



John Wright
Town Clerk

Lyme Regis Town Council

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Human Resources Committee

Core Membership: Cllr J. Broom, Cllr Miss K. Ellis, Cllr Mrs M. Ellis, Cllr B. Larcombe, Cllr D. Sarson, Cllr J. Scowen, Cllr Ms G. Stammers, Cllr G. Turner, Cllr S. Williams

Notice is hereby given of a meeting of the Human Resources Committee to be held in the Guildhall, Bridge Street, Lyme Regis, on Wednesday 19 June 2019 commencing **on the rise of the extraordinary Full Council** when the following business is proposed to be transacted:

John Wright
Town Clerk
14.06.19

The open and transparent proceedings of Full Council and committee meetings will be audio recorded and recordings will be held for one year by the town council.

If members of the public make a representation to the meeting, they will be deemed to have consented to being audio recorded.

If members of the public have any queries regarding audio recording of meetings, please contact the town clerk.

AGENDA

1. Election of Chairman and Vice-Chairman

To allow the committee to receive nominations and elect its chairman and vice-chairman for the council year 2019/20

2. Terms of Reference

To allow the committee to receive its terms of reference

3. Public Forum

Twenty minutes will be made available for public comment and response in relation to items on this agenda

Individuals will be permitted a maximum of three minutes each to address the committee

4. Apologies

To receive and record any apologies and reasons for absence

5. Minutes

To confirm the accuracy of the minutes of the Human Resources Committee meeting held on 3 April 2019 (attached)

6. Disclosable Pecuniary Interests

Members are reminded that if they have a disclosable pecuniary interest on their register of interests relating to any item on the agenda they are prevented from participating in any discussion or voting on that matter at the meeting and to do so would amount to a criminal offence. Similarly if you are or become aware of a disclosable pecuniary interest in a matter under consideration at this meeting which is not on your register of interests or is in the process of being added to your register you must disclose such interest at this meeting and register it within 28 days.

7. Dispensations

To note the grant of dispensations made by the town clerk in relation to the business of this meeting.

8. Matters arising from the minutes of the previous Human Resources Committee meeting held on 3 April 2019

To update members on matters arising from the previous meeting that are not dealt with elsewhere on this agenda and to allow members to seek further information on issues raised within the minutes of the previous meeting

9. Update Report

To update members on issues previously reported to this committee

10. Health and Safety Committee Membership

To allow the council to appoint members to the health and safety committee

11. Employees' Pay Period

To allow members to consider changing employees' pay period to the last day of the month

12. Finance Manager Recruitment

To identify three members to sit on the interview panel with the town clerk

To allow the committee to review the job description, person specification and timetable for the recruitment of the finance manager

13. Staffing Structure and Pay Review

To allow members to consider a proposal to review the staffing structure and to appoint South West Councils to undertake a pay review of its employees

14. Human Resources' Annual Review

To allow members to receive an annual report on key human resources' information

15. Exempt Business

Committee: Human Resources

Date: 19 June 2019

Title: Election of Chairman and Vice-Chairman

Purpose of Report

To allow the committee to receive nominations and elect its chairman and vice-chairman for the council year 2019/20

Recommendation

- a) The committee receives nominations for the chairman of this committee and elects its chairman for the council year 2019/20
- b) The committee receives nominations for the vice-chairman of this committee and elects its vice-chairman for the council year 2019/20

Background

- 1. Standing order 4.d states the council may appoint standing committees and 'shall permit a committee to appoint its own chairman at the first meeting of the committee.
- 2. Consequently, nominations are sought for the chairman and the vice-chairman of this committee.
- 3. Other relevant standing orders that inform and govern the election of chairmen and vice-chairmen are detailed below.
- 4. Standing order 3.t states:

'Unless standing orders provide otherwise, voting on a question shall be by a show of hands. At the request of a councillor, the voting on any question shall be recorded so as to show whether each councillor present and voting gave their vote for or against that question. Such a request shall be made before moving on to the next item of business on the agenda. If at least two members request, voting may be by signed ballot.'

