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## Recruitment Manual Support Pack

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This supplement provides various examples to be used alongside the GAPTC Recruitment Manual. These are to be adapted for your own use and circumstances. Words are highlighted in **PURPLE** where you are required to amend for your own use.

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## Section 1 – Recruitment Process Action Plan for a new or replacement post

XXX COUNCIL

Task	Lead Responsibility	Target date
Take care to avoid discrimination within your documents. See also Section 1 of the Recruitment Manual.		
Consider and confirm with the Council the need for the post and justify making the appointment. Consider a staffing review if needs if Council have changed.		
Define process and responsibilities for short listing, selection interviews, exercises and tests to demonstrate the skills and aptitudes being sought.		
Consider whether you wish to hold		
Agree recruitment timetable and action plan.		
Agree composition and responsibilities of Selection Panel/Sub-Committee and engage any required professional advisers		
Review and, if necessary, re-evaluate and update the current recruitment/selection policies used by the Council.		
Prepare the Job Description and clarify reporting channels and responsibilities for the post.		
Prepare the Person Specification for the post		
Agree selection process including the interview location, dates and whether tests are to be used using the Person Specification as the core selection tool		
Agree the key terms of employment		
Establish and agree the budget for recruitment		
Develop advertisement and determine the timeframe and closing date		
Consider and agree on the advertising and other media to be used checking that all parts of the community are accessed and able to respond (e.g. those with hearing or sight difficulties)		
Obtain costs (if applicable) and agree advertising media in relevant marketplace		
Prepare forms to record applications requested and received		
Arrange publication of adverts in chosen media.		
Prepare application form and recruitment information pack as suggested in Section 7 and 8 of Recruitment Guide.		
Develop short listing application analysis matrix against person specification.		
Make arrangements and prepare records for applications to be received and recorded confidentially		
Following closing date, undertake short listing and selection of candidates for interview against short-listing matrix		
Prepare model interview questions and agree range of key questions to be asked of all candidates. See section xx		
Agree when and how to deal with obtaining references. See section xx		
Take action on unsuccessful candidates. See section xx		
Prepare interview schedule and invite short listed candidates to interview		

Prepare the selection interview assessment matrix for completion by interviewers.		
Undertake selection interviews and assessment tests to make selection decision (if appropriate this may be more than one interview).		
Make offer of employment subject to relevant pre-employment checks and agree start date		
Prepare and issue contract of employment (Statement of Main Terms and Conditions of Employment)		
Consider any adjustments, aids or adaptations necessary to enable a candidate to commence e.g. disability considerations etc		
Make arrangements for appropriate checks, including legal working, qualifications etc, prior to employment commencing		
Advise unsuccessful candidates and be prepared to justify decisions not to appoint and advise on how long details will be kept (DPA 2018)		
Map out induction and probation period monitoring processes		
Prepare for successful candidate commencement date and undertake induction process		
Monitor performance and suitability during probation period and take appropriate action if issues arise or confirm appointment following successful probation period		

**Section 2 – Page left intentionally blank**

## Section 3 – Staffing Committee/ Sub Committee terms of reference

XXX COUNCIL

### Purpose and Membership

The [Staffing Committee/Sub-Committee name] oversees the organisation, employment, management and terms and conditions of employment of the Council and to make appropriate recommendations to the Council for ratification.

The Committee/Sub-Committee shall comprise [three (3) or six (6)] Councillors. The Committee/Sub-Committee quorum is three (3) and the Committee/Sub-Committee shall meet in each Committee cycle and/or as required.

### Functions

The [Staffing Committee/Sub-Committee name] will be responsible, in conjunction with the Clerk to the Council or other professional advisers, for:-

- developing HR strategy
- developing and reviewing of HR policies and procedures
- staffing levels and structure
- job descriptions/person specifications
- overseeing staff recruitment, selection and appointment
- staff retention
- determining or reviewing staff conditions of service and general terms of employment
- salary grading and pay including annual staff review and other remuneration matters
- leave entitlements including annual holiday, sickness, statutory entitlements and special leave
- special conditions relating to a specific post or individual
- allowances, expenses and subsistence
- working hours
- sickness absence management
- pension arrangements
- trade union membership recognition
- staff performance review/appraisals
- health, safety and welfare of staff and equal opportunities policy
- any other matters delegated to the **Committee/Sub-Committee** or deemed relevant to these terms of reference
- operation of the Council disciplinary, grievance, capability, grading and appeal procedures (see confidentiality below)

### Specific Sub-committees or Panels

Smaller and specifically focussed Sub-committees should be set up to deal with confidential personnel matters such as capability, discipline or grievances as provided for in the relevant Council procedures.

A Recruitment and Selection Panel should also be set up for example to appoint a Clerk comprising of the interview panel (of perhaps three Councillors and a professional adviser if required) who are involved throughout the recruitment and then the selection process.

### Confidentiality

The meetings of this [Staffing Committee/Sub-Committee name] will be confidential to the members of the HR Committee and exclude the press and the public. Limited information may be shared with full Council as deemed necessary by the HR Committee.

**Section 4 – Page left intentionally blank**

## Section 5 – Preparing the Job Descriptions

The job description for the Clerk to the Council should include:

- the scope and purpose of the job - be one short paragraph summarising the purpose of the job.
- the main duties and responsibilities - this should be roughly half a page of A4, typically around ten bullet points long
- don't list every duty and task but summarise the types of work that will be required, along with the principal duties and tasks
- sentences will often start with 'Accountable for...', 'Organise the...', 'Supervise the...', 'Develop...', 'Ensure that...', 'Maintain...', 'Manage...', 'Examine...', 'Provide...', 'Record...', 'Control...', 'Advise...', 'Assist...', 'Give guidance to...' etc.
- a clear indication of how the job fits into the Council and the relationships attached to it
- detail any special requirements needed in carrying out the duties of the post, eg frequent evening work.

Ensure that these requirements are truly essential, as they may disadvantage applicants with caring responsibilities.

