitute a higher rate of pay, based on the pay they received in the year before the absence began, or, include regular lump sums received during that period.
3	<b>Funding of Additional Pension Contributions</b>	Regulations 16(2)(e) and 16(4)(d) Pensions Regulations,	Whether to fund, in whole or in part, a shared cost additional pension contributions (SCAPC) on behalf of an active member by regular contributions (Regulation 16(2)(e)) or by lump sum (Regulation 16(4)(d)). <b>Note:</b> The amount of additional pension that may be credited to an active member's pension accounts may not exceed the overall additional pension limit of £6,822 (April 2018 and uplifted annually).	Godalming Town Council will only contribute towards APCs in exceptional circumstances.	The employing authority can choose to pay additional pension contributions on behalf of active employees.

4	<b>Shared Cost Additional Voluntary Contributions (SCAVCs)</b>	Regulation 17(1) and Schedule 1 (definition of SCAVC) Pension Regulations.	Whether to contribute towards a Shared Cost Additional Contribution arrangement. Pre-2014 SCAVCs also fall under Regulation 17 by virtue of Regulation 15(2A) Transitional Regulations.	Godalming Town Council will only contribute towards SCAVCs in exceptional circumstances.	An employer can choose to contribute towards a SCAVC.
5	<b>Whether to grant early payment of pension on compassionate grounds (pre-1st April 1998 leavers)</b>	Regulation D11(2)(c) of 1995 Regulations	Whether to agree to early payment of pension benefits from age 50 on compassionate grounds. The employer should note that pension benefits paid before age 55 may attract an unauthorised payments surcharge and they may have to pay a strain cost because the pension benefits cannot be reduced.	Godalming Town Council will only agree to early payment of pension in exceptional circumstances.	The employer may agree to payment from age 50, but they may incur an unauthorised payments surcharge and/or a capital cost.
6	<b>Flexible Retirement</b>	Regulation 30(6), Pensions Regulations Regulations 11(2) and (3) of Transitional Regulations	Whether to agree to an employee aged 55 or over reducing their hours of work or their grade so that they may receive all or some of their retirement pension while still employed. Whether, in addition to any pre-1 April 2008 pension benefits which the member must draw, to permit the member to draw; (a) all, part or none of benefits accrued between 1st April 2008 and 31st March 2014 and (b) all, part or none of the pension benefits built up after 31st March 2014.	Godalming Town Council will only award flexible retirement in exceptional circumstances.	The employing authority can agree to an employee aged 55 or over drawing all or some of their pension and continuing to work in the same employment on reduced hours, pay or grade. The employer should note that granting consent would trigger the 85-year rule and may require a capital payment.
7	<b>Switching-on the 85-year rule</b>	Schedule 2 of Transitional Regulations	Whether to switch on the 85-year rule under Regulation 1(2) and 1(3) of Schedule 2 of the Transitional Regulations.	Godalming Town Council will only switch-on the 85-year rule in exceptional circumstances.	The employer can agree to switch on the 85-year rule, which may mitigate reductions that would, otherwise, apply but the employer may have to make a capital payment.

8	<b>Waiving of Actuarial Reduction to Pensions</b>	Regulation 30(8), Pensions Regulations Schedule 2 of Transitional Regulations	(Post 2014) Whether to agree to waive, in whole or in part, any actuarial reduction that would otherwise apply to the pension paid to a former employee aged 55 or over under 30(5) or 30(6) [flexible retirement] using regulation 30(8) of the Pension Regulations. (Pre-2014) Whether to waive actuarial reductions entirely under 30(5) or 30A(5) [deferred pensioner members] of the Benefits Regulations and Regulation 2(1), of Schedule 2 of the Transitional Regulations.	Godalming Town Council will only waive actuarial reductions in exceptional circumstances.	The employing authority can agree to waive reductions to the pension of a member aged 55 or over who has left employment or been granted flexible retirement. The employer may be required to make a capital payment if they do so. The employing authority can agree to waive reductions to the pension of a member aged 55 or over who has left employment or been granted flexible retirement. The employer may be required to make a capital payment if they do so.
9	<b>Award of Additional Pension</b>	Regulation 31, Pensions Regulations	To award additional pension at full cost to the employer:  (1) an active member; or  (2) a former active member who was dismissed by reason of redundancy, business efficiency or mutual consent on grounds of business efficiency.  <b>Note:</b> Any additional pension awarded (including any additional pension purchased by the employer or the member under Regulation 16 of the Pensions Regulations) may not exceed the overall additional pension limit of £6,822 (April 2018 and uplifted annually). Additionally, in the case of a member falling within (2) above, the	Godalming Town Council will only award additional pension in exceptional circumstances.	This means the employing authority has the power to award additional pension to an active member. The employer can also award additional pension to members who leave on the grounds of redundancy, business efficiency or mutual consent on grounds of business efficiency – up to six months after termination. The employer would be required to make a capital payment (in addition to the cost of purchase) if the member retired early on any grounds apart from permanent ill-health.