- 5. Standing order 8.a states:

'Where more than two persons have been nominated for a position to be filled by the council and none of those persons has received an absolute majority of votes in their favour, the name of the person having the least number of votes shall be struck off the list and a fresh vote taken. This process shall continue until a majority of votes is given in favour of one person. A tie in votes tie may be settled by the casting vote exercisable by the chairman of the meeting.

6. Standing order 8.b. states:

As the first business of a council is to elect a chairman (the mayor in the case of Lyme Regis Town Council) who is also an ex-officio voting member of all committees, they are in a position to open and chair a sub-committee meeting temporarily, with the benefit of a casting vote, until a committee chairman is elected. In the mayor's absence, the deputy mayor could officiate in the same way. The town clerk or other officer cannot open or chair a committee or sub-committee meeting.'

7. The election of the chairman and vice-chairman of the Human Resources Committee will be reported to the Full Council on 24 July 2019.

John Wright
Town clerk
June 2019

Committee: Human Resources

Date: 19 June 2019

Title: Terms of Reference

Purpose

To allow the committee to receive its terms of reference

Recommendation

The committee receives its terms of reference

Background

1. On 15 May 2019, the Full Council approved the terms of reference for its committees.
2. The terms of reference for the Human Resources Committee, along with the general terms of reference that apply to all the council's committees is attached, **appendix 2A**.
3. Any recommendations from this committee will be considered by the Full Council on 24 July 2019.

John Wright
Town clerk
June 2019

Terms of Reference

2. Committees – General

- 2.1 The purpose of the council's committees is to consider issues under their remit. Issues will normally be outlined in a report prepared by officers and each report will normally include a recommendation.
- 2.2 Any recommendation(s) from a council committee will be considered at the subsequent meeting of the Full Council. Any decision or recommendation from a council committee has no status until it has been adopted by the Full Council by way of a resolution. This is unless a committee has devolved powers, i.e. Planning in respect of making recommendations direct to Dorset Council on planning applications.
- 2.3 Each committee will:
 - 2.3.1 Elect its chairman and vice-chairman from among its membership;
 - 2.3.2 Confirm the accuracy of the minutes of the last committee meeting;
 - 2.3.3 Agree and review the terms of reference for sub-committees, working or advisory groups that report to the committee;
 - 2.3.4 Receive nominations to existing sub-committees, working or advisory groups that report to the committee;
 - 2.3.5 Elect chairmen and vice-chairmen to existing sub-committees, working or advisory groups that report to the committee;
 - 2.3.6 Appoint any new sub-committees, working or advisory groups, confirmation of their terms of reference, the number of members (including, if appropriate, substitute councillors), receipt of nominations and the election of chairmen and vice-chairmen to them;
 - 2.3.7 To examine on behalf of the council various policies, strategies and plans relating to its subject area and to report these to the Full Council;
 - 2.3.8 To undertake reviews or policy development tasks in relation to any matters falling within the remit of the committee;
 - 2.3.9 To work with other relevant committees of the council where an area of work is shared with that committee.
- 2.4 Council-approved projects and objectives will be delegated to the relevant committee.

- 2.5 No business may be transacted at a committee meeting of the Full Council unless at least one third of the whole number of members of the committee are present and in no case shall the quorum of a meeting be less than three.

4. Human Resources Committee

- 4.1 The purpose of the Human Resources Committee is to consider member and officer issues, including:
- 4.1.1 To consider breaches of the council's code of conduct for members and, based on the report of Dorset Council's monitoring officer, recommend to Full Council any sanctions that should be applied to that member under the council's voluntary code.
 - 4.1.2 To undertake an annual review the council's code of conduct and make recommendations to the Full Council on any revisions that are required.
 - 4.1.3 To consider the establishment structures, staffing levels, job descriptions, person specifications, job evaluations, and the remuneration levels
 - 4.1.4 To ensure that the council has policies and procedures in place to meet its human resources and health and safety statutory responsibilities
 - 4.1.5 To consider and review human resources and health and safety policies and procedures
 - 4.1.6 To appoint the town clerk, deputy town clerk and operations manager
 - 4.1.7 To appraise the performance of the town clerk and set his/her annual objectives
 - 4.1.8 To consider grievances and complaints against the town clerk
 - 4.1.9 To consider appeals against grievance and disciplinary decisions made by officers
 - 4.1.10 To annually consider the development of the council's workforce
 - 4.1.11 To commission periodic surveys to assess employee satisfaction
 - 4.1.12 To annually consider levels of member and staff attendance, the number and type of complaints against employees, the number and type of grievances, disciplinaries and employment tribunals
 - 4.1.13 To consider incidents of whistleblowing by employees
 - 4.1.14 To monitor the learning and development of members and staff.

