

Pwyllgor Adnoddau Dynol.

Human Resources Committee.

**Agenda
01.06.2021**

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|---|---|
| <p>1. Ethol Cadeirydd y Pwyllgor.
I benodi Cadeirydd am y flwyddyn i ddod.</p> | <p>Election of Committee Chair.
To appoint a Chair for the ensuing year.</p> |
| <p>2. Ymddiheuriadau am absenoldeb.
I dderbyn, ystyried a derbyn Ymddiheuriadau am absenoldeb.</p> | <p>Apologies for absence.
To receive, consider and accept apologies for absence.</p> |
| <p>3. Ethol Is-Gadeirydd Pwyllgor.
I benodi Is-Gadeirydd am y flwyddyn i ddod.</p> | <p>Election of Committee Vice Chair.
To appoint a Chair for the ensuing year.</p> |
| <p>4. Datganiadau o Fuddiant.
I dderbyn unrhyw ddatganiadau o fuddiant ar eitemau ar yr agenda.</p> | <p>Declaration of Interest.
To receive any known declarations of interest in items on the agenda.</p> |
| <p>5. Cofnodion.
I awdurdodi'r Cadeirydd i arwyddo cofnodion yr cyfarfod blaenorol y Pwyllgor fel cofnod cywir.</p> | <p>Minutes.
To authorise the Chair to sign the minutes of the previous meeting of the Committee as a correct record.</p> |
| <p>6. Adroddiadau Clerc y Dref.
(a) Broses arfarnu.
(b) Cais gweithio hyblyg statudol ar gyfer gweithio o bell..</p> | <p>Town Clerk Reports.
Appraisal process.
Statutory flexible working request for remote working.</p> |

Adroddiadau a manylion ariannol.

Mae adroddiadau a manylion ariannol yn ddogfennau gwaith ac felly nid ydynt wedi'u cyfieithu.

Reports and financial details.

Reports and financial details are working documents and are therefore not translated.

REPORT AUTHOR: Town Clerk.
SUBJECT: Appraisal process.
REPORT FOR: Decision.

1. Summary.

1.1 To consider the appraisal process.

2. Background.

2.1 Appraisals are used in organisations to help employees achieve and full their potential and for the employer to continue to monitor performance in order to achieve its goals and improve the quality of the products/services which it provides. An appraisal interview is an opportunity to take an overall look at work content and volume, look back at what has been achieved, agree objectives for the future and consider what development needs the employee may have for the year ahead.

2.2 The National Training Strategy publication “Being a good employer – a guide for parish and town councillors” recognises that a council as the body corporate, and the employer for all its employees, cannot delegated to individual councillors, including the chairman decisions about employment matters. In addition, the management of a clerk by full council is generally ineffective and cumbersome and should be delegated to a Committee.

2.3 ‘Being a good employer – a guide for parish and town councillors’ states that a clerk’s appraisal will be best undertaken by a small committee rather than the whole council. This has been recognised by the Town Council having set up the Human Resources Committee with the remit that the chairman of the Human Resources Committee or in his absence, the vice-chairman shall upon a resolution of the Committee conduct a review of the performance and annual appraisal of the work of the Town Clerk. The reviews and appraisal shall be reported in writing and are subject to approval by resolution by the Human Resources Committee.

3. Procedure for Appraisals

3.1 The Town Clerk employees under the National Agreement NALC: SLCC Model Contract and as such the Town Council as the employer is obliged to undertake an annual appraisal. In doing so the SLCC advice note states that an appraisal should take into consideration the following factors:-

- Confidentiality - the appraiser(s) and appraisee only will normally see the appraisal record and this is certainly best practice for the fact that an appraisal has taken place to be reported to council but for the contents to remain confidential.
- Consistency – Whatever scheme the Council chooses to implement, all staff should be appraised according to the same scheme. It is also desirable that the same process is continued over a period of years so that comparisons can be made across timescales.
- Objective – Objectives which are set during the appraisal should be objective and understood by both appraisers and appraisee their form and be based upon actual conduct and performance rather than personalities or subjective criteria.