The following guidance is offered when preparing a new job description regarding the key headings and information required:

- **Job Title** - the current title of the job
- **Department and Location** - the Department and the location in which, if relevant, the post is based
- **Responsible to** - the job to which this job reports and is responsible
- **Responsible for** - list the staff, premises and resources for which the job is responsible including where required for the level of budget involved
- **Job Purpose** - what is the purpose of the job and how is this purpose meant to be achieved? State the objectives of the job in concise, clear and unambiguous terms.
- **Key Duties and Responsibilities** - list the key duties and responsibilities of the job
- **General Duties and Responsibilities** - to undertake such other duties commensurate with the level of the post and job purpose as required from time to time
- **Key or Special Terms of Employment** – for example the requirement to attend evening meeting attendance
- **Date** - the date from which the job description is effective



## Appendix 5(a) - Job description for the post of Clerk to the Council and Responsible Financial Officer

### XXX COUNCIL - JOB DESCRIPTION

Job Title	Clerk to the Council and Responsible Financial Officer
Responsible to:	Full Council
Responsible for:	All Council Staff, property and financial resources
Employment Status	Full-time/part time (xx hours per week) including some evening work
Salary Scale	Enter salary range

#### Job Purpose

1. To ensure that the Council's civic and administrative functions and services are performed professionally and in accordance with all relevant statutory obligations.
2. To carry out all the functions required by law of a local authority's Proper Officer in a timely manner and to issue all statutory notifications.
3. To ensure that the Council's Standing Orders and Financial Regulations are correctly observed and implemented.
4. To manage the Council's employees effectively and to be the Council's principal adviser on policy matters, be responsible for all aspects of Health and Safety, manage the provision of Council services, buildings, land and resources and to promote the Council.
5. To be responsible for ensuring that the instructions of the Council in connection with its function as a Local Council are carried out and to produce all the information required for making effective decisions and to implement constructively all decisions.

#### Key Duties and Responsibilities

1. To ensure that statutory and other provisions and notices governing or affecting the running of the Council are observed and to advise the Councillors on all meeting procedures and regulations.
2. To be the Council's principal adviser on all policy issues, to keep services and activities under continuous review and to identify, plan and implement improvements in quality, efficiency and effectiveness.
3. To keep up to date with changes in legislation and forthcoming changes and advise the Council accordingly ensuring that all Council policies and procedures meet statutory requirements.
4. To prepare and publish, in consultation with appropriate Members of the Council, agendas for meetings of the Council and Committees in accordance with all statutory requirements and prepare minutes for approval, other than where such duties have been delegated to another Officer.
5. To ensure that all meetings of the Council and all meetings of its Committees, Sub-Committees and Working Parties are clerked, attending personally other than where such duties have been delegated to another Officer, and to maintain Councillor's attendance records.
6. To receive and conduct all necessary and appropriate correspondence and documents on behalf of the Council as a result of the instructions, or the known policy of, the Council or, when appropriate, bring relevant items to the attention of the Council.
7. To sign, seal and deliver any agreements, contracts, conveyances, licences, consents, approvals etc on behalf of the Council and to secure planning and other consents on behalf of the Council as authorised.
8. To provide general advice as appropriate and support the Responsible Financial Officer on the budget preparation process, the presentation of budget estimates and precept proposals to Committees and the

Council and ensure that all Management Reports are reported to the Council and the statutory External Audit requirements are completed each year.

9. To monitor the work of the Responsible Financial Officer and ensure that Council's budget is prepared and balanced and accounts raised and invoices paid and prepare records for audit purposes and VAT.
10. To prepare and publish the Council's Annual Report.
11. To study reports and other data on activities of the Council and on matters bearing on those activities and where appropriate, to discuss such matters with consultants and specialists in particular fields and to produce reports for circulation and discussion by the Council.
12. To head the Council's paid service and manage all other members of staff in keeping with the policies of the Council and employment law and to ensure they perform to expected standards.
13. To arrange and/or undertake staff annual performance appraisals or reviews and deal with any redundancy, disciplinary, capability or grievance issues in accordance with the Council's policies and procedures.
14. To undertake all necessary activities in connection with the management of salaries, conditions of employment and work of other staff.
15. To apply the principles of equality and equal opportunities as embodied in the Council's policies and practices in order to promote equality of opportunity and treatment and the appropriate attitude and behaviour for all employees.
16. To monitor the implemented policies of the Council to ensure they are achieving the desired result and where appropriate suggest modifications.
17. To be responsible for the management, maintenance and use of all the Council's properties and facilities, whether through direct management or through contracts, agreements or partnerships with other parties or providers.
18. To act as the official representative of the Council at meetings of other relevant organisations as required.
19. To issue notices and prepare agendas and minutes for the Annual Meeting, attend the Annual Meeting and to implement the decisions made by the Council.
20. To maintain effective and positive press and public relations and prepare, in consultation with key Councillors, press releases about the activities of, or decisions of, the Council.
21. To take appropriate public relations action to enhance the profile and image of the Council and promote and protect the views/interest of the Council with all relevant external organisations or individuals.
22. To develop effective liaison and an effective working partnership with other relevant District and County Councils, other public authorities, statutory and voluntary bodies and other agencies as the Council's representative, to ensure that the Council plays a full and effective role in issues affecting the area.
23. To work to improve, develop and up-date the Council's website.
24. To lead the development and publication of the Parish Plan and produce a rolling business plan in liaison with the Responsible Financial Officer.
25. To have an understanding of planning and development issues as they affect the Council area, in particular the Local Development Plan, the Local Strategic Partnership and the Emergency Plan and advise Councillors accordingly.
26. To take appropriate action to ensure that all Council elections are arranged and held successfully.
27. To ensure that the Council's obligations for financial risk assessment and insurance are properly met and that health and safety obligations under the Health and Safety at Work Act and other related legislation are met.
28. To be the principal adviser to the Council on matters of ceremony, civic protocol, and develop relevant cultural, community and commercial links.
29. To make appropriate arrangements for civic functions and occasions and attend the Council on any ceremonial occasions.
30. To attend training courses or seminars on the work and role of the Clerk and the Council's activities as required by the Council.
31. To obtain the Certificate in Local Council Administration (if not already gained) as a minimum requirement for effectiveness in the role.

32. To manage the arrangements to comply with the Data Protection Act 2018 and the General data Protection Regulations 2018.