			resolution to award additional pension must be made within 6 months from the date on which the employment ended.		
10	<b>Aggregation of Benefits: Concurrent Employments</b>	Regulation 22 (7)(b), Pensions Regulations	Whether to allow an active member with concurrent employments, who ceases an employment with an entitlement to a deferred pension, more than 12 months to elect <b>not</b> to have their deferred pension aggregated with their active member's pension account.	Godalming Town Council will only extend the deadline in exceptional circumstances.	The employing authority can allow a member who leaves one of two (or more) employments - held at the same time - longer than 12 months to elect <b>not</b> to combine the deferred pension with the ongoing active pension.
11	<b>Aggregation of Benefits: Deferred Member becoming Active Member</b>	Regulation 22 (8)(b), Pensions Regulations	Whether to allow a deferred member who becomes an active member longer than 12 months in which to elect <b>not</b> to have their deferred benefits aggregated with the benefits in their active member's pension account.	Godalming Town Council will only extend the deadline in exceptional circumstances.	The benefits are usually aggregated (joined-up), <b>unless</b> the member elects to keep them separate. The employing authority can agree to a former member having longer than 12 months to choose not to combine their pensions.
12	<b>Aggregation of Benefits: Deferred Member becoming Active Member (pre-2014 membership)</b>	Regulation 10(6)(b) Transitional Regulations	Whether to allow a deferred member who becomes an active member longer than 12 months in which to <b>elect</b> for their pre-2014 deferred benefits to be aggregated with their active member's pension account (but, technically, they would lose the final salary link if they have not made an election under 5(5) Transitional Regulations within twelve months of becoming an active member of 2013 scheme).	Godalming Town Council will only extend the deadline in exceptional circumstances.	The pre-2014 preserved benefits will be kept separate <b>unless</b> the member makes a positive election to aggregate them. The employing authority can agree to a former member having longer than 12 months to choose to combine their pensions.

13	<b>Inward Transfer of Pension Rights</b>	Regulation 100, Pensions Regulations	<p>Whether to allow an employee who has been an active member in their current employment for more than 12 months to ask for the transfer of certain accrued pension rights to be considered.</p> <p><b>Note:</b> Regulation 100(6) of the Pensions Regulations requires that a request must be made within 12 months beginning with the date on which the member first became an active member in an employment or such longer period as the employer and the Administering Authority may allow. The discretion is, therefore, only exercisable if <b>both</b> the Employing Authority and the Administering Authority agree.</p>	<p>Godalming Town Council will only extend the deadline in exceptional circumstances.</p>	<p>Members who have been in the pension scheme for more than twelve months can ask for a transfer-in to be considered - but it will only be investigated if <b>both</b> the employing authority and the administering authority agreed.</p>
14	<b>Redundancy Payments</b>	Regulation 5, Compensation Regulations 2006	<p>Whether to base redundancy pay on actual pay where actual pay exceeds the statutory maximum under the Employment Rights Act 1996 (£508.00 from April 2018).</p>	<p>Godalming Town Council may pay statutory improved redundancy payments. Each case will be considered on its merits.</p>	<p>The employer can base the calculation of a week's pay for redundancy on actual pay if it is higher than the statutory limit (currently £508 in April 2018).</p>
15	<b>Compensation for loss of Employment</b>	Regulation 6, Compensation Regulations 2006	<p>Whether to pay compensation to a person whose employment ceases - by reason of redundancy; - in the interests of the efficient exercise of the employing authority's functions; or in the case of a joint appointment, because the other holder of the appointment leaves</p> <p><b>Note:</b> Compensation may not be paid under this Regulation if: - a person's period of membership of the Pension Scheme has been</p>	<p>Godalming Town Council will only award compensation for loss of employment in exceptional circumstances.</p>	<p>The employing authority can make an award of up to 104 week's pay (less any redundancy payment payable).</p>