- Forward-looking - the main value of reviewing past performance is to identify matters which can be built upon, problems that can be tackled by the Council or by training, and new opportunities.
- Positive - problems, difficulties and mistakes should be discussed openly so that solutions can be found, training offered, or defective systems improved.
- Two-way conversation - appraisees are encouraged to contribute frankly to assessing their performance and goals.
- Hold no surprises – it is poor practice to introduce new information, particularly of a critical nature at an appraisal interview. If there are issues with conduct of performance then they should be raised with the employee at the time they occur, not held back to handle at an appraisal session.

4. Current appraisal process

- 4.1 The Training and Development Policy for Staff and Councillors states that all staff will have an annual appraisal, to be held in January, in line with Town Council Standing Orders.
- 4.2 The currently the appraisal form (Appendix A) dictates the content of the appraisal and was reaffirmed as the desired method of appraisal at the meeting of the 29th March 2017, the last time that an appraisal was formally completed and reported to the Committee.
- 4.2 A similar proposal to what is to be considered in this report was presented at that meeting by the then Chair, with a suggestion to moving to a process based on setting objectives derived from the Town Council's business plan to set key performance indicators and that the objectives should be S.M.A.R.T:-
- **Specific:** the objective should refer to a particular task or piece of work or specific aspects of behavior or performance.
 - **Measurable:** There should be measures (quantitative or qualitative) which are clearly agreed and understood; these will enable progress and achievement to be monitored and recognised.
 - **Agreed:** The objective should be agreed by appraisee and appraiser
 - **Realistic:** The objective should be designed to be challenging for the appraisee but should not be so demanding that there is a high likelihood of failure.
 - **Timed:** All objectives should have a date by which they are to be achieved.
- 4.2 However Members endorsed the use of the existing methodology and the process was, as defined in the Training and Development Policy for Staff and Councillors (Appendix A), unchanged.

5. Process review.

- 5.1 Having relevantly recently completed the Town Clerk's appraisal the Chair believes the process could be made more effective and consideration should be given to a consideration of the documentation used, which drives the appraisal process.
- 5.2 The Society of Local Council Clerks have compiled illustrative formats for staff appraisals which is used widely across the sector. The examples detailed in Appendix B

illustrate the different alternatives available to a council deciding its approach to appraisals. They are not prescriptive and elements of each can be used interchangeably.

- 5.3 In considering the different approaches the following core considerations need to be taken into account:-
- Ensuring that all job descriptions are current and accurate and that they align to the Council's objectives.
 - Ensuring that staff have clear targets aligned to the Council's business plan, which are time bound, and such targets are able to be revised/updated as required.
 - Ensuring that staff have the opportunity to know what performance is expected of them at an individual level and to receive feedback.
 - Ensuring that staff are able to discuss training, development, and support within their role, in order to fulfil their maximum potential.

6. Recommendation.

- 6.1 That Members consider the adoption of an alternative methodology for staff appraisals.

7. Reasons for recommendation.

- 7.1 To ensure probity in the management of staff.

APPENDIX A

Llangollen Town Council - Annual Staff Appraisal

Name:	
Job Title:	
Appraisal Date:	
Reviewer:	

What do you see yourself as doing / having done in the past year, including a review of last year's key tasks, projects and work.

What went well?

What areas caused you difficulties and why?

Do you have any improvement ideas for the way you do your job or for improving the Town Council overall?

Key tasks for the coming year:

--

Is there any equipment, training or changes to working practices including any health & safety, equalities or personal issues that would help you to develop and achieve your key tasks?

--

Action points for employee:

--

Action points for employer:

--

Appraiser comments:

--

Signed: (Employee)	
Date:	
Signed: (Appraiser)	
Date:	

APPENDIX B

APPRAISALS – EXAMPLE DOCUMENTATION

EXAMPLE 1

Confidential when complete.

Name.....

Position.....

Date.....

General

The council's Annual Review is designed to promote both the development needs of the Council and your own in the context of reviewing your past priorities and achievements. In addition, it allows you to consider obstacles to success and helps you to find ways of removing them.

The Objectives for the Scheme are:-

- To enhance the quality of service delivery and overall development of the Council through encouraging each person to achieve the mutually agreed priorities.
- To identify and provide the support that enables everyone to achieve those priorities and at the same time gain satisfaction in the work.

