



Horsforth Town Council

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Staffing and Employment Committee

Thursday 28 October 2021

AGENDA PACK

Contents page overleaf

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Table of Contents

Item 5 - Business continuity plan report 3
Item 6 - example recruitment and selection policy 22

Business Continuity Plan

Report For Consideration by Staffing and Employment Committee: August 2021

Background

A business continuity plan (BCP) for Horsforth Town Council will ensure that the Council is prepared in the event of short and long term staff shortages through illness or other factors outside of the Council's control. This will mean that it can restore Council services to the widest extent possible in a minimum time frame should staff shortage occur. A BCP will also ensure that clear procedures are in place so that Council and Council Officers are clear about the work of Council during periods of staff absence; this will include identifying crucial services that must run, and identifying and suspending non urgent work until the Council is back to full staff. Importantly, it was also map out how to safeguard Council Officers against high levels of stress and overwork.

Achieving a Business Continuity Plan

The first step to achieving a Business Continuity Plan for Horsforth Town Council is to hold an independent, expert review of the structure and of Council. A review of this kind would highlight gaps or improvement needs in staffing and structure, for example illustrating whether an Assistant Clerk role in a small team is sufficient to ensure business continuity in the absence of the Clerk. It is important that this is independent for two reasons. Firstly, a professional review is a specialised service and therefore outside the remit of individual officers of a particular Council. Secondly, an independent review is objective and impartial, and therefore free from any potential bias or perception. The Society for Local Council Clerks (SLCC) has a Local Council Consultancy service (LCC) that provides such a review that draws on the wide range of expertise and knowledge of SLCC. The cost of this is currently £1800. [More information on SLCC's Local Government Consultancy can be found here](#)

Assistant Clerk/Deputy Clerk

One of the key questions is whether the role of Assistant Clerk, with its associated duties, is sufficient to ensure business continues in the absence of the Clerk. Currently, though the Clerk and Assistant Clerk have different job roles, whenever help is needed due to workload, one Council Officer will assist the other as much as possible. This depends on how much work has come in on any given day/week.

An independent review will analyse the split of Assistant Clerk to Clerk and report on whether, with such a small staff, an assistant post falls short in covering the wide range of tasks needed for crucial Council business across the year. A Deputy Clerk, trained in all work of Council, may not only be a more effective role but also ensure a fairer split of work between current officers. This has the added benefit of increasing the efficacy of their combined roles as well as ensuring business can continue during absence.

Baildon Town Council (BTC) recently underwent a staff review by LCC. In that review the need for a Deputy Clerk was highlighted, because of the need for interchangeable staff to keep business running. In the staff review the LCC specifically stated:

“This new post is to deputise for the Town Manager, and not to work as her assistant”

Note: The review also recommended that the Town Clerk and Deputy Clerk be called Town Manager and Deputy Town Manager, hence the wording above. (permission granted by Louanna Winch, Clerk of Baildon Town Council, to use information from the review).

Comparison of Deputy Clerk and Assistant Clerk Roles

The job description for Deputy Clerk at Baildon Town Council:

Main purpose of the role:

To assist, support **and deputise for** the town clerk in **all aspects** of the day to day management and operation of council services and resources.

In the absence of the town clerk, to **ensure the continued effective, compliant operation of the town council and as such, to assume the statutory roles of the Proper Officer.**

Job Description for Assistant Clerk at Horsforth Town Council:

Main Purpose of Role:

To provide **office and administrative support for** the work of Horsforth Town Council in the execution of its statutory duties and its additional community work under the direction of the Clerk to the Council.

There is a clear difference in expected duties between a Deputy Clerk and Assistant Clerk. This is further illustrated that the necessary **minimum** professional qualification for the Deputy Clerk at Baildon is CILCA, whilst the necessary professional qualification for the Assistant Clerk at Horsforth is ILCA.

The role of Deputy Clerk at Baildon pays the same salary as the Clerk, to reflect the level of duties and responsibilities. This is because the Deputy Clerk has taken over many of the Clerk's duties and will, on many occasions, represent the Council as its Proper Officer.