			<p>increased under Regulation 12 of the Benefits Regulations 2007 (see above); or</p> <p>- a person has been awarded an additional pension under Regulation 13 of the Benefits Regulations 2007 see above).</p> <p>In all cases the amount of compensation paid under this Regulation may not exceed 104 weeks' pay less any redundancy payment payable.</p> <p>In all cases the decision to pay compensation under this Regulation must be made no later than 6 months after the date of termination of the person's employment.</p>		
16	<b>Injury Allowances</b>	14(1) of the Compensation Regulations 2011	<p>Scheme employers (LGPS employers), <b>apart from admission bodies</b>, must formulate, publish and keep under review a policy on:</p> <p>1. whether to make an injury award to those who sustain an injury or contract a disease as a result of anything they were required to do in performing the duties of their job and in consequence of which they:</p> <ul style="list-style-type: none"> <li>o - suffer a reduction in remuneration, or</li> <li>o - cease to be employed as a result of an incapacity which is likely to be permanent and which was caused by the injury or disease, or</li> <li>o - die leaving a surviving spouse,</li> </ul>	<p><b>Godalming Town Council will only pay injury allowance in exceptional circumstances.</b></p>	<p>An employing authority may award an injury allowance to employees who contract an injury or illness related to their employment.</p>



			civil partner or dependant, and 2. if the Scheme employer has a policy to make such payments, how it will determine the amount of injury allowance to be paid?		
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# 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.

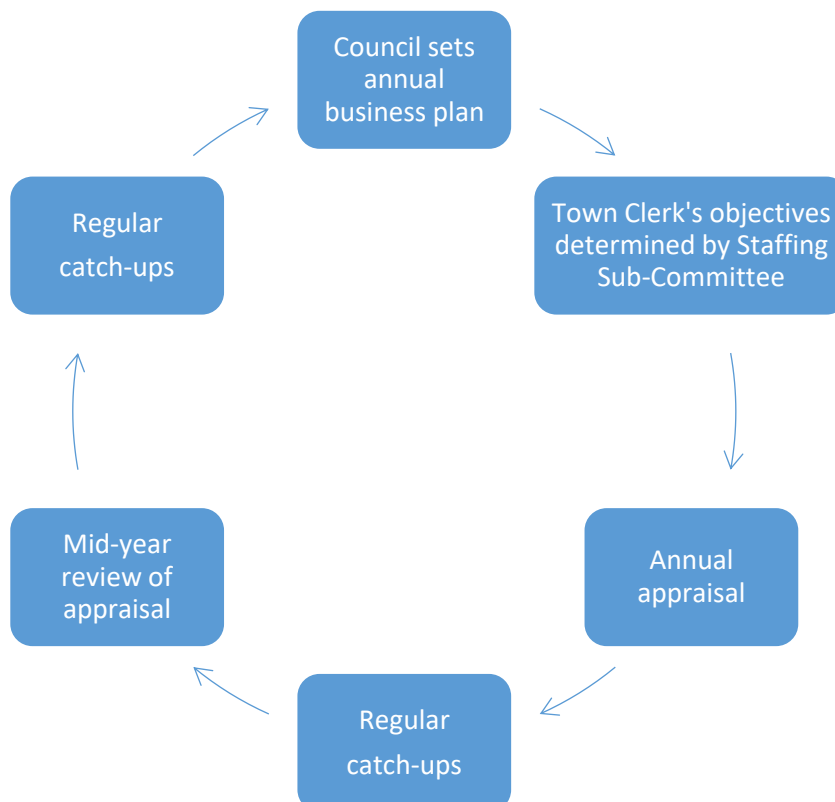
The Staffing Committee will appoint a small Appraisal Panel (2 or 3) from within its number to appraise the Town Clerk.

