

## Pwyllgor Adnoddau Dynol.

## Human Resources Committee.

### Agenda 07.12.2021

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| <p><b>1. Ymddiheuriadau am absenoldeb.</b><br/>I dderbyn, ystyried a derbyn<br/>Ymddiheuriadau am absenoldeb.</p>  | <p><b>Apologies for absence.</b><br/>To receive, consider and accept<br/>apologies for absence.</p>  |
| <p><b>2. Datganiadau o Fuddiant.</b><br/>I dderbyn unrhyw ddatganiadau o<br/>fuddiant ar eitemau ar yr agenda.</p>   | <p><b>Declaration of Interest.</b><br/>To receive any declarations of interest<br/>in items on the agenda.</p>   |
| <p><b>3. Cyhoeddiadau y Cadeirydd.</b><br/>I dderbyn cyhoeddiadau gan y Cadeirydd.</p>   | <p><b>Chairs announcements.</b><br/>To receive announcements from the<br/>Chair.</p>   |
| <p><b>4. Cofnodion.</b><br/>I awdurdodi'r Cadeirydd i arwyddo<br/>cofnodion yr cyfarfod y Pwllgor a<br/>gynhaliwyd ar 3 Awst 2021 fel cofnod<br/>cywir.</p>  | <p><b>Minutes.</b><br/>To authorise the Chair to sign the<br/>minutes of the meeting of the<br/>Committee held on the 3 August 2021<br/>as a correct record.</p>   |
| <p><b>5. Adroddiadau Clerc y Dref.</b><br/>a) Deddf Llywodraeth Leol ac Etholiadau<br/>(Cymru) 2021; Cynlluniau hyfforddi.<br/>b) Adolygiad o'r broses arfarnu a gosod<br/>targedau.</p>   | <p><b>Town Clerk Reports.</b><br/>Local Government and Elections<br/>(Wales) Act 2021; Training plans.<br/>Appraisal process review and target<br/>setting.</p>  |
| <p><b>6. Gohebiaeth.</b><br/>I ystyried gohebiaeth a dderbyniwyd ac i<br/>wneud unrhyw benderfyniadau<br/>angenrheidiol arno. (Gellir derbyn<br/>gohebiaeth ar ôl i'r agenda gael ei<br/>chyhoeddi a gellir ei hystyried yn y<br/>cyfarfod hwn).</p> | <p><b>Correspondence.</b><br/>To consider correspondence received<br/>and to make any necessary decisions<br/>thereon. (Correspondence can be<br/>received after the agenda has been<br/>published and may be considered at<br/>this meeting).</p> |
| <p>a) <b>Mr. G Thomas.</b><br/>Hysbysiad o dynnu cais gweithio hyblyg yn<br/>ôl.<br/><b>Gweithredu:</b> Nodwyd.</p>  | <p><b>Mr. G Thomas.</b><br/>Notification of withdrawal of flexible<br/>working request.<br/><b>Action:</b> Note.</p>   |
| <p><b>7. Rhan B</b><br/><b>Gwahardd y cyhoedd a 'r Wasg.</b><br/>Yn rhinwedd Deddf Cyrff Cyhoeddus<br/>(Derbyn i Gyfarfodydd) 1960, ni chaiff y<br/>wasg na'r cyhoedd eu cynnwys yn y<br/>trafodaethau ar yr eitem ganlynol ar y</p>                 | <p><b>Part B</b><br/><b>Exclusion of Public and Press.</b><br/>By virtue of the Public Bodies<br/>(Admission to Meetings) Act 1960, the<br/>press and public are excluded from<br/>discussions on the following item on</p>                        |

sail y byddai eu datgelu yn niweidiol i fudd y cyhoedd oherwydd natur gyfrinachol y busnes i'w drafod

the basis that disclosure thereof would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted.

7. Broses arfarnu.

Absence reporting.

~~**Adroddiadau a manylion ariannol**~~  
~~**Reports and financial details**~~

**Adroddiadau a manylion ariannol.**

**Reports and financial details.**

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

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

**REPORT AUTHOR:** Town Clerk.  
**SUBJECT:** Local Government and Elections (Wales) Act 2021; Training plans.  
**REPORT FOR:** Decision.