The current rate of pay for the Deputy Clerk post is scale 24 – 28, £28,672 - £32,234 (April 2020). This is the same as the scale for the Clerk at Horsforth. The rate of pay for the Assistant Clerk is scale 11-13, £21,748 - £22,627 (April 2020) which reflects the range of tasks current done to assist the Clerk, that are all lower level tasks.

The full duties specified for each post can be found at the bottom of this report.

Identification of Core Council Business

Horsforth Town Council needs to identify core business during times of staff shortages. During the last Council staffing shortage, a number of the regular meetings normally serviced by the Clerk, were clerked by the Assistant Clerk, including Full Council and FGP which have complex financial, legal and strategy information and tasks to be presented or completed so that they can function. This work was above the remit of the Assistant Clerk, something that Council and the Assistant Clerk didn't realise, which lead to overload and long working hours. All of this was done without the requisite level of training for such tasks. Further, there was confusion over which tasks were core Council business and which could be deferred until staffing levels were back to normal; in fact extra meetings had to be scheduled, some of an emergency nature, which added to the stress and overwork of the Assistant Clerk who was already taking on a huge range of extra duties at the time.

The break in continuity at Horsforth Town Council has happened before with the resulting stress and overwork falling on the newly promoted Clerk who also worked long hours and gained extra expertise in a very pressured environment and time scale. Now that business continuity has been identified and confirmed as a key factor in the function of Council, and welfare of its Officers, a review of this is needed.

An independent review will help the Council identify how to prevent this happening in the future, as well as the core business of Council. It will recommend how to establish clear procedures for core tasks as well as for suspending some Council business during times of staff shortages.

Current Workload

The current workload is causing overwork for the present Officers. The majority of the work of the Council Officers is invisible to Council; Councillors will see agendas and agenda packs at meetings, have Council information sent out and receive information in a variety of ways (emails, letters, written and verbal reports from Council Officers) but the amount of work needed to keep the Council operating is firmly in the background. Therefore a breakdown of tasks with a code for timing has been completed to illustrate workload. As some tasks, even some seemingly routine tasks, turn out to be more complex than predicted, the timings can only give a very approximate span of time. Further, actions from committee meetings vary greatly, from routine (notifying an application of the outcome of a grant application), to complex and long term (for example, work on 3/5 The Green or the website overhaul). With this in mind, this report includes examples of different tasks with a breakdown of the steps involved in the task and approximate time taken. indicate workload. It is hoped that this will illustrate a typical week and workload of the Council Officers.

Committees, Sub-Committees and Working Groups

Even when fully staffed, clerking meetings has a huge workload overhead for Officers. Horsforth Town Council have Full Council and three regular committees clerked by Officers. Council then asked that Events sub-committee was clerked, in addition to the Staffing sub-committee. Both of these are on an ad hoc basis but at the time of writing the report, Events is scheduled every month due to the Covid pandemic causing decisions to be deferred. Council previously requested that the 3/5 The Green Steering group is clerked and have now asked the same for the CIL working group. Further there are another four working/steering/advisory groups that will be meeting (Playgrounds, Climate Change, Policies and Procedures and Editorial) with the inevitable rise in actions for the office. For example, action points from the Climate Change working group raised the workload for the office (researching reverse vending machines, researching electric car charging provision in the area), the last round of HM preparation, proofing, printing and organising delivery of took full weeks of work for the Office.

The agendas and agenda packs that Council gets across its various meetings is presented to a high standard. It takes an average of six hours – a full working day - to prepare the agenda and documents/agenda pack for bigger meetings (see breakdown of tasks document for examples of the steps involved in administration of agendas and packs). There is also preparation before, servicing during, actions arising after. Between meetings Officers are busy with action points ranging from simple to complex and/or in depth, chasing up for responses, and writing up in the appropriate format for the next meeting. As the next summons date arrives, all of this information is collated into the documents that Council see at each meeting. Since July 2020 there has been an average of one meeting per week. During a period of absence, one Officer clerked 6 meetings over 2 weeks, including two weeks with 3 meetings in each week. The job list that accompanies this report sets out that agenda pack preparation takes an average six hours to produce. This means that 18 hours per week were spent on meeting administration with the remaining hours clerking each of the meetings.