LYME REGIS TOWN COUNCIL

HUMAN RESOURCES COMMITTEE

MINUTES OF THE MEETING HELD ON WEDNESDAY 3 APRIL 2019

Present

Chairman: Cllr B. Larcombe

Members: Cllr J. Broom, Cllr D. Hallett, Cllr S. Larcombe, Cllr Mrs C. Reynolds, Cllr J. Scowen, Cllr G. Turner, Cllr S. Williams

Officers: Mrs A. Mullins (administrative officer), Mr J. Wright (town clerk)

18/91/HR Public Forum

There were no members of the public present.

18/92/HR Apologies

Cllr Mrs M. Ellis – personal commitment
Cllr O. Lovell
Cllr G. Turner

18/93/HR To confirm the accuracy of the minutes of the Human Resources Committee meeting held on 20 February 2019

Proposed by Cllr J. Broom and seconded by Cllr S. Larcombe, the minutes of the meeting held on 20 February 2019 were **ADOPTED**.

18/94/HR Disclosable Pecuniary Interests

There were none.

18/95/HR Dispensations

There were none.

18/96/HR Matters arising from the minutes of the previous Human Resources Committee meeting held on 20 February 2019

There were no matters arising.

18/97/HR Update Report

Administrative assistant

The administrative officer said the new postholder would be working in the office from 10 to 12 April 2019 to cover a staff shortage before her official start date on 13 May 2019.

Cllr S. Larcombe asked why the previous postholder had left after such a short period.

The administrative officer said she had conducted an exit interview and more information could be provided to members. Members agreed this matter would be discussed further in exempt business.

Proposed by Cllr J. Scowen and seconded by Cllr S. Larcombe, members **RESOLVED** that under Section 1, Paragraph 2 of The Public Bodies (Admission to Meetings) Act 1960, the press and public be excluded from the meeting for this item of business as it included confidential matters relating to relating to an individual within the meaning of paragraphs 1 and 8 of schedule 12A to the Local Government Act 1972 (see Section 1 and Part 1 of Schedule 1 to the Local Government (Access to Information) Act 1985), as amended by the Local Government (Access to Information) (Variation) Order 2006.

Temporary finance officer

The town clerk said six applications were received but two were withdrawn, and the remaining four would be interviewed.

18/98/HR Head Gardener Position

Cllr B. Larcombe questioned whether a head gardener was really needed, and whether the post could be a gardener. He said this would eliminate the confusion about who was responsible for what. He added that if the seafront gardens were re-configured, a horticultural specialist could be hired in.

The town clerk said this would create added pressure for the operations supervisor and operations manager, so the other option was to create a team leader to deal with routine issues, and all management issues would be referred upwards.

Cllr J. Scowen questioned the need for the gardening team to have a leader as none of the other teams working outdoors had one.

Proposed by Cllr J. Broom and seconded by Cllr J. Scowen, members agreed **to RECOMMEND TO FULL COUNCIL** to remove the head gardener post from the organisational structure and add an additional gardener, to be recruited.

Cllr B. Larcombe said if by doing this there was an added pressure on the operations supervisor, members would need to be informed if that pressure was unreasonable.

18/99/HR Gardener/Maintenance Person, Six-Month Probation Review

Proposed by Cllr S. Larcombe and seconded by Cllr J. Scowen, members **RESOLVED** that under Section 1, Paragraph 2 of The Public Bodies (Admission to Meetings) Act 1960, the press and public be excluded from the meeting for this item of business as it included confidential matters relating to relating to an individual within the meaning of paragraphs 1 and 8 of schedule 12A to the Local Government Act 1972 (see Section 1 and Part 1 of Schedule 1 to the Local Government (Access to Information) Act 1985), as amended by the Local Government (Access to Information) (Variation) Order 2006.