**1. Summary.**

1.1 To consider the implications of section 67 of the Local Government and Elections (Wales) Act 2021.

**2. Background.**

2.1 Under section 67 of the Local Government and Elections (Wales) Act 2021 community and town councils will have a duty to consider training from 5 May 2022 for councillors and community council staff and publish the first training plans by November 2022.

2.2 It is not the intention to ensure that each councillor necessarily receives training on the same subjects but to seek to bring about a situation where the councillors as a group, and the staff collectively, possess the knowledge and awareness they need to operate effectively.

2.3 This considers that some community councils have only one member of staff, the clerk, and some smaller community councils share their clerk with one or more other community councils.

**3. Training plans implications for Town Council.**

3.1 The current situation is that staff training needs are identified through the appraisal process and Members respond on an ad hoc basis to opportunities offered by One Voice Wales or training course identified individually.

3.2 The new duty will require a more structured approach to training delivery and therefore the Committee needs to ensure that sufficient budgetary provision is provided in the 2022/23 financial year to facilitate the implementation of the training plan once approved.

3.3 The delivery of the training may continue utilising the online modules offered by One Voice Wales, but there could be some benefit in delivering bespoke training locally, possibly in in in partnership with adjoining community councils.

**4. Recommendation.**

4.1 That Committee recommends the Town Council that adequate provision is made within the 2022/23 budget to allow for the implementation of the training plan.

**5. Reasons for recommendation.**

5.1 To ensure that the Town Council can fulfil its duties under section 67 of the Local Government and Elections (Wales) Act 2021.

**REPORT AUTHOR:** Town Clerk.  
**SUBJECT:** Appraisal process review and target setting.  
**REPORT FOR:** Decision.

**1. Summary.**

1.1 To consider the review of the appraisal process.

**2. Background.**

2.1 Members consider the adoption of an alternative methodology for staff appraisals at the meeting of the 1 June 2021 and agreed to develop a new appraisal for based on examples provided to the meeting

2.2 This has been undertaken and a new appraisal form is appended to this report for Member's consideration. If Members are minded to adopt the new form Part C requires target setting and training needs to be identified.

2.3 Whilst training needs have been an integral element of previous appraisals the use of SMART (Specific, Measurable, Achievable, Realistic, Timed) targets have not.

2.4 The process stipulates that targets should be discussed during the appraisal meeting and mutually agreed and that 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.

**3. Setting SMART targets.**

3.1 When setting targets appraisees should avoid: -

- setting objectives which are not specific.
- having no system, method, or procedure in place to track and record actions and progress towards achieving goals.
- setting objectives which are unachievable.
- setting objectives which are unrealistic.
- not having timeframes for the achievement of the objective or objectives
- setting deadlines which are neither achievable nor realistic.
- forgetting that situations change and that it may be necessary to review and amend or renegotiate targets if circumstances make them less certain or impossible.

3.2 The Council's key objectives in the business plan provides the strategic framework for this process which are: -

- To serve those who live, study and work in Llangollen and those who visit the town.
- To promote and represent the community's views and aspirations at local, county, regional and national level.
- To provide high standard, cost-effective services, and amenities to help meet the needs and wishes of residents.

- To work in partnership, or otherwise, with other statutory and voluntary bodies, businesses, and individuals to ensure an improving standard of services and facilities to meet the needs and expectations of Llangollen's residents.
  - To achieve a greater degree of influence over service delivery and development in the town to ensure that the best interests of Llangollen are taken into account.
  - To seek a fair share of investment in the town by local, county and regional authorities.
  - To encourage the devolution of services to the Town Council where they can be delivered more effectively and efficiently, and ideally with no additional cost to the tax payer.
  - To enhance and promote the historic and cultural heritage of Llangollen and safeguard its unique identity and its natural and built environment.
  - To encourage and promote the economic and commercial vitality of the town centre and to strive for a pleasant, clean and safe environment throughout the town, including shared space,
  - To promote and support local voluntary groups and clubs that seek to assist residents and visitors to Llangollen.
  - To be a professional, competent and caring Town Council.
  - To help to create a socially inclusive and caring community which embraces all its residents, irrespective of age, culture, income, race, sexual orientation or religion, and which seeks to develop their well-being, knowledge, understanding and mutual co-operation.
3. As this is a new requirement, Committee Members may wish to assist the appraisers in identified appropriate SMART targets for the following year.
- 4. Recommendation.**
- 4.1 That Members consider:-
- a) adopting the appraisal form append to this report,
  - b) providing the appraisers with a steer as to the SMART targets to be consider in the appraisal process.
- 5. Reasons for recommendation.**
- 5.1 To ensure probity in the delivery of Town Councils Human Resource processes.