To the post holder

Please review your current job description and objectives and comment on the achievements you feel you have made this year and the problems that have occurred. Note any significant departures from the job description as written and why this has occurred together with any impact that it has had on attainment of your priorities.

Indicate where you feel that there are opportunity areas for developing your job and role with an explanation of the benefits to the Council as well as likely costs.

Where you identify either a resource, support or knowledge -based issue as producing reasons for not achieving your priorities, be quite open and honest. In that way the Council can best consider how to offer the support that may be needed, or restructure the job.

To the Appraiser/ Line Manager

Consider carefully what has been written and be prepared to explore fully any issues that have been raised, as well as those you wish to raise independently. Give adequate time for discussion.

Section 1

To be completed by the post holder. Look at the most important aspects of your job description and note what the objectives and priorities were for the year. How did it go?

Job description item	Objectives and priorities	What did you achieve?	What problems did you have?

Consider your role. Do you feel that the job description adequately describes the job? What would you add or remove? Do you understand how your role contributes to meeting the council's overall objectives? What do you believe your objectives and priorities should be for the coming year? What help (e.g., training) do you feel you need to achieve them? Use a separate sheet if you wish.

Section 2

To be completed by the Appraiser/ line manager

Consider what the employee has written in Section-1 and make your own comments. Concentrate on areas where there are difficulties or disappointment noted, or where there is a specific wish to receive support in some form. The objectives should cover key aspects of the post holder's job. They should have direct relevance to the Society's aims and objectives for the next year.

Comment here on the overall performance. How did it go from the council's viewpoint?

**Do you agree with the assessment of achievements and problems?
Are there any other areas which you would like to discuss?**

**Do you agree with the proposed list of Objectives and Priorities?
Are there any which you believe should be added or removed?**

Section 3

To be completed by the line manager and post holder following the review meeting

- 1) We have reviewed the past year and agreed a set of objectives and priorities for the coming year. These are attached.
- 2) We have / have not revised the job description which is/is not attached.
- 3) We have/ have not agreed a plan of other development actions including training and this is/is not attached.
- 4) The post holder has/ has not made additional comments, and these are/are not attached.
- 5) The line manager has/has not made additional comments, and these are/are not attached.

Signature of Post Holder.....

Signature(s) of Interviewer(s).....

Date.....

EXAMPLE 2.

Confidential when complete.

Section 1: Employee to Complete this Section.

(Use your job description and previously agreed objectives to complete this section of the form. Please review your job description to ensure continued relevance)

Name:

Post:

Date Appointed to Current Job:

1. Performance Over the Review Year

1.1 How would you describe your overall performance in the past twelve months?

1.2 Which parts of your job have you performed most effectively?

1.3 Which parts of your job have not gone so well?

1.4 State any part of your job description that you are not doing.

1.5 State any areas of work which are not in your job description.

2. Your Skills and Expertise

2.1 What are your key strengths in your job?

2.2 What additional skills and expertise have you gained over the period?

2.3 Do you possess skills and strengths not fully used in your job?

3 Development Needs

- 3.1 What parts of your job do you find most difficult and why do you find them difficult?

- 3.2 Has a lack of a particular experience or skill affected your performance?

- 3.3 What additional training have you undertaken during the review period?

- 3.4 How effective has this training been?

- 3.5 What additional training or experience would now be of benefit to help you achieve future targets/objectives?

Objective/Target Setting

(Use your job description and any Council's aims and objectives to consider what you intend to achieve next year)

- 3.6 What potential individual objectives/targets do you want to discuss with your appraiser?

- 3.7 What potential objectives/targets have high priority?

- 3.8 Describe any particular help and/or support you feel you need to achieve your objectives/targets.

Section 2: Appraiser to Complete This Section

Name(s)	
Date of Appraisal:	
Period Covered From:	
To:	

*Consider what the employee has written in Section 1 and make comments in this section (**Section 2**). When you have completed the appraisal interview and agreed objectives, training and development plans the overall summary and plans for the following year should be summarised in **Section 3**. You should obtain the employee's comments and signature in **Section 4** and give the employee a copy of the full document for their records.*

- 1. Agreed Objectives** *(although there are no set number of objectives those set should cover key aspects of the employee's job and have direct relevance to any Council aims and objectives).*

1.