18/100/HR Personnel Issue

Proposed by Cllr S. Larcombe and seconded by Cllr Mrs M. Ellis, members **RESOLVED** that under Section 1, Paragraph 2 of The Public Bodies (Admission to Meetings) Act 1960, the press and public be excluded from the meeting for this item of business as it included confidential matters relating to relating to an individual within the meaning of paragraphs 1 and 8 of schedule 12A to the Local Government Act 1972 (see Section 1 and Part 1 of Schedule 1 to the Local Government (Access to Information) Act 1985), as amended by the Local Government (Access to Information) (Variation) Order 2006.

18/101/HR Exempt Business

a) Update Report

The town clerk outlined the reasons for the administrative assistant's resignation and how these issues would be addressed.

It was noted the administrative officer was now the line manager for the reception staff and the approach to managing the team would change.

It was acknowledged the post was an entry-level role and was therefore likely to see short-term occupancy and a fairly regular turnover.

b) Gardener/Maintenance Person, Six-Month Probation Review

The town clerk said the postholder was appointed on 1 October 2018, but had he been appointed one day earlier he would have been awarded a pay increment in the annual pay review, applicable from 1 April 2019. He said it was within the gift of the committee to award him the increment as he was only one day out, but it would not be linked to the probation.

Proposed by Cllr S. Larcombe and seconded by Cllr S. Williams, members agreed to **RECOMMEND TO FULL COUNCIL** to approve the gardener/maintenance person's (postholder 215) permanent employment with

the council, effective from 1 April 2019, and to award the postholder an additional increment on the pay scale (new spinal column point 5).

c) Personnel Issue

The town clerk said the original deadline to sign the agreement had lapsed, due to more detailed information being required, and a new date had been set. He said there was also a query about the level of pay, which would result in an additional payment.

The town clerk said he had no reason to believe the council's offer would not be accepted.

Proposed by Cllr B. Larcombe and seconded by Cllr J. Broom, members agreed to **RECOMMEND TO FULL COUNCIL** that work continues to progress towards a settlement and conclusion relating to postholder 101.

The meeting ended at 8.40pm.

Committee: Human Resources

Date: 19 June 2019

Title: Matters arising from the minutes of the previous Human Resources Committee meeting held on 3 April 2019

Purpose of the Report

To update members on matters arising from the previous meeting that are not dealt with elsewhere on this agenda and to allow members to seek further information on issues raised within the minutes of the previous meeting.

Recommendation

Members note the report

Report

18/97/HR – Update Report

Administrative assistant

Kerry Weekley started in the role on 13 May 2019 as anticipated.

Temporary finance officer

Following interviews, Michael Stainer was appointed and started in the role on 15 April 2019. This is a six-month fixed-term appointment, ending on 14 October 2019.

18/98/HR – Head Gardener Position

The gardener post was advertised, with a closing date of 28 May 2019, by which time nine applications were received. A further three applications were submitted late and therefore were not considered for interview.

Four applicants were shortlisted and interviews took place on 5 June 2019. Daniel Kelly was appointed and his start date was 13 June 2019.

18/100/HR – Personnel Issue

Postholder 101 left the council's employment by mutual agreement on 25 May 2019. The terms of the finalised settlement agreement were in line with those previously agreed by members.

John Wright
Town clerk
June 2019

Committee: Human Resources

Date: 19 June 2019

Title: Update Report

Purpose of Report

To update members on issues previously reported to this committee

Recommendation

Members note the report

Report

Training award delay

The situation regarding the delay in awarding qualifications to three employees who completed training courses in 2018 is no further forward than the position reported to this committee on 9 January 2019.

Pete Williams, Kyle Knight and Callum Taylor are still awaiting their official NVQ awards due to the training company, Slic Training, going into receivership.

Officers chase up this issue on a regular basis with South Essex College, the main provider which Slic subcontracted to, but as there are around 900 other learners in the same position, they are making slow progress.