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

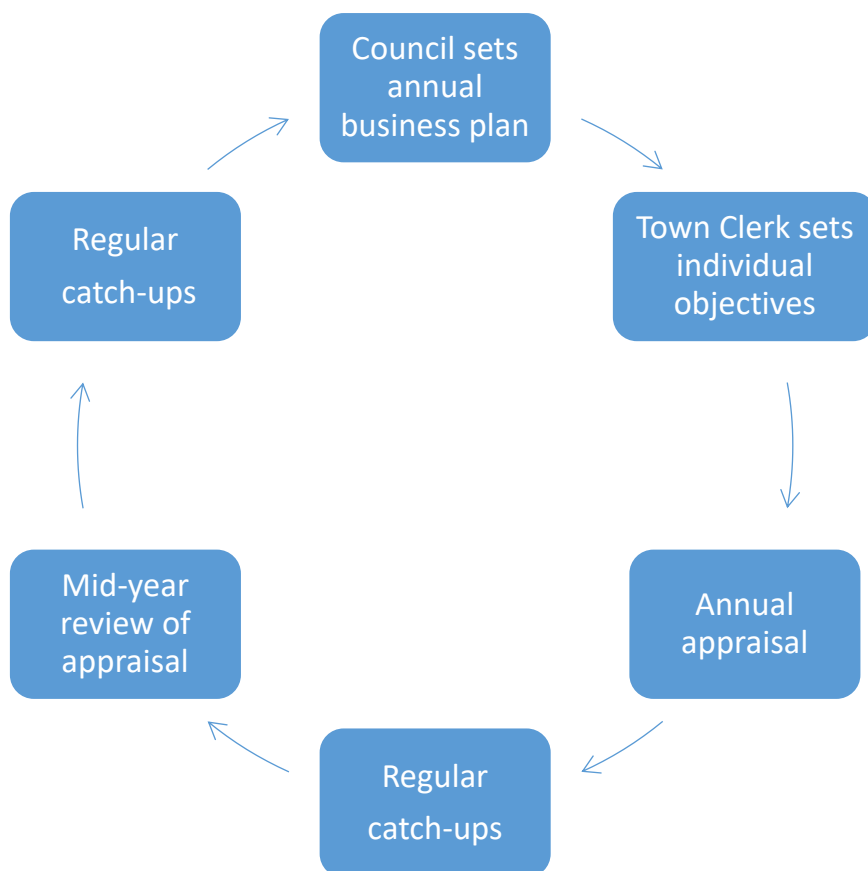
## Appraisals and performance management

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 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**

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

**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?



**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</b> (written as a SMART objective) 	<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 \_\_\_\_\_

# 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**

<b>Learning &amp; Development Objectives</b>		
<b>Learning &amp; Development Objective</b>	<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 \_\_\_\_\_

7. PROPOSED AMENDMENTS TO STANDING ORDERS RELATING TO STAFFING COMMITTEE AND/OR STAFFING MATTERS

Leader of the Council/Spokesperson

1. At the Annual Council Meeting the Council will appoint a Leader of the Council who will normally hold the position of Chairman of the Policy & Management Committee.

Since no individual Member may act alone in an executive capacity, the Clerk is delegated and directed to work with the Leader to undertake overall management of the business of the Council, including:

- Day to day decisions on the implementation of Council Policy
- Overseeing work to implement Council Strategy
- Managing Urgent Business
- Liaising with political groups to propose a consensus on Council priorities

It should be noted that the Leader of the Council is a political position and does not replace or usurp the statutory position and role of the Mayor as Chairman of the Council

Staffing Committee

2. Purpose of the Staffing Committee

To consider all matters relating to the appointment and management of Council staff.

3. Functions of the Staffing Committee

- i. To oversee the appointment and management of Council staff, delegating responsibility to the Town Clerk as they consider appropriate, or to an interview panel, but acting subject to the approval of the Full Council in relation to the appointment of the Town Clerk, ~~Deputy Town Clerk~~ and Responsible Finance Officer
- ii. To provide support to and management of the Town Clerk. Monitor and manage hours of working, home working, annual/flexi/compassionate/time off in lieu leave and absences and sick leave.
- iii. Review employee's remuneration and make recommendations thereon to The Council
- iv. Review Conditions of Employment, Contracts of Employment and Job Descriptions as appropriate to ensure they meet the needs of the Council and comply with relevant legislation and established good practice
- v. To review the staffing structures to ensure they are sufficient to deliver the aims of The Council