### **Key Duties and Responsibilities: Responsible Financial Officer**

1. As the Council's Responsible Financial Officer to be responsible for all financial procedures and records, and the careful administration of its finances, in compliance with all statutory obligations or other laws, provisions and notices governing or affecting the running of the Council including:
  - a) being responsible as and carry out all the functions required by law of the Council's Responsible Financial Officer under S151 of the Local Government Act 1972 for all financial matters and records of the Council;
  - b) acting as the Council's principal adviser on financial matters, and to be responsible for the careful administration of the Council's finances, and the proper application and maintenance of the Council's Standing Orders and Financial Regulations;
  - c) ensuring that the Council's finances are effectively managed and monitored, and to advise the Council on its financial forward plan, strategy and policies;
  - d) advising the Council and its Committees on and prepare the annual budget estimates of income and expenditure for revenue services, the capital budget programme and annual Precept requirements;
  - e) monitoring and managing the Council's budget expenditure and income, and to provide the Council and Committees with a regular statement of income and expenditure under each heading in the approved annual revenue and capital budgets;
  - f) ensuring that all Management Reports are reported to the Council, and the statutory internal and external audit requirements are undertaken and completed each year, and any consequential action taken;
  - g) issuing and reporting on invoices for goods and services to be paid for by the Council, and to ensure such accounts are met and that: -
    - all necessary activities in connection with the management and payment of salaries and expenses are administered accurately and legally
    - all payments made to the Council are recorded, any necessary receipts issued, all cash and cheques received banked, all associated records kept and any queries are investigated
    - invoices are prepared and issued on behalf of the Council for goods and services to ensure payment is received
    - all necessary records in connection with the above are maintained
    - all necessary administration and banking procedures are arranged to ensure that all full- and part-time staff wages and salaries are paid
    - petty cash accounts are operated properly, and all associated records of purchases are maintained
    - all relevant rents or charges are collected for relevant Council services and facilities
    - all necessary Revenue and Customs, VAT, SSP and pension financial returns and/or payments are completed and dispatched on time
    - records, returns and public notices for the annual audit are prepared and the necessary public notices displayed
    - appropriate financial IT systems are in place and operated securely;
  - h) monitoring and ensuring that the Council's accounts are controlled, and the Council informed of the ongoing financial situation;
  - i) ensuring all necessary records are prepared for audit and VAT purposes;
  - j) ensuring that the Council's obligations for financial risk management, including risk assessments, are properly met and where necessary risks are properly insured;

- k) ensuring that adequate financial security, and internal financial and accounting controls, are in place and periodically reviewed, and the accounting records of the Council are maintained and kept up to date in accordance with proper practices;
- l) ensuring that an annual equipment inventory and asset register are in place;
- m) advising the Council on and assist in the raising of funds by way of grants and sponsorship etc by following the necessary consultations and processes.
- n) ensuring that all surplus Council funds are invested securely and income maximized;
- o) to ensure that the Bribery Action requirements are complied with.

### **General Duties**

1. To continue to acquire the necessary professional knowledge required for the efficient management of the affairs of the Council and to attend training courses or seminars on the work and role of the Clerk & Responsible Financial Officer and the Council's activities as required by the Council.
2. To attend the Conference of the National Association of Local Councils, Society of Local Council Clerks, and other relevant bodies, as a representative of the Council as required.
3. To undertake such other duties commensurate with the level of the post and job purpose as required by the Council from time to time.

## Appendix 5(b) – Alternative Job description for the post of Clerk to the Council and Responsible Financial Officer

### XXX COUNCIL - JOB DESCRIPTION

<b>Job Title</b>	Clerk to the Council and Responsible Financial Officer
<b>Responsible to</b>	Full Council
<b>Responsible for</b>	All Council staff, property and financial resources
<b>Employment Status</b>	Full-time (37 hours per week) including some evening work
<b>Salary Scale</b>	Enter Salary Range

#### Job Purpose

As Head of the Paid Service to develop and manage policy, strategy and operations across the Council's services by working with Councillors, external bodies and staff and to carry out functions required by law as the Council's Proper Officer whilst providing inspirational leadership to all Council staff and seeking opportunities to develop the Council's services and facilities to meet the needs of the community.

#### Key Duties and Responsibilities:

In compliance with all statutory obligations or other laws, provisions and notices governing or affecting the running of the Council:-

1. To carry out all the functions required by law as the Proper Officer of the Council, and in particular to serve or issue all the statutory notifications required of a Local Authority's Proper Officer in a timely manner, including:-
  - a) ensuring that all meetings of the Council and of its Committees, Sub-Committees and Working Parties are clerked and minutes approved, attending personally other than where such duties have been delegated to another Officer, and maintaining Councillors' attendance records;
  - b) understanding planning and development issues as they affect the Council, and ensuring the Council's planning application obligations are met;
  - c) ensuring the confidentiality of those Council matters which are not in the public domain to comply with all relevant law;
  - d) preparing and publishing the Council's Annual Report;
  - e) taking appropriate action to ensure that all Council elections are arranged and held successfully;
  - f) ensuring that all health and safety obligations required by the Health and Safety at Work Act and other related legislation are met and all necessary risk assessments are undertaken.
2. To advise the Council on, and assist in the formation of, all necessary procedures and policies to be followed in respect of the Council's activities, and in particular to produce all the information required for the Council to make effective decisions, including:
  - a) being the Council's principal adviser on all policy issues, including keeping up to date with current and forthcoming changes in legislation, advising the Council accordingly, and ensuring that all Council policies and procedures meet statutory requirements.
  - b) receiving, issuing and drawing to the attention of the Council all correspondence and documents relevant to the activities, instructions or policies of the Council;