2

3

4.

5.

2. Comments

2.1 Comment on identified main achievements *(add anything else that was done particularly well)*

2.2 Comment on work or anything else which has not gone well.

2.3 Comment on any tasks that should no longer be in the job description and any that should be included.

2.4 Give your overall assessment of the employee's performance during the last twelve months (include strengths, weaknesses and any constraints to their work and the outcome of specific agreed objectives).

Section 3: Future Plans

(this section provides an opportunity to record objectives for the coming year, agree training/development plans)

1. Agreed Objectives *(although there are no set number of objectives those set should cover key aspects of the employee's job and have direct relevance to any Council aims and objectives.*

1.

2

3

4.

5.

2. Training/Development actions

Section 4: Employee Comments

(This section provides space for the employee to comment on the completed form and the appraisal process)

Signature of Appraisee

Signature(s) of Appraiser(s)

Date

EXAMPLE 3**Confidential when complete.**

Name:	
Job Title:	
Appraisers Name:	
Appraisal Date:	
Appraisal Period:	

Please use the spaces provided to give the information requested. You may append additional documentation if this reduces the need to transcribe details, but please reference this material in the corresponding sections of this document. The section headings, and the details of information requested, are given for your guidance. If you wish to present information in another format, please do so.

Please return this form to your appraiser at the latest two weeks before your appraisal meeting.

- PART A:** Appraisee's Self-Evaluation - to be completed by you (the Appraisee).
- PART B:** Evaluation by Appraiser - to be completed by your line manager (the Appraiser).
- PART C:** Objective Setting and Training Needs Identified - to be discussed during the appraisal meeting and mutually agreed. The appraisee will fill in these sections after the meeting to show a clear understanding of what is expected. The appraiser will check these before signing the form.
- PART D:** Further Comments - to be completed by both parties before signing the form.

- PART A: Appraiser's Self-Evaluation**

PREVIOUS OBJECTIVES:

To assist with your self-evaluation since your last appraisal, below are the details of the objectives you were set; please rate each objective accordingly as to how you feel you have progressed with each objective.

OBJECTIVES (set at previous appraisal)	Rating: 1 = Not attempted 2 = Attempted, not achieved 3 = Achieved in part 4 = Achieved in full 5 = Exceeded expectations				
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5
	1	2	3	4	5

Do you feel that you have achieved your objectives? Do you feel you received adequate support in achieving them?
Overall, what do you feel has gone well in the last year? (Achievements and successes, including learning and development activity)
What do you feel went less well? (Lessons for the future)
Are there any parts of your job description that you are not doing? Do you feel it is an accurate reflection of the role? (job description provided with the appraisal form)

What would/could help you improve? (including any help or support from your manager or any training and development)

PREVIOUS TRAINING NEEDS IDENTIFIED:

Below are the details of the training needs identified at your last appraisal; please state whether or not these have been undertaken.

TRAINING NEEDS IDENTIFIED (as per previous appraisal)	Undertaken?	
	Yes	No

How effective was any training or development you received?

If there is anything further that you are wishing to raise at your appraisal meeting please use the space below to provide details. If it will help, please also attach any additional documentation that may assist in the discussions at the meeting.

PART B: Evaluation by Appraiser

Please comment on the following areas of work. Please recognise good and excellent work, but also indicate any areas needing development.

Quality of Work	
Productivity	
Use of Initiative	
Team Skills	
Customer Care Skills	
Training Skills (if applicable)	
Supervisory Skills (if applicable)	

REVIEW OF THE APPRAISAL PERIOD:

Comments about the progress and/or achievements of the objectives set at the previous appraisal?

--

How effective do you think any training and development has been? What improvements have you noticed?

--

Areas, tasks or projects that the appraisee has undertaken particularly well?

--

Are there any areas of work currently requiring support, training, guidance or clarification?

--

What do you feel could be done to improve the appraisee's performance or skills further?

--

How do you see the job developing over the next year? Are there any tasks/responsibilities that can be delegated?