It is worth bearing in mind that Covid led to less meetings than usual in the early part of the Council year, firstly because the legislation for remote meetings of Council was still being drafted and secondly because the Officers were working on procedures to get Council back to full meetings.

Even with full staff, clerking meetings, meeting preparation and action points, along with regular administrative duties (logging emails received and sent, responding to queries and phone calls, forwarding information to members, inputting and processing invoices or authorised invoices, payroll, WYPF, posting meeting notices, social media and website posts and so on) is using almost all the working time of the Officers, leaving very little time for in depth project work, research/legal analysis, CPD, training, implementing and testing new procedures. The website project, though almost complete, has been on hold, firstly because of staff absence, now because of the increase in meetings currently being clerked as well as the increase in the frequency of some.

There are currently five working/steering groups that will be meeting regularly. Though working groups are supposed to be self-sufficient, two currently demand Officer presence. The other three have led to a substantial number of action points being sent to the Office to carry out (a few recent examples include researching electric car charge provision in the area, reverse vending machines, writing letters to schools, liaising with and ultimately taking decisions regarding printers and distributors for the newsletter, proofreading, sending emails to follow up with companies and Councillors. The amount of chasing up regarding 3/5 The Green and the overall workload has been huge).

Further, all official correspondence has to go through the office, for working groups as well as committees, which adds to the workload. There is still confusion as to what Councillors might be expected to do as a member of a working group, and what they should send to the Office to do. At times there has been a lack of communication which has led to Officers having to take decisions to make deadlines. There is also the problem of keeping records of working groups – where Cllrs have tried this without training, there have been problems with information not being detailed enough to understand what transpired. A review of the number of working groups, with clearer procedures for being self sufficient and independent advice on staff needed for this work, would be of great benefit.

Staff welfare in this sector is known to be an issue. Nationally speaking, staff welfare is impacted by several factors, ranging from bullying and lack of support from Council. It is also caused by stress from being understaffed albeit accidental rather than deliberate. It is undoubtedly affected when workload is so high that the feeling is one of firefighting. Long term stress can lead to demotivation, lack of morale and, at the extreme, absence (which then impacts on the staff member remaining at work). Most of the meetings are in the evenings. The current number of evening meetings for both the Assistant Clerk and Clerk has increased the TOIL hours for the Officers. As there is little opportunity to take much of this TOIL as leave, it effectively means that the number of hours worked each week of often more than the contracted hours. This also results in costs of overtime for the Council.

It is therefore hoped that an administrative officer (not assistant) role is created, to take on many of the general tasks, and perhaps, the PLT committee meetings, leaving the Clerk and newly created Deputy Clerk roles the needed time to do higher level tasks for Council as well as sharing the more complex committee work for the remaining committees. This would also include time for continuous professional development, proper time for more complex project work and for supporting Councillors with advice, training, and research. The officers feel confident that an independent review of the current structure and roles at Horsforth Town Council, given the number of Councillors, committees and working groups and the way in which the roles of Council and its Officers has evolved, would support this request.

The Officers of Horsforth Town Council strive to provide a professional and effective service to Council.

The Officers have worked hard during Covid, in partnership with Councillors, to ensure that the Council could run during the pandemic. Their sole aim is to support Councillors and the business of Council and there is enthusiasm and willingness to work with Council to see how those aims can be achieved. It is in that spirit that this report was produced.

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List of tasks and jobs of the Officers

Timecoding:

A = Routine (less than 5 minutes)