Matt Adamson-Drage
Operations manager
June 2019

Committee: Human Resources

Date: 19 June 2019

Title: Health and Safety Committee Membership

Purpose of Report

To allow the council to appoint members to the health and safety committee

Recommendation

Members make appointments to the health and safety committee

Background

1. The Health and Safety at Work Act 1974 sets out the principal responsibilities of employers to consult with employees. This is further specified under Trade Union Safety Representatives - Safety Representatives and Safety Committee Regulations 1977 (as amended) or under Health and Safety (Consultation with Employees) Regulations 1996 as amended.
2. When a new health and safety policy was approved by this council on 4 May 2016, it was also agreed to form a health and safety committee and members were appointed to that committee. The committee was formed under the latter regulations which caters for all staff regardless of any individuals trade union membership.
3. Although the regulations require the formation of a 'committee', it is not a formal committee of the council.
4. Under the regulation, a representative of employee safety (RES) must be appointed by the staff, not the management. In 2017, the staff appointed enforcement officer Alan Jefferies, with enforcement officer Jenni West as the vice, as their representatives to sit on the health and safety committee.
5. The operations manager holds the NEBOSH General Certificate in health and safety and advises the committee.
6. The town clerk is IOSH Managing Safely qualified and is a member of the committee.
7. The secretary of the committee is the senior administrative assistant, Elaine Pawsey.
8. The committee meets every three months, discussing varied topics from fire safety and legionella to accident reporting and personal protective equipment.

Report

8. The health and safety policy states the committee reports to the Human Resources Committee and consists of the mayor as chairman, councillors, the town clerk, the operations manager, the staff representative and the secretary.
9. Appointments to the committee are sought from members.

Matt Adamson-Drage
Operations manager
June 2019

Committee: Human Resources

Date: 19 June 2019

Title: Employees' Pay Period

Purpose of Report

To allow members to consider changing employees' pay period to the last day of the month

Recommendation

Members approve changing employees' pay period to the last day of each month

Background

1. The council pays its employees a month in arrears up until, and including, the 25th day of each month, i.e. payment for the period from 26th of the previous month until 25th of the current month.
2. Contractually, employees' salary payments are due on or before the 25th of each month¹.
3. This creates accounting problems and a significant amount of additional work, particularly in March and April.
4. On 1 April employees pay is adjusted for several reasons including, pay inflation, spinal point progression, amendments to tax allowance thresholds, national insurance contribution adjustments and pension payments. Having a salary payment period that is in two financial years, i.e., from 26 to 31 March and from 1 to 25 April makes this a complex and time-consuming process. April's pay roll took an additional two days to produce, the opportunity for error was high, and significant time was taken explaining pay variations to employees.
6. If employees' payment period was from the first day of each month to the last day of each month, this could be avoided.
7. If the pay period is changed from the first to the last day of the month, the pay day for employees could remain at 25th each month; amending the pay day would cause banking issues for employees and possible financial hardship.
8. What would happen under the new arrangement is employees would be paid in arrears from the first day of the month up until, and including, the 25th day of the month, and in advance from 26th day of the month until the last day of the month.

¹ If the contractual payment day is a Saturday, Sunday or bank holiday the payment day is brought forward to the last working day. The finance team aim to transfer salary payments to employees' bank accounts one day before the contractual payment day; this allows scope for error rectification.

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9. If the pay period is amended, in month one, only, employees would receive a one-off amount for the partial advance payment. This one-off payment is estimated at £8,000, including employers' national insurance and pension contributions.
10. When an employee leaves the town council, their final salary payment would be adjusted to take account of any advance payment they might otherwise receive.
11. Any recommendations from this committee will be considered by the Full Council on 24 July 2019.

John Wright
Town clerk
June 2019

Committee: Human Resources

Date: 19 June 2019

Title: Finance Manager Recruitment

Purpose of Report

To identify three members to sit on the interview panel with the town clerk

To allow the committee to review the job description, person specification and timetable for the recruitment of the finance manager

Recommendation

- a) Members approve the recruitment timetable detailed in paragraph 10
- b) Members approve the job description, appendix 12A
- c) Members approve the person specification, appendix 12B
- d) Members identify three councillors to sit on the recruitment panel

Background

- 1. The finance manager's last day of employment with the council was 25 May 2019.
- 2. The post is currently filled by a finance officer on a six-month fixed-term contract; the fixed-term contract expires on 14 October 2019.
- 3. The finance manager, along with the town clerk, deputy town clerk and operations manager, is a member-level appointment.
- 4. There are other issues which should be considered alongside this report, i.e., there is a resolution from the Full Council on 8 August 2018 about the future role of the finance assistant and the town clerk has indicated at previous Human Resources Committee meetings that a review of the staffing structure and pay was overdue; staffing structure and pay were last reviewed in 2013.
- 5. These issues are presented in a separate report on this agenda.