- c) evaluating reports and other data relating to the activities of the Council, drawing up proposals and preparing reports for consideration by the Council (where appropriate drawing on external expertise), and advising on both the practicability and likely effects of the proposed courses of action;
  - d) ensuring that, in consultation with appropriate Councillors, agendas for meetings of the Council and Committees are prepared and published;
  - e) being the principal adviser to the Council on matters of ceremony and civic protocol, making appropriate arrangements for civic and/or ceremonial functions and occasions, and attending such occasions to support the Chair of Council.
3. To record and ensure the implementation of the instructions of the Council in connection with its function as a Local Council, in accordance with its policies, including:-
- a) monitoring the implementation of the policies of the Council to ensure they are achieving the desired result and where appropriate suggesting modifications;
  - b) undertaking all necessary actions required by the Neighbourhood Plan and similar exercises affecting the Council, including all necessary consultations;
  - c) organising and managing complex Parish Council projects, including arranging all necessary actions including consultations, communications, and legal and technical requirements to achieve the objectives required by the Council;
  - d) applying the principles of equality and equal opportunities as embodied in the Council's policies, in order to promote equality of opportunity and treatment, the appropriate attitude and behaviour of its employees.
4. To be accountable to the Council for the effective management of all its resources and staff, and to ensure that the Council's civic and administrative functions and services are performed professionally, reporting to the Council as and when required, including:
- a) managing the Council's business planning process effectively including workforce planning;
  - b) keeping services and activities under continuous review, and identifying, planning and implementing improvements in quality, efficiency and effectiveness;
  - c) heading the Council's paid service, and supervising all staff to ensure they perform to expected standards in keeping with the policies of the Council and within employment law and the Equality Act 2010;
  - d) Undertaking all necessary activities in connection with the conditions of employment and work of the staff, including undertaking all staff annual performance appraisals to develop them into an effective and cohesive team.
  - e) being responsible for the management, maintenance, cleanliness, use and security of all the Council's properties and facilities, whether through direct management or through contracts, agreements or partnerships with other parties or providers;
  - f) instigate and manage disciplinary, redundancy, capability and grievance policy and procedures reporting to the relevant Committee/Sub-committee as required;
  - g) ensuring that the Council's IT systems and hardware is sufficient, up-to-date and secure, and kept under review for operational effectiveness;
  - h) ensuring that the requirements of the Data Protection Act 2018 and the General Data Protection Act 2018 are complied with;
  - i) maintaining such records and systems as are necessary for the effective administration of the affairs of the Council;
  - j) producing and maintaining all deeds, leases, contracts, conveyances, licenses and other legal or confidential documents, and ensuring that they are kept in a safe and secure manner.



5. To represent the Council on and to appropriate external bodies, and to ensure effective and mutually beneficial relations with Parishioners and others, including:
  - a) acting as the official representative of the Council at relevant meetings of other relevant organisations as required;
  - b) attending meetings as required and developing effective working partnerships with other relevant Local Authorities, other public, statutory and voluntary bodies, and other agencies, and ensuring that the Council plays an informed and effective role in local issues;
  - c) developing relevant cultural, community and commercial links;
  - d) promoting the Council through its website and ensuring that the information is regularly and accurately updated, and producing and issuing the Council's periodic newsletter or other communications to the agreed deadlines;
  - e) issuing notices and preparing agendas and minutes for the Annual Parish Meeting and attending such assemblies;
  - f) Maintaining effective and positive press and public relations and preparing and issuing press releases and other communications (mindful of potential liability and litigation, and in consultation with the Chair of the Council) about the Council's activities and/or decisions.

#### **Key Duties and Responsibilities: Responsible Financial Officer**

1. As the Council's Responsible Financial Officer to be responsible for all financial procedures and records, and the careful administration of its finances, in compliance with all statutory obligations or other laws, provisions and notices governing or affecting the running of the Council including:
  - a) being responsible as and carry out all the functions required by law of the Council's Responsible Financial Officer under S151 of the Local Government Act 1972 for all financial matters and records of the Council;
  - b) acting as the Council's principal adviser on financial matters, and to be responsible for the careful administration of the Council's finances, and the proper application and maintenance of the Council's Standing Orders and Financial Regulations;
  - c) ensuring that the Council's finances are effectively managed and monitored, and to advise the Council on its financial forward plan, strategy and policies;
  - d) advising the Council and its Committees on and prepare the annual budget estimates of income and expenditure for revenue services, the capital budget programme and annual Precept requirements;
  - e) monitoring and managing the Council's budget expenditure and income, and to provide the Council and Committees with a regular statement of income and expenditure under each heading in the approved annual revenue and capital budgets;
  - f) ensuring that all Management Reports are reported to the Council, and the statutory internal and external audit requirements are undertaken and completed each year, and any consequential action taken;
  - g) issuing and reporting on invoices for goods and services to be paid for by the Council, and to ensure such accounts are met and that: -
  - h) all necessary activities in connection with the management and payment of salaries and expenses are administered accurately and legally
  - i) all payments made to the Council are recorded, any necessary receipts issued, all cash and cheques received banked, all associated records kept and any queries are investigated
  - j) invoices are prepared and issued on behalf of the Council for goods and services to ensure payment is received
  - k) all necessary records in connection with the above are maintained

- l) all necessary administration and banking procedures are arranged to ensure that all full- and part-time staff wages and salaries are paid
- m) petty cash accounts are operated properly, and all associated records of purchases are maintained
- n) all relevant rents or charges are collected for relevant Council services and facilities
- o) all necessary Revenue and Customs, VAT, SSP and pension financial returns and/or payments are completed and dispatched on time
- p) records, returns and public notices for the annual audit are prepared and the necessary public notices displayed
- q) appropriate financial IT systems are in place and operated securely;
- r) monitoring and ensuring that the Council's accounts are controlled, and the Council informed of the ongoing financial situation;
- s) ensuring all necessary records are prepared for audit and VAT purposes;
- t) ensuring that the Council's obligations for financial risk management, including risk assessments, are properly met and where necessary risks are properly insured;
- u) ensuring that adequate financial security, and internal financial and accounting controls, are in place and periodically reviewed, and the accounting records of the Council are maintained and kept up to date in accordance with proper practices;
- v) ensuring that an annual equipment inventory and asset register are in place;
- w) advising the Council on and assist in the raising of funds by way of grants and sponsorship etc. by following the necessary consultations and processes.
- x) ensuring that all surplus Council funds are invested securely, and income maximized;
- y) ensuring that the requirements of the Bribery Act are complied with.

### **General Duties**

1. To continue to acquire the necessary professional knowledge required for the efficient management of the affairs of the Council and to attend training courses or seminars on the work and role of the Clerk & Responsible Financial Officer and the Council's activities as required by the Council.
2. To attend the Conference of the National Association of Local Councils, Society of Local Council Clerks, and other relevant bodies, as a representative of the Council as required.
3. To undertake such other duties commensurate with the level of the post and job purpose as required by the Council from time to time.