## Llangollen Town Council - Annual Staff Appraisal.

**Confidential when complete.**

Name:	
Job Title:	
Appraisal Date:	
Reviewer:	

### 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.

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 Appraisers - to be completed by the Appraisers.
- PART C: Target 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 appraisers will check these before signing the form.
- PART D: Further Comments - to be completed by both parties before signing the form.

**PART A: Appraisee'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.

<b>OBJECTIVES</b> (set at previous appraisal)	<b>Rating:</b> 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)

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

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**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?

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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.

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**PART B: Evaluation by Appraisers**

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: TARGET SETTING AND TRAINING NEEDS IDENTIFIED**

OBJECTIVES Targets should be <b>S</b> pecific, <b>M</b> easurable, <b>A</b> chievable, <b>R</b> ealistic, <b>T</b> imed	Target Date:

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

**PART D: FURTHER COMMENTS**

Comments by Appraisee
Comments by Appraiser

	Signed:	Date:
Appraisee		
Appraiser		
Town Clerk		

## Pwyllgor Adnoddau Dynol.

## Human Resources Committee.

### Agenda 03.08.2021

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| <p><b>1. Rheolau Sefydlog.</b><br/>Penderfynu peidio â chaniatáu cofnodi trafodion y cyfarfod yn unol â Rheolau Sefydlog 3(l).</p>   | <p><b>Standing orders.</b><br/>To resolve not to allow the recording of the proceedings of the meeting in accordance with Standing Orders 3 (l).</p>   |
| <p><b>2. Ymddiheuriadau am absenoldeb.</b><br/>I dderbyn, ystyried a derbyn Ymddiheuriadau am absenoldeb.</p>  | <p><b>Apologies for absence.</b><br/>To receive, consider and accept apologies for absence.</p>  |
| <p><b>3. Datganiadau o Fuddiant.</b><br/>I dderbyn unrhyw ddatganiadau o fuddiant ar eitemau ar yr agenda.</p>   | <p><b>Declaration of Interest.</b><br/>To receive any declarations of interest in items on the agenda.</p>   |
| <p><b>4. Cofnodion.</b><br/>I awdurdodi'r Cadeirydd i arwyddo cofnodion yr cyfarfod y Pwllgor a gynhaliwyd ar 01.06.21 fel cofnod cywir.</p>   | <p><b>Minutes.</b><br/>To authorise the Chair to sign the minutes of the meeting of the Committee held on the 01.06.21 as a correct record.</p>  |
| <p><b>5. Adroddiadau Clerc y Dref.</b><br/>a) Broses arfarnu.<br/>b) Materion a gyfeiriwyd i'r Pwyllgor o'r Cyngor Tref: Hysbysiad o weithredoedd y Swyddog Priodol.<br/>c) Argymhellion i'r Cyngor Tref.</p>  | <p><b>Town Clerk Reports.</b><br/>Absence reporting.<br/>Matters referred to Committee from the Town Council: Notice of Proper Officer's actions.<br/>Recommendations to Town Council.</p>   |
| <p><b>6. Rhan B</b><br/><b>Gwahardd y cyhoedd a 'r Wasg.</b><br/>Yn rhinwedd Deddf Cyrff Cyhoeddus (Derbyn i Gyfarfodydd) 1960, ni chaiff y wasg na'r cyhoedd eu cynnwys yn y trafodaethau ar yr eitem ganlynol ar y sail y byddai eu datgelu yn niweidiol i fudd y cyhoedd oherwydd natur gyfrinachol y busnes i'w drafod</p> | <p><b>Part B</b><br/><b>Exclusion of Public and Press.</b><br/>By virtue of the Public Bodies (Admission to Meetings) Act 1960, the press and public are excluded from discussions on the following item on the basis that disclosure thereof would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted.</p> |
| <p><b>7. Cais gweithio hyblyg statudol ar gyfer gweithio o bell.</b></p>   | <p><b>Statutory flexible working request for remote working.</b></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:** Absence reporting.  
**REPORT FOR:** Decision.