PART C: OBJECTIVE SETTING AND TRAINING NEEDS IDENTIFIED

OBJECTIVES Objectives should be Specific, Measurable, Achievable, Realistic, Timed	Target Date:

TRAINING & DEVELOPMENT Consider future potential and development, in particular highlight areas for training (specify whether attendance on a course or in-house training)	Target Date:

PART D: FURTHER COMMENTS

Comments by Appraisee

Comments by Appraiser

	Signed:	Date:
Appraisee		
Appraiser		
Town Clerk		

EXAMPLE 4.

SELF APPRAISAL FORM

A review of the appraisal period from your point of view to be used as preparation for an appraisal meeting. Your reviewing manager(s)/committee may also find this pre-review process to be helpful in preparing for the meeting.

Which aspects of the job have been accomplished well?

Which objectives have been fully met / partially met / not met?

In which aspects of the job could you/the appraisee have performed better?

What influences have made the job difficult to perform/been barriers to achievement?

What strengths do you/does the appraisee bring to the job?

What are the goals and challenges for the next review period?

What training and development would help to achieve these goals?

What skills and knowledge relevant to the role/career aspirations would the appraisee like to gain in the future?

What improvements to the Council or the department can the appraisee suggest for the future?

REPORT AUTHOR **Town Clerk.**
SUBJECT: **Statutory flexible working request for remote working.**
REPORT FOR: **Decision.**

1. Summary.

1.1 To consider a statutory request from a staff member for remote working.

2.0 Background.

2.1 The Welsh Government has recognised that COVID-19 has changed the way we live, work, travel and socialise. Many people have worked away from the office during lockdown. Welsh Government now want to work with organisations to support a long-term shift to more people working remotely.

2.2 Benefits for local economies, businesses, individuals, and the environment include:

- a reduction in travel time and expense
- more flexibility and better work - life balance
- increased productivity
- less traffic, especially at peak times
- less air and noise pollution
- the opportunity to redesign our towns and city centres.

2.3 The intention is to develop a hybrid workplace model, where staff can work in the office, at home, or in a hub location. The aim is that this will enable 30% or more of workers to work remotely, helping reduce congestion and pollution and improving work-life balance for employees and employers.

3.0 Flexible Working

3.1 A statutory flexible working request must be made in writing to the employer. If an application is refused, the individual will be notified in writing with reasons why the request cannot be accommodated at this time.

3.2 The applicant has identified that requirement to work from home over the course of the pandemic has indicated that a flexible working pattern as outlined in the confidential correspondence provided would be an efficient and effective way of managing workload and disability through the provision of a mixture of home and on-site working.

3.3 By law, an employer can turn down a flexible working request on a number of grounds as identified in appendix 1. It can be seen from the table in the appendix that there is no valid business reason for doing so in the case of this application.

3.4 Failure to agree down a flexible working request is subject to appeal, and if an individual feels that a request has not been handled fairly, they can raise a grievance with the employer. If raising a grievance does not resolve the problem, it is possible to make a claim to an employment tribunal.

4. Recommendation.

4.1 It is recommended that the Committee agrees the statutory flexible working request for remote working as detailed in the applicant's letter.

5.0 Reasons for recommendation.

5.1 To ensure probity in the management of Town Councils Human Resources.

APPENDIX 1.

Business reason for refusal.

It will cost too much.	There are no cost implications. Reduced office working could over time provide cost savings.
Cannot reorganise the work among other staff.	The request affects the only administrative post within the Town Council.
Cannot recruit more staff.	Remote working could be an incentive for recruitment should the incumbent resign.
There will be a negative effect on quality.	There has been no loss of quality during the pandemic.
There will be a negative effect on the business' ability to meet customer demand.	The Town Council has always had set days for public access to office. This can continue by appointment. There will therefore be no negative effect on the business' ability to meet customer demand
There will be a negative effect on performance.	There has been no negative effect on performance during the pandemic
There's not enough work for you to do when you have requested to work.	The workload will remain the same.
There are planned changes to the business, for example, your employer plans to reorganise or change the business and thinks the request will not fit with these plans.	There are no planned changes to the business.