B = Usually around 5 minutes

C = 10-30 minutes

D = complex and/OR time rich 1-4 hours

E – work stretches over weeks or months

Job	Frequency	Time - Code	Importance	Notes
Meetings Work				
1. Planning applications	Every other day, average 5 applications per week	A	High	
2. Preparing agenda and agenda pack for PLT	Monthly	E	High	
3. Clerking PLT	Monthly	D	High	
4. Writing up Minutes and new planning application comments	Monthly	D	High	
5. Action points arising from PLT meetings	Come in monthly but often ongoing	B-E	High	
6. Preparing agenda and agenda pack for Events		D	High	
7. Clerking Events	Ad hoc – average every three months	D	High	
8. Writing up minutes for Events	Ad hoc – average quarterly	D	High	Meetings are more frequent closer to events such as Christmas or Remembrance
9. Action points from Events	Varies	B-E	High	
10. Preparing agenda and agenda pack for Council	Every 2 months	D	High	
11. Writing up minutes for Council	Every 2 months	D	High	
12. Action points from Council	Varies	B-E	High	

Job	Frequency	Time - Code	Importance	Notes
13. Preparing agenda and agenda pack for FGP	Every two months	D	High	
14. Clerking FGP	Every two months	D		
15. Action points from FGP		B-E		
16. Preparing Agenda and Agenda Pack for S&E	Ad hoc	D		
17. Clerking S&E	Ad hoc	D		
18. Action Points from S&E	Ad Hoc	B-E		
19. Preparing Agenda and Agenda Pack for C&E	Every two months	D		
20. Clerking C&E	Every two months	D		
21. Actions Points from C&E	Every two months	D		
22. Preparing agenda and agenda pack for Annual Meeting of the Town Council	Annual	D		
23. Writing up minutes for the AMTC	Annual	D		
24. Action points from AMTC	Varies	B-D		
25. Annual Town Meeting (ATM) – preparing agenda and organising	Annual	D		
26. Writing up minutes of ATM	Annual	C-D		
27. Preparing/reviewing documentation for 3&5 The Green	Ad hoc	D-E		
28. Clerking Steering Group – 3/5 The Green	Ad hoc	D		
29. Supporting the Working Groups	Ah hoc but on average one a month at least across the full range of WGs	B-E		Office is usually given at least three action points if not more from each meeting, often some in depth tasks to carry out (for example, get more information on costs

Job	Frequency	Time - Code	Importance	Notes
				and availability of reverse vending machines from a range of companies).
30. Research projects	Ad hoc	D-E		Community asset transfers Bike schemes in Leeds Late planning applications Remembrance Event changes
31. Producing reports for Council		D		Collating information from research phase, structuring of report.
Administration				
32. Booking rooms for meetings	Annual and as required	C-D		
33. Preparing/supplying refreshments	Each meeting	C		
34. Setting up/clearing up meeting rooms	Each meeting	C		
35. Printing out and collating meeting papers	Each meeting	C-D		This has lessened since Covid 19 with most cllrs now printing their own papers or using their own devices
36. Sorting emails	Daily	A-D (usually A-C range)		
37. Declarations of acceptance of office	Post election or filling of casual vacancy	C-D		
38. DPI forms for new cllrs	Post election or filling of casual vacancy	C-D		
39. Cllr Attendance and apologies logging		A		

Job	Frequency	Time - Code	Importance	Notes
40. Cllr Training records	Ad hoc	B-C		
41. DPI forms updates	Quarterly	A-C		
42. Councillor Surgeries (Zoom)	Quarterly	D		
43. Councillor surgeries – face to face	Every 2 months	C		
44. Casual vacancies	Ad hoc	D		
45. By-elections	Ad hoc	D		
46. Visitors to Office	Currently N/A	A-D		
47. Phone calls and emails regarding matters Council needs to know about	Several times a week			Eg Covid updates Highways updates Training updates Planning department updates
48. Phone calls and emails from members of the public	Daily	A-C		
49. Emails from MOPs to the office	Varies	A-C		
50. Putting in orders	Varies	B-C		
51. Obtaining quotes	Varies	D-E		
52. Posting meetings notices to website and Facebook	Every two months	D		
53. Posting notices in noticeboard	Minimum – every two months	C-D		
54. Creating posters	Ad hoc	B-C		Eg, YA/GC advert posters Cllr Surgery posters for FB posts
55. Preparing annual schedule of meetings	Yearly	D		
56. Committee and working group membership records	Annual after AMTC and ad hoc thereafter	D		
57. General posting to FB and website	Several times a week minimum	A-C		Eg, LCC Covid information