Report

- 6. Until recommendations from this committee on the recruitment of a finance manager are approved by a Full Council resolution on 24 July 2019, the process for appointing a finance manager shouldn't commence.
- 7. However, a delay in recruiting a finance manager could result in a period when there is no person in post and this should be avoided.

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8. To progress this matter, the town clerk proposes the recruitment process commences immediately but interviews are not arranged until after the Full Council meeting on 24 July 2019.
9. This would allow the Full Council on 24 July 2019 to abort the process if it wasn't happy with any aspect of the recruitment.
10. The proposed recruitment timetable is:

Adverts placed	20 June 2019
Closing date for applications	15 July 2019
Interviews	25 July 2019 onwards
11. Adverts will be placed in Lyme Online, the Bridport and Lyme Regis News and Midweek Herald. In addition, because some employees at Dorset Council are at risk of redundancy, Dorset Council's human resources department will be notified of the vacancy.
12. The job description for this post is attached, **appendix 12A**. There are minor amendments to the job description which are identified by tracked changes. There are no proposed changes to the person specification, **appendix 12B**.
13. Amendments have deliberately been kept to a minimum pending the staffing structure and pay review.
14. Finally, three members are required to join the town clerk on the interview panel.
15. Any recommendations from this committee will be considered by the Full Council on 24 July 2019

John Wright
Town clerk
June 2019



Lyme Regis Town Council

Job Description

Job Title	Finance Manager	Grade	SCP 31 <u>34</u> 25-28
Section	Office team	Hrs	37hrs' per week
Reporting To	Deputy Town Clerk	Working Pattern	Monday to Friday with some evening, weekend and bank holiday work

Job Purpose

- To ensure the town council operates in accordance with accounting procedures and statutory requirements.
- To manage and advise on the council's financial affairs.

Main Duties

- To prepare the council's annual budget.
- To produce monthly management reports for the management team and council committees.
- To carry out the council's year-end processes, including the production of statutory documents, working papers for audit, and associated reports to council.
- To manage the council's bank reconciliation, VAT records, and other monthly control accounts.
- To monitor and advise on the council's cash flow and financial investments.
- To assist in the review of financial governance arrangements, including financial regulations and standing orders, procurement, insurance, asset recording, treasury, internal control and risk management.
- To create procedures for all financial control systems, giving training in their use, monitoring adherence to these procedures, and liaising with the internal auditor as required.
- To review the council's services to ensure they are delivered efficiently, effectively and economically.
- Managing and maintaining records of the council's insurances, ensuring the regular revision of cover required and to processing claims, as necessary.
- Monitor and manage debts.
- The delivery of effective, efficient and economic financial systems: purchase orders and creditors, debtors, general ledger, payroll, and petty cash.
- Support colleagues in delivering service specific systems, e.g. bookings, ~~allotments~~, car parking.
- The development and monitoring of effective office systems, including use of software, document management and records' storage.
- To maintain a register of assets, leases and licences.
- To head on information communications technology (ICT), ensure the currency of the

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council's systems, and the effectiveness of its application.

- ~~Procurement planning and review~~ To advise on and support procurement
- Implement and maintain performance management systems
- Management of business accounts, including utilities and phone contracts
- Management of data and information in accordance with the Local Government Transparency Code and General Data Protection Regulation

Dimensions

- To undertake other duties commensurate with the post.
- To provide other administration support, as directed.

Supervision

- To supervise ~~a part-time finance assistant~~ and develop staff within the finance team.

Contacts

- Members of the general public
- Elected members
- LRTC staff
- External consultants and contractors
- Partner organisations, stakeholders and statutory authorities
- Internal audit

General

- This job description contains the principal duties relating to this post and does not describe in detail all the tasks required to carry them out.
- Duties may vary from time-to-time without changing the character of the post or the level of responsibility.