## Appendix 5(c) - Job description for the post of Responsible Financial Officer

### XXX COUNCIL JOB DESCRIPTION

#### Key Terms

<b>Job Title</b>	Responsible Financial Officer
<b>Responsible to</b>	Full Council
<b>Responsible for</b>	No staff report to post
<b>Employment Status</b>	Full-time (37 hours per week) including some evening work
<b>Salary Scale</b>	Enter Salary Range

#### Purpose of the Post:

1. To occupy the position of Responsible Financial Officer under S151 of the Local Government Act 1972 and act as the principal adviser on financial matters.
2. To assist the Clerk to the Council in the effective and proper management and control of the Council's financial affairs including:
  - maintaining an overview of the Council's budgets
  - ensuring the Council's financial viability
  - ensuring that proper financial records and procedures are maintained
  - providing all aspects of insurance
  - ensuring that the Council complies with all requirements of Internal and External Audit
  - financial reporting to the Council and Committees.

#### Main Duties and Responsibilities:

##### 1. Administration of Financial Affairs

- (a) To carry out all the functions required by law of a local authority's Responsible Financial Officer and in particular ensure that Financial Regulations are correctly observed, implemented and recommend revisions where necessary.
- (b) To be the Council's principal adviser on matters of financial management.
- (c) To manage and monitor the Council's budget expenditure and income and provide Council and Committees with regular reports under each heading in the approved annual revenue and capital budgets.
- (d) To help the Clerk to the Council in advising the Council on its financial forward plan, strategy and policies and producing a rolling business plan.
- (e) To produce the draft annual budget, annual statement of accounts and trading accounts for approval by the Clerk to the Council.
- (f) To advise on and prepare the detailed draft annual budget estimates of income and
- (g) expenditure for revenue services, the capital budget programme and annual precept proposals.

- (h) To maintain all relevant financial records of the Council.
- (i) To ensure that adequate financial security and internal financial and accounting controls are in place and periodically reviewed and the accounting records of the Council are maintained and kept up to date in accordance with proper practices.
- (j) To ensure that appropriate financial risk assessments are undertaken and relevant internal controls implemented to avoid bribery and corruption whilst ensuring that the Council gets best value for money on new contracts.
- (k) To ensure that appropriate and adequate insurances are maintained for the Council and claims are processed.
- (l) To compile and maintain the Council's asset register, annual equipment inventory and terrier of Council property.
- (m) To work closely with, supply information and complete returns to internal and external audit and ensure that Management Reports are reported to the Council and the statutory external audit requirements are completed each year.
- (n) To assist the Clerk to the Council in ensuring financial compliance with Financial Regulations and Standing Orders and recommend any necessary amendments to the Clerk to the Council.
- (o) To assist the Clerk to the Council and/or prepare for approval the statutory external audit requirements for records, returns and public notices for the annual audit.
- (p) To make arrangements for the opportunity for inspection of the Council's financial records in accordance with the Audit Commission Act 1998 and the Accounts and Audit Regulations 2004.
- (q) To liaise with and bring to the attention of the Clerk to the Council and Councillors any correspondence or report of the Internal or External Auditors and detail any action to be taken as appropriate.
- (r) To report any challenge on the accounts to the Clerk to the Council and the relevant Councillors.
- (s) To advise and assist on the raising of funds by way of grants and sponsorship etc.
- (t) To ensure that all surplus Council funds are invested securely and to maximise income.
- (u) To ensure that the Council's obligations for risk assessment are properly met, to assess the financial risks faced by the Council and assist the Clerk to the Council in compiling and maintaining an accurate risk register.
- (v) To produce any financial management information and reports required by the Clerk to the Council for the Council or its' Committees.
- (w) To maintain records relating to the procurement of goods and services and ensure sufficient internal controls are implemented to avoid bribery and corruption.
- (x) To ensure that the requirements of the Bribery Act are complied with.

## **2. Accounts**

- (a) To process all purchase invoices for payment to suppliers including computer recording, preparing cheques for signature and final ratification of invoices.
- (b) To prepare and issue invoices on behalf of the Council for goods and services and ensure that payment is received.
- (c) To record all payments made to the Council, issue any necessary receipts, receive and bank all income received and investigate and deal with any queries.
- (d) To maintain and administer the payroll accurately and legally and monitor all salaries/wages PAYE, NI, expenses and pension payments and records to ensure the payroll and banking procedures are correct and staff wages and salaries are paid on time.
- (e) To complete all necessary Revenue and Customs, VAT, SSP and pension financial returns and make payments on time.
- (f) To maintain all necessary records in connection with the above.
- (g) To carry out bank reconciliations as required.
- (h) To maintain and balance petty cash and postage accounts and maintain all associated records of purchases.
- (i) To arrange collection of relevant rents or charges for Council services and facilities.
- (j) To ensure that appropriate payroll and financial IT systems are in place and operated securely.
- (k) To prepare reports for submission to the relevant Committee of the Council.

## **3. General**

- (a) To deputise for the Clerk to the Council on all aspects of the Council's business as required by the Council.
- (b) To attend, report and make presentations to any necessary meetings of the Council or its Committees, Sub-committees and Working Parties.
- (c) To undertake all relevant correspondence in connection with the responsibilities of the post.
- (d) To attend conferences, seminars and training courses associated with the work and role of Responsible Financial Officer as required and authorised by the Council.
- (e) To undertake such other duties commensurate with the level of the post and job purpose as required by the Clerk to the Council from time to time.