Job	Frequency	Time - Code	Importance	Notes
				LCC general information Local Group/Org information Posts arising from committee meetings
58. Reviewing and revising administrative systems	Ongoing	E		
59. Keeping the office clean and tidy	Ad hoc	C		
Finance				
60. Accounts	Every two months	D		
61. Internal audit control check	Yearly	D		Includes preparing papers for and meeting cllrs who undertake the check
62. Review of risk management	Yearly	D		Includes preparing papers for and meeting cllrs who undertake the review
63. Annual review of internal audit	Yearly	D		Includes preparing papers for and meeting cllrs who undertake the review
64. Internal audit	Twice yearly	D		Includes preparing papers for and meeting the internal auditor
65. External audit - AGAR	Yearly	E		
66. Publishing external audit	Yearly	D		
67. Processing invoices for authorisation	Weekly	D		
68. Processing invoices post authorisation	Weekly	D		
69. WYPF – submitting details to WYPF	Monthly	C		
70. HMRC	Quarterly	C-D		
71. Updating asset registers	Minimum – yearly	D		
72. Risk assessments	As required	D		For each risk assessment
73. Insurance	Minimum yearly and ad	D		

Job	Frequency	Time - Code	Importance	Notes
	hoc as required			
74. Budget setting	Yearly	E		
75. Banking arrangements	Ad hoc	C-D		
Personnel				
76. Staff reviews	Annual	D		
77. Payroll	Monthly	C-D		
78. Maintaining personnel and payroll records	Ad hoc	D		
79. Payroll matters	Ad hoc	D		e.g working from home allowance, overtime payments, holiday overtime pay calculations
80. Calculating annual leave entitlement	Annual	C-D		
Regular Projects				
81. Grant administration	Ad hoc	D		For each grant application
82. Good Citizen and Young Achiever awards	Annual	D		
83. Arranging inspections of Council assets	Annual	D		
84. Free School Meals Fund - administration	Ongoing	D		
85. CIL updates and reports	Twice yearly	C-D		
86. Annual Report	Annual	D		Not done for last 2 years
87. Horsforth Matters	2 -3 times a year	D		
Larger Projects				
88. Website overhaul	Project	E		Work stalled due to staff shortage and catching up since being back to full staff
89. Preparing information and report for Business Continuity Plan	Project	E		Research and collating information from professional bodies

Job	Frequency	Time - Code	Importance	Notes
				Connecting with other Councils and collating information Report writing Task list analysis and recording
90. Reviewing and updating governance documents	Ongoing	E		
91. Reviewing and updating terms of reference	Annual	D-E		
92. 3/5 The Green	Project	E		High level legislative, legal, planning, budget, loan etc aspects to this work. Lots of research Lots of tasks from sourcing surveyors to
Advisory Work				
93. Phone calls and emails from Cllrs needing information or advice	Ad hoc, but arise often due to resolution points from meetings	D		Legal advice Advice on what wgs can do or not
94. Conduct issues – internal issues raised by members	Ad hoc	D		
Sporadic Work				
95. EOMs	Ad hoc	D		
96. FOI requests	Ad hoc	D		
97. IT issues	Ad hoc	A-D		Sync issues between desktop and web based versions of Outlook Printing issues
98. Urgent issues affecting Council	Ad hoc	A-E		Eg Covid
Training and Development				
99. Technical Training	Varies	D-E		Examples: Rialtas training Accessible documents training

Job	Frequency	Time - Code	Importance	Notes
				One Drive/Teams Navigating and administration of new web site Accounts in Local Council
100. CiLCA	CLERK ONLY	E		Professional qualification
101. Council and legislation Webinars		D		Legislation (Audit, GPC, 137 etc) Best practice
102. Conferences	Yearly	D		Have not attended in recent years
103. Professional events	Varies	D		SLCC regional meetings Clerks' Forum SLCC Forum
104. Reading for professional development	Ad hoc	B-D		Articles in professional magazine YLCA updates SLCC updates Local Government updates etc
To be done				
105. New Starter Guide	Ongoing project	E	Important	No time – but this would help with continuity of business, especially if a locum clerk or temporary administrator was needed
106. New Cllr Induction training	Ongoing project	E	Important	No time
107. GDPR	Ongoing project	E	Important	Review manual and electronic records in line with retention policies
108. Office Manual	Ongoing project	E	Important	No time – just added contact details