**1. Summary.**

1.1 To receive and approve reported absences from work.

**2. Background.**

2.1 Standing orders state that subject to the Council's policy regarding absences from work, the Council's most senior member of staff shall notify the chairman of the Human Resources Committee or, if he is not available, the vice-chairman of the Human Resources Committee of absence occasioned by illness or other reason and that person shall report such absence to the Human Resources Committee at its next meeting.

2.2 Notification is therefore given that the post holder LTC1 was absence from work as per the schedule of approved leave taken since the last notification is detailed below.

<b>Leave</b>		<b>Total Days</b>	<b>31</b>
<b>From</b>	<b>To</b>	<b>No. of Days</b>	<b>Leave remaining</b>
06.04.21	08.04.21	3	28
01.07.21	08.07.21	4.5	23.5

**3. Recommendation.**

3.1 That Members receive the approve reported absences from work.

**4. Reasons for recommendation.**

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

**REPORT AUTHOR:** Town Clerk.  
**SUBJECT:** Notice of Proper Officer's actions.  
**REPORT FOR:** Decision.

**1. Summary.**

1.1 To note actions undertaken by the Proper Officer referred to the Committee by the Town Council.

**2. Background.**

2.1 The decisions of a Community Council are only lawful when they are made by a majority vote at a properly convened, quorate of full council meeting held in public or at a committee of at least three councillors with delegate specific powers. Statute<sup>1</sup>, as reflected in a mandatory provision of every council's standing orders, prohibits decision-making powers being delegated to any single councillor, including the chair and therefore: -

- Decision-making by single councillors is unlawful.
- Decision-making between meetings, whether of the full Council or a committee or sub-committee is unlawful.

2.2 The Town Clerk's primary responsibility is to advise the Town Council on whether decisions are lawful and to recommend ways in which decisions can be implemented. The Town Clerk and Members must recognise that:

- the Town Council is responsible for all decisions;
- the Town Clerk takes instructions from the Town Council as a body;
- the Town Clerk is answerable to the Town Council as a body and not to individual members – not even the chair; and
- the Town Clerk is responsible for the implementation of council decisions.

2.2 Equally the Town Council as a whole is responsible, in law<sup>2</sup>, for ensuring that the Council's financial management is adequate and effective. It must set in place a sound system of internal control to enable the effective exercise of the Town Council's functions. Members must never authorise funds transfers which are presented for approval in advance of supply or were unsupported by appropriate documentation.

**3. Notification.**

3.1 Recent actions, by some Members, were unlawful as they were undertaken as individual Councillors with no authorisation from the Town Council or a Committee.

3.2 As concerns have been raised with the County Councils monitoring officer and the Auditor General for Wales, the actions of the Proper Officer are being reported to Council. However, at present, this is not a notification to Members under Sc14(a) of standing orders.

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<sup>1</sup> Section 101, Local Government Act 1972

<sup>2</sup> Accounts and Audit (Wales) Regulations 2014

- 3.3 Once the Proper officer was aware of these activities he had a duty to ensure that the Town Council acted within the law and he reminded all Members, by email, of their responsibilities in terms of acting lawfully and maintaining adequate and effective financial management control.
- 3.4 It must also be noted that if an investigation by the monitoring officer, is forthcoming this could result in action being taken under the code of conduct. Additionally, should the Auditor General for Wales consider that the matter warrants a public interest report, the cost of this work would be chargeable to the Town Council.
- 3.5 Having brought these matters formally to the attention of Members, the Proper Officer has discharged his duty as Town Clerk and Responsible Financial Officer.

**4. Recommendations.**

- 4.1 It is recommended that the Committee notes the actions of the Proper Officer on this matter and the potential consequences of any investigation by the monitoring officer or the Auditor General for Wales.

**5. Reasons for recommendation.**

- 5.1 To ensure compliance with legislation and probity in financial affairs.



**REPORT AUTHOR:** Cllr John Palmer.  
**SUBJECT:** HR support from Denbighshire County Council.  
**REPORT FOR:** Decision.