- vi. Develop, implement and review Employment related Policies
  - vii. Manage The Council's compliance with Employment legislation
  - viii. Ensure an appropriate Appraisal system is in place and monitor the effectiveness of the system
  - ix. Provide appropriately trained Members to conduct the Appraisal(s) of the Town Clerk
  - x. Set appropriate SMART objectives for the Town Clerk based on the aims and priorities of The Council
  - xi. Hold regular informal meetings with the Town Clerk and Staff to discuss and review employment matters
  - xii. Ensure appropriate arrangements are in place to support staff development and training and to ensure that such training is in line with the allocated funds.
  - xiii. Make appropriate recommendations to The Council where an identified training need would exceed the allocated funding
  - xiv. Manage Disciplinary and Grievance procedures in accordance with the appropriate council policy and processes
  - xv. Where necessary recommend appropriate actions to The Council
  - xvi. If required appoint an appeals panel drawn from Members of the Staffing Committee or from an external body as appropriate to the circumstances **and in accordance with appropriate council policy and procedures**
  - xvii. **To consider any request by a claimant for variation under exceptional circumstances of the Council's discretionary powers as set out in the Council's policy on the Exercise of Employer Discretions and to make recommendations thereon to the Full Council.**
4. The Staffing Committee shall comprise six councillors of whom one will be the Chairman of the Policy & Management Committee, The Town Mayor (Chairman of the Council) shall not be a member of the Staffing Committee
5. ~~Meetings of the Staffing Committee shall be called by the Chairman of the Committee as required;~~ **The Chairman of the Staffing** Committee shall be responsible for nominating the Committee Clerk, who may be draw from The Council's Officers or Committee Members as appropriate, the Chairman is to ensure that minutes are provided **to the Town Clerk** within **4 working** days of the close of the meeting.

#### **Procedure at Standing Committees**

6. ~~Agendas and any supporting papers, reports and minutes of all standing committees shall be circulated to all councillors at the same time as they are circulated to members of committees~~ **With the exception of reports and confidential papers, reports and minutes of the Staffing Committee, and confidential papers relating to other committees,** which shall only be circulated to members of the relevant committee, agendas and any supporting papers, reports

and minutes of all standing committees shall be circulated to all councillors at the same time as they are circulated to members of committees

### Scheme of Delegation

7. The Councils Scheme of Delegation authorises Standing Committees of the Council, the Proper Officer and the Responsible Finance Officer to act within delegated authority in the specific circumstances detailed. These delegations are necessary for the effective day to day running of the Council. The Scheme of Delegation shall be reviewed by the Council at least annually along with the review of the Council's Standing Orders and Financial Regulations. Every Standing Committee may delegate to the Town Clerk, powers to exercise any of their functions in case of urgency or for other special reasons. The Town Clerk, if exercising such a power, must inform the Committee Chairman (or in his/her absence the Vice Chairman) before exercising the power and shall report on the matter to the next meeting of the Committee.

## Section Sixteen Extraordinary meetings

The Chairman of a committee may convene an extraordinary meeting of the committee at any time

## Section Twenty: Matters affecting Council staff

8. Subject to the Council's policy regarding absences from work, the **Leader of the Council and Chairman of the Staffing Committee** Council's most senior employee present shall be notified notify the Chairman of the Staffing Committee or, in the absence of that Chairman, the Chairman of the Policy & Management Committee if any absence is likely to occasion the closing of the Town Council's offices. The Town Clerk shall make a summary report of staff absences to each meeting of the Staffing Committee.
9. **All grievance matters shall be handled in accordance with the Council's adopted Grievance Policy and Procedures.** Subject to the Council's policy regarding the handling of grievance matters, the Council's most senior employee (or other employees) shall contact the Chairman of the Staffing Committee or, in the absence of the Chairman, the Vice Chairman of the Staffing Committee in respect of an informal or formal grievance matter, and this matter shall be reported back and progressed by resolution of the Staffing Committee.
154. Subject to the Council's policy regarding the handling of grievance and disciplinary matters, if an informal or formal grievance matter raised by an employee relates to the Chairman or Vice Chairman of the Staffing Committee this shall be communicated to the



~~Chairman of the Policy & Management Committee and the Chairman of the Policy & Management Committee shall determine whether the matter shall be reported back and progressed by resolution of the Staffing Committee or by resolution of the Policy & Management Committee~~