## Appendix 5(d) – Blank pro forma job description

XXXXXXXXXXXXXXXXX COUNCIL

### JOB DESCRIPTION

- **Job Title** - the current title of the job
- **Department and Location** - the Department and the location in which, if relevant, the post is based
- **Responsible to** - the job to which this job reports and is responsible
- **Responsible for** - list the staff, premises and resources for which the job is responsible
- **Job Purpose** - what is the purpose of the job and how is this purpose meant to be achieved? State the objectives of the job in concise, clear and unambiguous terms
- **Key Duties and Responsibilities** - list the key duties and responsibilities of the job
- **General Duties and Responsibilities** - to undertake such other duties commensurate with the level of the post and job purpose as required from time to time
- **Key and Special Terms of Employment** – requirement to attend evening meetings etc
- **Date** - the date from which the job description is effective

## Section 6 - Person Specification

### Appendix 6(a) - Person Specification for the post of Clerk to the Council

PERSON SPECIFICATION - CLERK TO THE COUNCIL		
Factor	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> <li>• Must hold the Certificate in Local Council Administration (CiLCA) or be prepared to work towards obtaining it on appointment within 1 year of commencement.</li> </ul>	<ul style="list-style-type: none"> <li>• ACIS qualified.</li> <li>•</li> </ul>
Knowledge	<ul style="list-style-type: none"> <li>• Knowledge of the law regarding employment, health and safety and data protection.</li> <li>• Knowledge of relevant accounting procedures.</li> <li>• An interest in policy and strategy development.</li> <li>• Administrative experience in a structured environment.</li> <li>• Leadership and staff management experience.</li> <li>• Successful implementation of equality and performance management systems.</li> <li>• Project management experience.</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of local government responsibilities, system and procedures.</li> <li>• Knowledge of the governance, operational and legal framework in which the Council operates including local authority planning procedures.</li> <li>• Knowledge of local area.</li> <li>• Understanding of importance of good public relations and how to raise the Council's profile in the community</li> <li>• Experience of dealing with the public and working on own initiative.</li> </ul>
Qualities and Attitudes	<ul style="list-style-type: none"> <li>• Knowledge of employment and health and safety law and data protection.</li> <li>• Knowledge of relevant accounting procedures.</li> <li>• An interest in policy and strategy development.</li> <li>• Resourceful and self-motivated with drive, determination and initiative to achieve results and motivate others with minimal supervision.</li> <li>• Flexible, pro-active and "hands on" approach to tasks.</li> <li>• Supportive - demonstrating loyalty and commitment to the organisation and staff in past employment.</li> <li>• Trustworthy with confidential information.</li> <li>• Ability to demonstrate tact and diplomacy.</li> <li>• Commitment to the delivery of quality service.</li> <li>• Proven ability to work as part of a team.</li> <li>• Ability to develop and maintain good relationships with relevant external bodies.</li> </ul>	<ul style="list-style-type: none"> <li>• Ability and enthusiasm to adapt to change.</li> <li>• Enthusiastic with innovative qualities.</li> <li>• Business perspective and acumen.</li> <li>• Sensitivity to working in a political environment.</li> </ul>
Skills and Abilities	<ul style="list-style-type: none"> <li>• Excellent written and oral communication and presentational skills.</li> <li>• Strong literacy and numeracy skills</li> <li>• Experience of budget setting, monitoring processes, controls and financial management reports.</li> <li>• Ability to communicate effectively with others at all levels both internally and externally.</li> <li>• Strong interpersonal skills with ability to form and maintain sound working relationships with others.</li> </ul>	<ul style="list-style-type: none"> <li>• Articulate speaker in public.</li> <li>• Strategic level organisational and administrative skills.</li> <li>• Ability to develop, implement and monitor effective systems and procedures.</li> <li>• Good presentational and reporting skills using relevant IT programmes.</li> <li>• Flexibility and ability to respond quickly to situations.</li> </ul>

	<ul style="list-style-type: none"> <li>• Formal agenda preparation and minute taking skills.</li> <li>• Ability to produce understandable and concise written reports on complex topics.</li> <li>• Ability to develop, implement and monitor effective systems and procedures.</li> <li>• Ability to organise and prioritise own and others work.</li> <li>• Management skills with ability to monitor performance of others to achieve targets and meet deadlines.</li> <li>• Be able to show ability to work in a logical manner and to strict deadlines.</li> <li>• IT literate (Level 3 IT qualification or equivalent) with sound working knowledge of MS Office, Excel and Windows packages.</li> <li>• Experience of website administration</li> </ul>	
Special Conditions	<ul style="list-style-type: none"> <li>• Willingness to work and/or attend Committees and other meetings and functions in evenings.</li> <li>• Prepared to work varied hours to meet the needs of the post.</li> <li>• Willingness to undergo training to acquire relevant new skills or knowledge relevant to the job.</li> </ul>	Car driver/owner.

## Appendix 6(b) - Person Specification for the post of Responsible Financial Officer

PERSON SPECIFICATION - RESPONSIBLE FINANCIAL OFFICER		
Factor	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> <li>Ideally be at least CIPFA, ACCA or equivalent part qualified and be prepared to work towards obtaining the full qualification within 1 year of commencement.</li> </ul>	
Attainments	<ul style="list-style-type: none"> <li>Strategic financial experience in a structured environment.</li> <li>Sound budget preparation, management and financial control systems experience.</li> <li>Experience of financial forward planning.</li> <li>Previous experience of working for local authority or similar body in a financial role.</li> </ul>	Experience of Committee work.
Knowledge	<ul style="list-style-type: none"> <li>Knowledge of local government financial systems and procedures.</li> <li>Knowledge of the governance and financial framework in which the Council operates.</li> <li>Knowledge of budget setting, audit and monitoring processes and financial management reports.</li> <li>Knowledge of insurance procedures and financial risk assessment.</li> <li>Working knowledge of accounts and payroll systems and procedures and computer packages.</li> <li>Working knowledge of procurement processes within a public sector setting.</li> <li>Implementation of financial systems and controls to prevent bribery and corruption.</li> <li>Knowledge of KPI and other performance measures.</li> </ul>	Be able to show a knowledge of the operating environment of the Council.
Qualities and Attitudes	<ul style="list-style-type: none"> <li>Self-reliant and self-motivated with the drive and determination to achieve results and influence others.</li> <li>Flexible, pro-active and "hands on" approach to tasks.</li> <li>Supportive - demonstrating loyalty and commitment to the organisation and colleagues in past employment.</li> <li>Trustworthy with confidential information.</li> <li>Ability to develop and maintain good relationships with relevant external bodies.</li> <li>Be able to show ability of being a good team worker.</li> <li>Commitment to quality service delivery.</li> </ul>	Enthusiastic and willingness to adapt to change. Sensitivity to working in a political environment. Business perspective and acumen.
Skills and Abilities	<ul style="list-style-type: none"> <li>High numeracy and analytical skills.</li> <li>Sound written and oral communication skills with the ability to communicate effectively with others at all levels both internally and externally.</li> <li>High interpersonal skills and ability to form sound working relationships with colleagues and key external bodies.</li> </ul>	Ability to develop, implement and monitor effective systems and procedures. Good presentational and reporting skills using relevant IT programmes.