Job	Frequency	Time - Code	Importance	Notes
97. Professional events	Varies	D		SLCC regional meetings Clerks' Forum SLCC Forum
98. Reading for professional development	Ad hoc	B-D		Articles in professional magazine YLCA updates SLCC updates Local Government updates etc
To be done				
99. New Starter Guide	Ongoing project	E	Important	No time – but this would help with continuity of business, especially if a locum clerk or temporary administrator was needed
100. New Cllr Induction training	Ongoing project	E	Important	No time
101. GDPR	Ongoing project	E	Important	Review manual and electronic records in line with retention policies
102. Office Manual	Ongoing project	E	Important	No time – just added contact details

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Specific Duties Lists for Deputy Clerk and Assistant Clerk

Baildon Town Council

Specific Responsibilities

To assist the town clerk with all council business and operations.

To issue notices and prepare agendas and minutes for any public meetings called by the Council and to clerk these meetings and undertake follow-up work as agreed by the Council.

To attend and take minutes and manage all tasks and actions of the Economy, Environment and Community committee meetings (out of office hours).

To represent the council at conferences, meetings etc.

To manage, co-ordinate, monitor and review the council's policies, procedures, and practises.

To ensure the health and safety of people and resources.

To carry out other duties commensurate with the post, as identified by the town clerk.

This job description is not exhaustive and is liable to review following discussion with the job holder.

Horsforth Town Council

General Duties

1. To provide administrative support to the Clerk and Councillors as required.
2. To undertake basic clerical tasks on behalf of the Clerk and the Council, eg. filing, scanning, photocopying, collating, compiling, disseminating, archiving and shredding of documents and information.
3. To be responsible for routine filing – including maintenance of the Council's filing and record systems and archive records.
4. To assist the Clerk in reviewing the Council's filing and record systems.
5. To comply with legislation/Council policies and to maintain confidentiality as required by the Council.
6. To assist with Council banking, drawing of cheques and paying of invoices, under the direction of the RFO.
7. To undertake internet and other research at the request of the Clerk.
8. To act as a representative of the Council as required.
9. To attend training courses or seminars as required by the Council, e.g. Introduction to Local Council Administration (ILCA).
10. To cover the daily operation of the office in the absence of the Clerk.
11. To assist in keeping the office clean and tidy.
12. To help maintain levels of stationery, refreshments, cleaning materials, first aid supplies and office equipment for the Council and the ordering and checking of deliveries.
13. Any other duties as may be reasonably required for the performance of the role within the job holder's skill and competence.

Communications and Liaison

1. To be the first point of contact, when required, for visitors to the office and to maintain effective communication with all Councillors, members of the public and other visitors as required.

2. To answer the telephone and deal with enquiries from members of the public, Councillors or representatives from other organisations
3. To deal with email and correspondence, including replying, filing and maintaining a correspondence register under the direction of the Clerk.
4. To assist the Clerk in keeping Councillors updated with information received from Leeds City Council, YLCA and NALC and other external organisations.
5. To maintain and keep updated the Council's website and Facebook page and other social media as required.
6. To update the Council's noticeboards.
7. To assist in editing the Council's newsletter.
8. To assist in the administration and organisation of Council events and the production of publicity materials for such events.

Meeting Administration

1. To prepare notices/summons of meetings under the direction of the Clerk and to publish the notices/summons as required.
2. To assist the Clerk in the preparation of agendas, agenda packs and other meeting papers
3. To service Council and committees as and when required and deal with the requirements of each committee.
4. To be available to attend 12 Planning, Licensing and Traffic Committee meetings per year and such other meetings as requested by the Clerk. Most meetings take place in the evening.
5. To take accurate and relevant minutes of meetings as requested by the Clerk and to produce the minutes in a timely manner as required by the Clerk
6. To file agendas and minutes in the Council's minute files as required.
7. To assist in maintaining up-to-date records relating to meetings, including meeting calendar, apologies, attendance records, Committee and Working Group memberships, Councillor records, public attendance records.