Special Notes Or Conditions

- The post holder will be expected to work occasionally at evenings and weekends.



Lyme Regis Town Council

Person Specification

Job Title	Finance Manager	Grade	SCP 25 to 28
Section	Office team	Hrs	37hrs' per week
Reporting To	Deputy Town Clerk	Working Pattern	Monday to Friday, with some evening, weekend and bank holiday work

Assessment Criteria	Essential	Desirable
Educational qualifications	GCSEs in English and Maths, minimum grade C AAT, CCAB part-qualified, or equivalent	A degree or relevant professional qualification
Work-related experience and associated vocational training	Three years' experience of budget preparation, monitoring and year-end closure Experience of working on own initiative and as part of a team	Sage financial systems, and linking Sage financial systems to other systems Financial analysis, projections and modelling Treasury management Experience of managing ICT Asset management Experience of local government finance and administration
Knowledge	Knowledge of accounting procedures and statutory requirement IT Literate Knowledge of business and administrative procedures.	Internal and external audit Understanding of procurement processes Performance management systems
Personal skills and	Good writing and communication	

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qualities	<p>skills</p> <p>Strong numerical, analytical and problem solving skills</p> <p>Ability supervise and direct others</p> <p>Strong team-worker.</p> <p>Ability to work under pressure.</p> <p>Ability to organise and prioritise own work, that of others, and ensure deadlines are met.</p> <p>Instils trust, respects confidentiality, and inspires confidence.</p> <p>Ability to develop strong relationships and promote the council's interests with external organisations.</p> <p>Balances assertiveness with flexibility.</p> <p>Possesses a 'can do' attitude</p> <p>Committed to diversity and equality of opportunity.</p>	
Special working conditions	Some evening, weekend and bank holiday work.	

Committee: Human Resources

Date: 19 June 2019

Title: Staffing Structure and Pay Review

Purpose of Report

To allow members to consider a proposal to review the staffing structure and to appoint South West Councils to undertake a pay review of its employees

Recommendation

Members approve a review of the staffing structure and appoint South West Councils to undertake a pay review of its employees

Background

1. The last comprehensive review of the council's staffing structure and employee pay was undertaken in 2013.
2. At that point in time, the number of managers reporting to the town clerk was reduced to two: the deputy town clerk and the operations manager. The deputy town clerk became responsible for the internal team and the operations manager became responsible for the external team.
3. The 2013 pay review was conducted internally with the purpose of paying town council employees the market rate for their job.

Report

4. It is important an organisation periodically takes stock of its staffing structures and employee pay. Moreover, it's important employee pay is periodically reviewed and validated by an external organisation.
5. Changes to the council's staffing structure principally, but not entirely, sit with the town clerk as head of paid service. This is qualified because changes to the staffing structure could impact on council services and this would be a legitimate matter for the council to consider.
6. The council has also expressed interest in the finance team staff structure. On 7 August 2018, the Full Council resolved:

‘The roles and responsibilities within post holder 101's¹ team be reviewed, including the division of current work between the two posts concerned, the potential for additional areas of work to be managed within that team in future and the position within the staff structure of post

¹ Post holder 101 is the finance manager.

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holder 101, and a report be brought back to the next meeting of the Human Resources Committee.'

7. Because of the finance manager's sickness absence since this resolution, a permanent arrangement hasn't been put in to place to address the issues identified in August 2018.
8. Changes to the establishment or employees' pay have budget implications and this is certainly a matter for council consideration.
9. The council has appointed MotteramHR and South West Councils to advise on human resources issues. This project has a better fit with South West Councils and it is proposed they are appointed to undertake the pay review.
10. The aim is to complete these two pieces of work before the completion of the 2020-21 budget-setting process.
11. Any recommendations from this committee will be considered by the Full Council on 24 July 2019.

John Wright
Town clerk
June 2019

Committee: Human Resources

Date: 19 June 2019

Title: Human Resources' Annual Review

Purpose of Report

To allow members to receive an annual report on key human resources' information

Recommendation

Members note the report

Background

1. This report provides information on the council's establishment, staff turnover and recruitment, gender profile, pay multiples, its human resources budget, pay, pensions, overtime and time-off-in-lieu (TOIL), appraisals, learning and development, grievances and disciplinaries, and sickness and absence.
2. The report draws comparison between the actual for 2018-19 and the budgeted for 2019-20.
3. The report also details the main human resources challenges for 2019-20.