**1. Summary.**

- 1.1 To approve a recommendation for the council to consider the sum of £250 with an additional contingency of £250 to cover the cost of HR advice from Denbighshire County Council .

**2. Background.**

- 2.1 At the meeting of the HR Committee on 1 June 2021, we were asked to consider a confidential request by a member of staff concerning flexible working. In order to ensure that we follow the correct procedures and lawful process in a timely manner We are taking advice and support from Denbighshire County Council Human Resources department. There is a time limit of 90 days to respond to the request. Denbighshire County Council is a trusted supplier and tendering could have caused the process to extend beyond the time limit. We also wish to ensure that there is no conflict of interest because the applicant also has an advisory role.

**3. Recommendation.**

3. It is therefore recommended that the HR Committee approve a recommendation for the council to consider the sum of £250 with an additional contingency of £250 to cover the cost of HR advice from Denbighshire County Council.

**Pwyllgor Adnoddau Dynol.**

**Human Resources Committee.**

**Agenda  
01.06.2021**

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

**Adroddiadau a manylion ariannol.**

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

***Reports and financial details.***

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**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 29<sup>th</sup> 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

<b>Name(s)</b>	
<b>Date of Appraisal:</b>	
<b>Period Covered From:</b>	
<b>To:</b>	

*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.**

<b>Name:</b>	
<b>Job Title:</b>	
<b>Appraisers Name:</b>	
<b>Appraisal Date:</b>	
<b>Appraisal Period:</b>	

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: Appraisee'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.

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

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
	Yes	No
	Yes	No
	Yes	No
	Yes	No
	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**

<b>OBJECTIVES</b> Objectives should be <b>Specific, Measurable, Achievable, Realistic, Timed</b>	<b>Target Date:</b>

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

**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.

## **Pwyllgor Adnoddau Dynol.**

## **Human Resources Committee.**

### **Agenda 16.03.2022**

- |  |   |
|--|---|
| <p><b>1. Ymddiheuriadau am absenoldeb.</b><br/>I dderbyn, ystyried a derbyn<br/>Ymddiheuriadau am absenoldeb.</p>  | <p><b>Apologies for absence.</b><br/>To receive, consider and accept<br/>apologies for absence.</p>   |
| <p><b>2. Datganiadau o Fuddiant.</b><br/>I dderbyn unrhyw ddatganiadau o<br/>fuddiant ar eitemau ar yr agenda.</p>   | <p><b>Declaration of Interest.</b><br/>To receive any declarations of interest<br/>in items on the agenda.</p>  |
| <p><b>3. Cyhoeddiadau y Cadeirydd.</b><br/>I dderbyn cyhoeddiadau gan y Cadeirydd.</p>   | <p><b>Chairs announcements.</b><br/>To receive announcements from the<br/>Chair.</p>  |
| <p><b>4. Cofnodion.</b><br/>I awdurdodi'r Cadeirydd i arwyddo<br/>cofnodion yr cyfarfod y Pwllgor a<br/>gynhaliwyd ar 7 Rhagfyr 2021 fel cofnod<br/>cywir.</p>   | <p><b>Minutes.</b><br/>To authorise the Chair to sign the<br/>minutes of the meeting of the<br/>Committee held on the 7 December<br/>2021 as a correct record.</p>  |
| <p><b>5. Adroddiadau.</b><br/>a) Arfarniad Blynnyddol Clerc y Dref.<br/>b) Cynhadledd Ymarferwyr Rhithwir.</p>   | <p><b>Reports.</b><br/>Town Clerk's Annual Appraisal.<br/>Virtual Practitioners' Conference.</p>  |
| <p><b>6. Gohebiaeth.</b><br/>I ystyried gohebiaeth a dderbyniwyd ac i<br/>wneud unrhyw benderfyniadau<br/>angenrheidiol arno. (Gellir derbyn<br/>gohebiaeth ar ôl i'r agenda gael ei<br/>chyhoeddi a gellir ei hystyried yn y<br/>cyfarfod hwn).</p>   | <p><b>Correspondence.</b><br/>To consider correspondence received<br/>and to make any necessary decisions<br/>thereon. (Correspondence can be<br/>received after the agenda has been<br/>published and may be considered at<br/>this meeting).</p>  |
| <p><b>Rhan B.</b><br/><b>7. Gwahardd y cyhoedd a 'r Wasg.</b><br/>Yn rhinwedd Deddf Cyrff Cyhoeddus<br/>(Derbyn i Gyfarfodydd) 1960, ni chaiff y<br/>wasg na'r cyhoedd eu cynnwys yn y<br/>trafodaethau ar yr eitem ganlynol ar y sail<br/>y byddai eu datgelu yn niweidiol i fudd y<br/>cyhoedd oherwydd natur gyfrinachol y<br/>busnes i'w drafod.</p> | <p><b>Part B.</b><br/><b>Exclusion of Public and Press.</b><br/>By virtue of the Public Bodies<br/>(Admission to Meetings) Act 1960, the<br/>press and public are excluded from<br/>discussions on the following item on<br/>the basis that disclosure thereof<br/>would be prejudicial to the public<br/>interest by reason of the confidential<br/>nature of the business to be<br/>transacted.</p> |