# STAFF OBJECTIVES

TOP LINE OBJECTIVE	SUPPORTING OBJECTIVES		
<p>To ensure that all staff are working in accordance with revised job profiles and ,where appropriate , are fully supported in taking on new or additional responsibilities. This to be evidenced in job and training objectives in staff appraisals for 2018/19 which should be completed by 31 July 2018. A feedback file of public comments on council and staff achievements to be established by 31July 2018 to provide further evidence and feedback on staff performance.</p>	<p>To establish a diarised procedure for scheduling routine maintenance and legislative compliance checks i.e gas safety, emergency lighting checks, fire safety inspections etc for all GTC &amp; JBC premises by November 2019</p>	<p>To seek sponsorship for floral Godalming 2019 to cover operation costs.</p>	<p>To manage the production of Standing Operating Procedures relating to administrative functions of both GTC and JBC into a single Business Continuity System</p>
	<p>Oversee the successful internal refurbishment of the Pepperpot, target completion date 28 February 2019</p>	<p>To design and deliver sponsorship plaques and boards as required in fulfilment of floral Godalming sponsorship</p>	<p>To promote the democratic process by obtaining suitable information packs to be made available to potential candidates who may wish to stand for election to GTC and to promote</p>
	<p>Identify improvement works for BWP achievable within available funds for works to be carried out over Easter period 2019</p>	<p>By August 2019 to have produced an appropriate Publicity, PR and Communication Plan for each of GTC's current Standing Events.packages.</p>	<p>To ensure Members Handbook is fully updated and available for distribution from 7 May 2018.</p>
	<p>Manage the redesign and improvements to the Local History Gallery to enable better use of the available space, allow for a greater percentage of the existing collection to be displayed and integrate the display with supporting digital technology through use of either Q codes or GPS location tracking. The New local History Gallery to be completed by October 2019</p>	<p>In order to be able to provide business continuity resilience, by 1 August 2019 produce a procedure guide in support of the Councils adopted communications strategy.</p>	<p>Review Museum Job descriptions and provide reviewed document to the Town Clerk by 31 October 2018.</p>
<p><b>KEY</b> Green = Achieved Yellow = ongoing/on-track Red = Requires Attention</p>		<p>To promote partnership working to deliver the Farncombe Initiative 'Farncombe Station Art Project' by March 2019.</p>	

## TOP LINE OBJECTIVE

To provide to the member working group on assets and property well researched and detailed information which is required to support members in their task and to subsequently ensure the successful implementation of any Council decisions arising from the report of the Working Group.

To take all necessary steps to ensure the Neighbourhood Plan can be submitted to referendum in May 2019.

To ensure that a communications strategy is completed by September 2018 and reported to Council for adoption of strategy by December 2018

Consider and report on the pros and cons of introducing a directly employed labour force and implement any agreed proposals

To identify and gain Staffing Committee support for a staff time recording system that will enable councillors to receive good quality information and thereby better plan effective prioritisation of staff resources.

To identify a system for customer feedback to assist in identifying strengths and shortfalls in the delivery of Council Services that allows for operational response to ensure continued improvement in the delivery of services. Having achieved appropriate committee approval, to implement the agreed system by 31 March 2019.

## SUPPORTING OBJECTIVES

Produce information required to support the Asset Working Group including identification of land and building assets, value of assets, income & expenditure and legal status including title

To support TC in the formulation and execution of a positive campaign in support of the Neighbourhood Plan Referendum.

10. HR SERVICES

At its meeting of 21 June 2019, the Staffing Committee agreed to continue with a retained service arrangement for the provision of HR advice to both the Town Clerk and the Committee. (Minute 68-18 refers). As outlined by the Chairman at the time, this arrangement was limited to a 12-month period and is currently in place until July 2019, as such Members are requested to consider the current arrangements.

The current retained arrangement provides three and a half hours of HR support per month at a cost of £220.50 per month (£2,646) per annum.

In November the Council's account stood at 12 hours and 40 minutes of time available in credit. Due to such a large time credit, the HR provider has suspended further payments until the account balance reached 3 hours and 30 minutes in credit. Members will wish to note that advice was sought in March of 2019, which will reduce the balance by approximately two hours.

Members will recall that the use of a retained service was to enable a full review of the Council's contract and particulars of employment as well as providing HR advice during the 2017/18 restructure. Additionally, HR support was required for the 100% review of the Council's staffing policies and procedures. Both these work streams are now complete. As such, Members are requested to consider whether they wish to continue with the current arrangement on a retained basis, or whether they wish to, at the end of the contracted period, revert to payment on an ad-hoc basis.

## 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.