Establishment 2019-20

4. The council has 19 permanent full-time posts, five permanent part-time posts who work equivalent to one or more days a week, two temporary seasonal posts and six wedding stewards, **appendix 14A**.
5. Changes in establishment from 2018-19 to 2019-20 are:
 - The deletion of the head gardener post and its replacement with a gardener
 - The deletion of two apprentices
 - The deletion of the seasonal gardener post and its replacement with a gardener post
 - The re-establishment of a fourth part-time amenities' assistant

Staff turnover and recruitment 2018-19

6. In 2018-19, the finance manager, head gardener, seafront attendant, and administrative assistant x2, left the council's employment. The annual turnover rate was 17%.
7. During 2018-19, the council appointed an administrative assistant, seafront attendant, gardener and part-time amenities' assistant.
8. The council re-appointed Jon Mitchell to the seasonal parking assistant post between June and September. This post has been re-advertised for 2019.

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16. From 1 April 2019, this means the minimum local government pay is £9.00 per hour..
17. In 2018-19, a town council employee on a median salary of £19,171 (SCP 17) received an annual pay award of £900 (5.06%). In 2019-20, this employee has received an annual pay award of £499 (2.67%).
18. The council's policy is to pay its employees the 'real' living wage (£9.00 per hour) which is in excess of the government's living wage. The impact of the current annual pay award on the council's lower paid employees is that no employee is paid below the 'real' living wage. The lowest hourly rate for a council employee is £9.36.

Pension arrangements

19. Of the employees eligible to join the Local Government Pension Scheme, 23 are in the scheme.
20. Employee contributions to the scheme is determined by salary and ranges from 5-12%.
21. The employer contribution is 22%.
22. The pension scheme is re-valued every three years and this can lead to changes in employer and/or employee contributions. The scheme was last re-valued in 2016-17 and this saw an increase in employer contributions from 16.5% to 22% on 1 April 2017.
23. The pension scheme is scheduled for re-evaluation in 2019-20 for implementation on 1 April 2020.

Appraisals

24. All employees have had an annual appraisal for 2018-19. The main themes from the appraisals were:
 - office environment, particularly the lack of rest room facilities and climate control
 - training opportunities
 - job evaluation/pay
 - issues caused by the absence of postholder 101
 - uncertainty about Dorset Council's review of services
25. 2019-20 objectives for senior employees are informed by the council's 2019-20 budget, its corporate plan and operational requirements.
26. The appraisal process included employees' learning and development objectives for the forthcoming year.

Time-off-in-Lieu (TOIL)

33. The amount of TOIL taken that is greater than half a day by employees in 2018-19 was:
- Town clerk – 11.5 days
 - Deputy town clerk – 13 days
 - Operations manager – 8 days
 - Administrative officer – 0 days
 - Senior administrative assistant – 3 days
 - Administrative assistant – 0 days
 - Finance assistant – 2 days
34. TOIL taken by the external works' team is minimal, approximately 25 days in total. A significant proportion of this is time-off-in-lieu for bank holiday working.

Policies and Procedures

35. The council has 30 policies and procedures to support its human resources' function. The council's human resources policies and procedures are incorporated in to the staff handbook and, as a consequence, will be reviewed collectively every three years.

Challenges 2019-20

36. The following major changes in legislation or regulation may affect the council's human resources function:
- National Minimum Wage rates changed from 1 April 2019
 - New statutory sick and family-friendly weekly payment rates introduced (statutory shared parental pay, statutory maternity pay, statutory adoption pay, statutory paternity pay)
 - Changes to payslips – employees need to issue payslips to both 'workers' and 'employees'. Employees are hired directly by the organisation, and workers are casual, agency or freelance workers performing services personally for the organisation, or working on a seasonal basis
37. The human resources issues faced by the council in 2019-20 include:
- the narrowing of the pay differential between low-skilled and semi-skilled jobs in the council
38. Any recommendations from this committee will be considered by the Full Council on 24 July 2019.

John Wright
Town clerk
June 2019