**8. Adroddiadau.**

- a) Broses arfarnu.
- b) Datganiad cyflogaeth arall.
- c) Cofrestru Awtomatig.

**Reports.**

- Absence reporting.
- Declaration of other employment.
- Automatic Enrolment.

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:** Chair.  
**SUBJECT:** Town Clerk's Annual Appraisal.  
**REPORT FOR:** Decision.

1. Summary.
  - 1.1 To consider the Town Clerk's annual appraisal.
2. Background.
  - 2.1 Under standing orders the Chair of the Human Resources Committee, or in his absence the vice-chair, shall conduct a review of the performance and annual appraisal of the work of the Town Clerk. The reviews and appraisal are subject to approval by resolution by the Human Resources Committee.
  - 2.2 The review was undertaken in line with the Town Councils Training and Development Policy for Staff and Councillors.
3. Actions.
  - 3.1 The Chair is now identifying any actions required by the employer in response to the appraisal and will report any issues that need attention to the Committee in due course.
  - 3.2 The Town Clerks contract and job description stipulates that the post-holder is required to attend training courses or seminars on the work and role of the Clerk as required by the Council and to attend Conferences of the Society of Local Council Clerks and other relevant bodies as a representative of the Council as and when authorised.
  - 3.3 The appraisal process is used to identify and agree the Town Clerk's training needs, and the following conferences are regarded as the most appropriate conferences to attend.

SLCC National Conference.	2022
SLCC Climate Change Summit.	2022
Regional Training Seminars Wales.	2022
SLCC Practitioners.	2023
4. **Recommendation.**
  - 4.1 That Members note the progress on the appraisal and agrees the Town Clerk's attendance at the conferences identified by the training needs assessment.
5. **Reasons for recommendation.**
  - 5.1 To ensure probity in the management of staff.



**REPORT AUTHOR:** Town Clerk.  
**SUBJECT:** Virtual Practitioners' Conference.  
**REPORT FOR:** Information.

**1. Summary.**

- 1.1 To receive a summary of the Town Clerks attendance at the Virtual Practitioners' Conference 2022.

**2. Background.**

- 2.1 The conference is organised by the Society of Local Council Clerks, designed by clerks for clerks. This popular event continued to feature relevant topics and was delivered virtually. The 2022 conference took place over three days, Tuesday 15, Wednesday 16 and Thursday 17 February 2022.

**3. Virtual Practitioners' Conference.**

- 3.1 The unique and informative agenda featured a blend of workshops with direct practical relevance to parish, town and community councils. Over the three days the Town Clerk engaged in the following sessions

**Tuesday 16 February.**

**The Power of Community.**

Speaker: Shahin Sadafi, the founding chair of Grenfell United  
Shahin was working away from home on the 14 June 2017 when he received a call in the middle of the night to say that Grenfell Tower was on fire, and he raced home as soon as possible to find his family and help others. The end was devastating. 71 people died and 70 people were injured and most of the building was destroyed. Shahin and everyone's lives were changed forever. But, in this moment of extreme tragedy, a community came together and working with residents and the wider community Shahin established Grenfell United, an association with the ultimate mission to unite the bereaved families and survivors with a strong and dignified voice.