	<ul style="list-style-type: none"> <li>• IT literate with sound working knowledge of MS Office, Excel and Windows packages.</li> <li>• Ability to produce understandable reports on complex topics.</li> <li>• Ability to organise and prioritise own workload.</li> <li>• Ability to work in a logical manner and to strict deadlines.</li> </ul>	Flexibility and ability to respond quickly to situations.
Special Conditions	<ul style="list-style-type: none"> <li>• Willingness to work and/or attend Committees and other meetings and functions in evenings.</li> <li>• Willingness to undergo training to acquire relevant new skills or knowledge relevant to the job.</li> <li>• Prepared to work varied hours to meet the needs of the post.</li> </ul>	



## Section 7 – Advertising

### Appendix 7(a) - Advert for the post of Clerk to the Council and Responsible Financial Officer

#### Sample 1

XXX COUNCIL - CLERK AND RESPONSIBLE FINANCIAL OFFICER

Salary within grade [xxx] (SCP xx – xx - £xxx - £xxx p.a.)

Full-time/Part-time (xx hours per week - flexible working hours (if appropriate)

Location – [Council address/ home]

[Introduce the village/ town etc. include number of residents], has an exciting opportunity to join our [Town/Parish] Council to support the Council in our community work. If you have a genuine interest in helping our forward thinking and energetic Council develop and deliver timely, quality and innovative services to the local community, this post is ideal.

You will ensure that all legal, statutory, financial and other governing provisions relating to the Council are observed, all Council meetings are properly administered and decisions effectively implemented whilst developing healthy working partnerships with key local and regional bodies.

If you have not been involved in working with Councils before, look to your transferable skills and how these can benefit our Council. The successful applicant will have a proven record in administration and financial management with experience of managing a small team. You will be required to attend evening Town Council meetings and other meetings as needed. This may involve some weekend work during the year.

Competence in IT such as word and XL is essential with knowledge of website administration. The role will also involve the management of large projects and the preparation of reports and funding applications for the Council.

You will need excellent inter-personal skills in order to work successfully with external organisations, Councillors and our community.

If you do not possess the CiLCA qualification or Council experience, this can be covered by training in the first 12 – 18 months. [Include a project to give an idea of priority/ focus over the next 12 months or so.]

Please email [xxxxxxx@xxxxx] for more information and an application form.

Closing date for applications: [17.00 on Date]

Interviews will take place during the week commencing [Date]

[xxxxx] Council is an Equal Opportunity Employer and welcomes applications from all sections of the community.

## Sample 2.

XXX COUNCIL - CLERK AND RESPONSIBLE FINANCIAL OFFICER

Salary within grade [xxx] (SCP xx – xx - £xxx - £xxx p.a.)

Full-time/Part-time (xx hours per week - flexible working hours [if appropriate])

Location – [Council address/ home]

The Parish Council is seeking highly organised and committed applicants to undertake this key role which is responsible for all day-to-day organisation and management of the Council's services, staff, facilities and finances. You are expected to be enthusiastic, flexible and community-focussed with excellent leadership, management, administrative, inter-personal, accounting and IT skills in order to work successfully with staff, Councillors, external organisations, stakeholders and the community.

Ideally you should possess the CiLCA qualification and have a sound understanding of local authority organisation and management, however training can be provided.

Some evening meeting attendance is required. We offer excellent nationally based terms and conditions of employment for this full-time post which involves evening and weekend attendance.

Please email [xxxx@xxx] for more information and an application form.

Closing date for applications: [17.00 on Date]

Interviews will take place during the week commencing [Date]

[xxxxx] Council is an Equal Opportunity Employer and welcomes applications from all sections of the community.

## Appendix 7(c) - Advert for the post of Responsible Financial Officer

### XXX COUNCIL - RESPONSIBLE FINANCIAL OFFICER

Salary within grade [xxx] (SCP xx – xx - £xxx - £xxx p.a.)

Full-time/Part-time (xx hours per week - flexible working hours [if appropriate])

Location – [Council address/ home]

If you have excellent financial, Committee and administrative experience in a local authority or similar environment, ideally understand local government financial systems and procedures, accounts, payroll, budget setting and monitoring, risk management and controls, this post is ideal.

You will assist the Clerk to the Council in the effective and proper management and control of the Council's financial affairs by maintaining proper financial systems, records and controls, preparing and monitoring the Council's budgets, organising the payroll, ensuring that the Council complies with all requirements of Internal and External Audit, managing all aspects of insurance and the asset register and reporting to the Council and Committees.

Highly motivated and a good team player, you will be at least CIPFA, ACCA or equivalent part-qualified, bring excellent numerical, analytical, communication, IT and interpersonal skills, have a flexible and "hands on" approach and able to meet tight deadlines.

We offer excellent nationally based terms and conditions of employment for this post which involves occasional evening Committee meeting attendance.

Please email [xxxx@xxx] for more information and an application form.

Closing date for applications: [17.00 on Date]

Interviews will take place during the week commencing [Date]

[xxxxx] Council is an Equal Opportunity Employer and welcomes applications from all sections of the community.

## Section 8 Application Forms

**Appendix 8(a) – Sample application form.** Please read through and amend as you need.

### XXXX Parish/ Town Council - APPLICATION FOR EMPLOYMENT

Completed Application Forms must be returned by **[Time Date]** by e-mail to [xxxxxx@xxxxxxx](mailto:xxxxxx@xxxxxxx) or by post marked **STRICTLY CONFIDENTIAL** for the attention of [Council Address]  
 It is important that you read the Job Description and Personal Specification before completing this application form. Please complete the form fully using black ink or type. **[CVs are not accepted]**.  
 Applications received after the closing date will not normally be considered.