Planning, Licensing and Traffic Committee - Administration and Meetings

1. The administration officer/assistant clerk has specific responsibility for the Planning, Licensing and Traffic Committee.
2. To assist with entering details of planning and licensing matters into the Council's record systems
3. To ask Leeds City Council for extensions of time to comment on planning applications as required
4. To prepare documentation for meetings of the Council's Planning, Licensing and Traffic Committee meetings as required
5. To post planning applications to be considered by the Committee on the Council website
6. To attend meetings of the Committee and to take the minutes
7. To send comments to Leeds City Council Planning Department within the time limits
8. To raise queries with Leeds City Council Planning Department on behalf of the Council

Project Work

To work closely with the Clerk and Councillors supporting projects undertaken by the Council, including assisting with the research and preparation of reports, finding funding sources and making grant applications.

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Example Recruitment and Selection Policy

Aim:

To set out the minimum requirements of a recruitment process that aims to:

- Attract and select the best possible applicants to vacancies
- Meet statutory requirements of Local Government and Housing Act 1989 (where relevant)
- Meet statutory requirements of the Equality Act 2010
- Treat all applicants fairly and clearly.
- Offer a fair, equitable and competitive process.

Procedures:

To be followed whenever a new employee is to be recruited.

Recruitment/Interview Panel:

- Interview panel is appointed comprising three people (mixed gender), and it is sensible that the council gives this committee the delegated power to deal with the appointment process from beginning to end;

Advertising:

- YLCA website and circulation
- Local noticeboards
- Local job centre
- Local newspaper
- Local principal authority job vacancy website

Job application pack / recruitment materials:

- Any person enquiring about the post will be supplied with a job application pack which as a minimum, will include:
 - Job description and person specification
 - An application form
 - An outline of our recruitment and selection process
 - A copy of our recruitment and selection policy (this document)
- All applicants must complete, in full, an application form - CV's will not be accepted.

Short-listing:

- We shortlist (blind) all candidates against the person specification for the post.
- We welcome applications from all sections of the community. Applicants will be considered on the basis of their suitability for the post, regardless of their marital status, age, gender, culture, religious belief, ethnic origin or sexual orientation.
- We ensure all applicants receive correspondence regardless of whether they are successful in reaching the interview stage or not.

Interview stage:

- Interviews will always be conducted face to face.

- At the interview, each candidate will be required to prove their identity against photo ID (for example a passport, birth certificate or driving licence) and also produce documents to prove they are eligible to work in the UK.
- At the interview, candidates will be questioned using the same set criteria and same questions.
- The questions will be formulated from the essential criteria listed in the person specification and specific areas of childcare.
- Candidates will be given a score for their answers
- Candidates will always be required
 - to explain satisfactorily any gaps in employment
 - to explain satisfactorily any anomalies or discrepancies in the information available
 - to explain their suitability for the role and their skill set, knowledge and expertise
- Each shortlisted candidate will be asked to take part in a practical exercise which reflects an essential element of the role.
- Interview/selection panel will use a scoring matrix to determine the best candidate for the post.
- Each candidate will receive communication whether they have been successful or not.

Either:

The selection/interview will panel will determine the most suitable candidate

or

The recommendation of the selection/interview panel will be submitted to the council for approval

Employment checks:

- The successful candidate will be offered the position subject to at least two references from previous employment or in the case of a newly qualified student, their tutor and a personal or professional reference. These references will be taken up BEFORE employment commences.
- References will be sought directly from the referee. References or testimonials provided by the candidate will never be accepted.
- Additional reference material will be required if the post is that of Responsible Financial Officer (RFO)
- All qualifications will be checked against actual certificates and copies taken for their personnel files.

Induction:

- For all new staff, a clearly written and structured induction programme is in place. The programme includes shadowing/handover training and opportunities to read and discuss the council's policies and procedures.
- Throughout the induction period, all new staff members will receive regular meetings with their line manager to discuss how it's going and identify any further training and development needs.