**Digital Levelling Up – Working Smarter Using Microsoft 365.**

Speakers: David Hal is the Managing Director, CloudyIT, and Linda Chandler Industry Executive, Local and Regional Government, Microsoft

The session examined the need for parish and town councils to digitally level up is more important than ever before. The role of the local council in connecting the community and providing key services to its residents was expanding. 'Smart' parishes and towns are now becoming a reality and clerks more than ever before need the digital tools to keep pace. Linda Chandler recounted her decade-long journey working with smart cities to smart places, how the future of this work can help the high street and how stakeholder collaboration at a hyperlocal level is key to place agility. Microsoft's New Commerce Experience going live in March 2022, which represents their first price increase in 10 years was cited as how the modern council could achieve this smart status, by using the Microsoft cloud and a suite of apps to drive productivity and efficiency.

### **How to Market your Parish to Attract Visitors.**

Speaker: Becky Walsh, Personal Power Specialist and Communications and marketing for Weston-Super-Mare Town Council.

During this workshop Becky lead a conversation on how to market something you are not selling and how to make your parish or village an attractive destination choice for visitors. The session focused on

Why - What are your selling points, Target Audience & Market, are there community groups you can join on Facebook?

Who - Where am I likely to find those people, local independent shops matter to?

What - What can you say that will emotionally connect people, local independent shops matter to people, we like a stroll, think of wellbeing and what nature you have around you. What history do you have? What special places that others would love.

### **Tackling Poverty through Partnership.**

Speakers: Sam Scotchbrook, Partnerships Support Officer, Advice in County Durham Partnership and Scott McInally, Assistant Assessment and Awards Manager Durham County Council.

This session introduced the principal of the 'No Wrong Door' approach and how this had been both challenging and successful before and during Covid-19 within the sector. Advice in County Durham Partnership was established in 2013 using Big Lottery Funding. It was originally a voluntary sector only partnership, but Durham County Council joined the Partnership Board in 2015. The development of the 'No Wrong Door' approach provided a better and seamless client journey. It allowed for the ability to access paperwork more quickly. more efficient case management improved communication between partners, better confidentiality and data protection and a clearer audit trail. During the pandemic this approach helped to link up with Durham County Council Community Hubs helping to coordinate voluntary sector activity in response to pandemic and Innovative projects emerging from the COVID-19 experience such as the continuing to deliver training and network meetings via Teams. The relationship between Council and voluntary sector stronger than ever

### **Wednesday 16 February.**

#### **Open Space Management.**

Speaker: Roger Taylor, Consultant at Wellers Hedley's Open Space Management  
Explored the powers of local councils in respect of the acquisition, retention and management of open space, and the challenges of maintaining the same from a practical and financial viewpoint.

#### **Risk Assessments – Getting the Fundamentals Right and Health and Safety Made Easy.**

Speakers: Emily Hobbins, Senior Auditor, SWAP and Andy Moss, Health and Safety Consultant, Norfolk County Council

The session began with Andy Moss explain the benefits of effective health and safety, signposting key considerations and the measures that provide confidence to health and safety management. Emily Hobbins then covered risk assessment / scoring and risk appetite

Risk appetite is defined as ‘the amount of risk to which the organisation is prepared to accept, tolerate, or be exposed to at any point in time.’ i.e., limiting exposure to an acceptable level for the expected gains by identifying the amount of risk that can be tolerated. Key aspects from this session were

- You may return to the assessment and scoring of risks as / when the risk environment changes, and at any point during the risk management cycle
- Risk ratings are helpful as relative, not absolute indicators
- Inherent risk is the ‘raw’ risk, before controls have been taken into consideration
- Residual risk is the risk which remains once controls have been taken into consideration
- Be practical, pragmatic, “There are risks and costs to a program of action. But they are far less than the long-range risks and costs of comfortable inaction” J. F. Kennedy
- Keep any risk assessment tools simple and easy to understand, and make sure they are clearly outlined in your risk management strategy

### **Understanding the Public Sector Procurement Process.**

Speaker: Patricia Marks, Founder and CEO, Somerset Business Agency.

This session covered, identifying barriers to success, a pathway to contract readiness, gaining experience as part of the process, developing contracting skills and making use of feedback and continuous improvement. Patricia advised that after BREXIT so far, we know that public procurement in the UK is regulated by the Public Contracts Regulations 2015 (the “PCR 2015”), which derive from the EU Public Contracts Directive 2014. The PCR 2015 are domestic law and will continue to apply to public procurements in the UK after 31 December 2020. The Government has already announced amendments to the current regime, with further amendments as the new trade landscape becomes apparent. Find a Tender Service (FTS) is free to use and replaces the role of Tenders Electronic Daily, the Official Journal of the EU (OJEU/TED) for procurements in the UK. Practical considerations in procuring are to:

- Be clear about the processes you are adopting
- Be clear about the standing orders
- Be clear about the internal council processes you are working to
- Be clear where the details are available
- Be clear how anyone can access the details
- Be clear on timelines

### **Get Ready for the Changes in Wales.**

Speaker: Kevin Griffiths, Head of Local Government Partnerships, Welsh Government  
Kevin provided updates on the General Power of Competence and self-evaluation toolkit participation at meetings, annual reports, and training plans. He outlined the changes, how to get ready, where to go for support. The session also covered the draft statutory guidance for community and town councils on a number of provisions in the Local Government and Elections Act.

**Thursday 17 February.**

**Contracts and Employment.**

Speaker: Ian Smith, SLCC National Employment Advisor

This session was a guide to contracts and employment, the 2011 model contract and the clauses and provisions in it. Additionally disciplinary and grievance procedures were covered and how to use them, when they work and when they breakdown.

**Statutory Training Plans for Welsh Councils.**

Speakers: Elisabeth Skinner MBS FSLCC, Academic Leader, Kevin Griffiths, Head of Local Government Partnerships, Welsh Government

This session introduces the statutory requirement for training plans in Wales and considers appropriate Training Needs Analysis which as a minimum should include, basic induction for councillors, the code of conduct for Members of local authorities in Wales. financial management and governance. The Training Plan would need to identify the type of training, numbers participating, the timeframe over which the training is expected to be completed and the overall cost of the training

**Preparing your Council for Hybrid Meetings**

Speakers: David Hall, Managing Director, Cloudy IT, Kelley Chisman, Optomo Projectors and Edward Orchard, Logitech.

Cloudy IT joined by Logitech, Optoma Projectors and Decisions, the agenda pack solutions company, to investigate how to prepare a council for broadcasting their council meetings as well as hosting hybrid meetings. They explored the concept of simple to use, cost-effective technology as the key to ensuring a stress-free experience and demonstrated the technology available.

**Building Resilience and Protecting Self-esteem.**

Speaker: Becky Walsh, Personal Power Specialist, Beckywalsh.com

Resilience is the 'rubber ball' factor, the ability to bounce back in the event of adversity and the ability to know yourself well enough to avoid the triggers that can cause mental and emotional issues. Put simply, resilience is the ability to cope with and rise to the inevitable challenges, problems, and setbacks you meet in your life. It will take you longer to find your lost self-esteem than it will to find another job. If you come to the conclusion that it is too stressful. Walk away! Act like your life depends upon it, because it does!

**How to Make Critical Decisions when the Stakes are High.**

Keynote Speaker: Andrew Pain, Leadership Coach

Andrew's journey to speaker and coaching began 15 years ago, when stuck in a violent and abusive marriage, with no ambitions of his own and a chronic worrier, he set about taking control of his life and transforming his future. His keynote speech looked at the practical strategies on critical aspects of leadership development, including decision-making under pressure, burnout, effective delegation, time management and personal performance.

How do you make wise decisions when you are under pressure and out of time?

What is the best approach for big decisions: –

- Your Gut?

- Your Heart?
- Your Brain?
- A mix of all of them?
- or an Algorithm?

How do you know when to play it safe and when to do something audacious?

**Plenary session.**

- 3.2 The Town Clerks contract and job description which stipulates that the post-holder is required to attend training courses or seminars on the work and role of the Clerk as required by the Council and to attend Conferences of the Society of Local Council Clerks and other relevant bodies.
- 3.3 The mix of online workshops and plenary sessions provide invaluable information, advice, and guidance on a diverse range of topics and increased the Town Clerks knowledge in a number of areas, as well as contribute to his CPD log requirements as a Fellow of the Society of Local Council Clerks.