THE INFORMATION YOU SUPPLY ON THIS FORM WILL BE TREATED IN CONFIDENCE

Post applied for:	Clerk to the Council & Responsible Financial Officer	Available Start date:	
-------------------	--	-----------------------	--

#### Personal Details:

Surname:		Forename(s):	
Previous or other name:		Preferred Name:	
Address:			
Postcode:		National Insurance No:	
Home Telephone No:		Mobile No:	
Email address:			
Driving Licence – if relevant to post applied for.	Full <input type="checkbox"/>	Provisional <input type="checkbox"/>	None <input type="checkbox"/>
Do you have any motoring endorsements?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
If yes please specify:			
If offered this position, will you continue to work in any other capacity?	Yes <input type="checkbox"/> No <input type="checkbox"/>		
If yes please provide details:			

#### Prevention of Illegal Working:

The Council has legal obligations to ensure that you can work legally in the UK. Prior to taking up any employment you will be required to provide evidence of a passport and/or other relevant documents on the approved list to satisfy the Council that you comply with this requirement.

Do you require a work permit to take up employment in the UK?	Yes <input type="checkbox"/> No <input type="checkbox"/>
---	--

Are you legally eligible for employment in the UK?	Yes <input type="checkbox"/> No <input type="checkbox"/>
--	--

**Rehabilitation of Offenders Act 1974**

Please give details of any 'unspent' criminal convictions that you may have (in accordance with the Rehabilitation of Offenders Act 1974):

--------------

**Employment History**

Please list all employment in reverse chronological order, starting with your present or last position. Please continue on a separate sheet if you need to.

Name & Address of Employer:	
Date joined:	Date Left:
Job Title:	
Describe your duties and responsibilities:	
Salary:	Type of business:
Reason for leaving:	

Name & Address of Employer:	
Date joined:	Date Left:
Job Title:	
Describe your duties and responsibilities:	

Salary:	Type of business:
Reason for leaving:	
Name & Address of Employer:	
Date joined:	Date Left:
Job Title:	
Describe your duties and responsibilities:	
Salary:	Type of business:
Reason for leaving:	

Name & Address of Employer:	
Date joined:	Date Left:
Job Title:	
Describe your duties and responsibilities:	

Salary:	Type of business:
Reason for leaving:	

**Education**

Please give details of any educational, technical and/or professional qualifications.  
If you are currently studying, please provide details of the qualifications you are studying for.

Examinations/Qualifications taken or to be taken	Subject	Results/ Grades	Awarding Body	Date Obtained (MMM-yyyy)

**Training**

Please list any course(s), which you have undertaken that are relevant to the job and/or specified on the person specification. Continue on a separate sheet if necessary.  
Further and Higher Education (Degree, Diploma, BTEC, City and Guilds, NVQ etc)

Length of Course	Course Title	Certificates / Qualifications gained	Date (MM-yyyy)	Grade


**Outside Interests and Non – Vocational Experience**

Please give details of any outside interests or non-vocational experience which you feel may be relevant and will support your application.

**Disability Discrimination Act 1995**

Do you consider yourself to have any disabilities?    Yes     No

If yes, please assist us in making the interview arrangements by noting below any reasonable adjustments we should be making.

**Additional competency information THESE CAN BE CHANGED OR REMOVED AS YOU WISH**

Please provide specific examples in response to the following questions.

Describe a successful negotiation you have had with another authority or funding organisation:

What have you done to ensure that you work effectively as a member of a team or partnership?

Give an example of when you have led a team successfully. What did you do?



Describe an occasion where you have improved a Business process or Council procedures. What did you do and what was the outcome?

Please give details of any outside interests or other information you feel will support your application:

Explain qualities you would bring to the role of Town Clerk & Responsible Financial Officer in **xxxx Council**

**References**

Please give the names and addresses of two referees. One should be your present or last employer if possible.	
Referee 1	Referee 2
Name:	Name:
Contact details (Address, phone and email)	Contact details (Address, phone and email)

By giving these details you are permitting **xxxxxx** Council to contact them as part of the recruitment process. The above will only be used for successful candidates.

**Council Relationships**

Have you previously worked for this Council?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If YES, please give details of position held, dates of employment and main responsibilities:	
Are you related to any employee or Elected Member or Co-opted member or employee of this Council?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If yes, please state the name of the person and the capacity in which you are known to them:	
If appointed, do you have any business and/or financial interests which might conflict with the duties of the post?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If yes, please state the nature of interest:	

**IMPORTANT NOTICE**

I declare that, to the best of my knowledge and belief, the information given on ALL parts of this form is correct. I understand that, should my application be successful and it is discovered subsequently that information has been falsified, then disciplinary action may be taken which may include dismissal from the post.

**DECLARATION:** I, the undersigned, declare that the information given by me on this application and any other form (including at interview) to the best of my knowledge is correct, and that I have not knowingly withheld any fact or circumstance which, if disclosed, would influence a decision to employ or not employ me.

I confirm that I have a legal right to work in the UK and if this application is successful. I undertake to produce appropriate documentary evidence to prove this, prior to commencing work with the Council.

I accept that information within this application form will be used by **xxxxxx** Council for the purpose of processing my application. Further, should my application be successful and I am employed by **xxxxxx** Council, information about me, including that relating to my ethnic origin and health, will be retained and processed for the purposes of monitoring and employment procedures in accordance with the Data Protection Act 2018.

Please see the Council's Data Privacy Statement and Policy on our website for further information. Please indicate below whether you give consent for us to collect, record and process the personal data you have provided for the purposes of recruitment, selection and appointment.

- I give my consent.
- I wish to find out more information or to check what personal data is being collected and processed before giving my consent

If you return your application form to us by email and you are subsequently invited to interview, you will be required to sign a printed copy of your submitted form.

Signature:	Date:
------------	-------



## Appendix 8(b) - Request for recruitment pack and application form response

[Name and address of candidate]

[Date]

Dear [name]

[XXXXXXX Council - Application of Clerk to the Council](#)

Thank you for your responding to the advertisement for the above post.

I am enclosing a recruitment Information Pack which includes:

- the Recruitment Handout which is intended to give you background details of the post and the Council;
- the job description;
- the person specification;
- details of the current Council budget **[optional]**

You may also wish to refer for further information to the Council website at [www.xxxxxxxxxx.xxxx](#)

If you have any questions or need any further information on the appointment or selection process, please do not hesitate to contact me.

I look forward to receiving your application by the closing date and thank you for your interest in working for the Council in this role.

Yours sincerely

[Name]

[Post title]

On behalf of [xxxxxxxxxxxxxxxx](#) Council

**Appendix 8(c) Applications record form**

[XXX] COUNCIL

CLERK TO THE COUNCIL

No.	NAME	Date enquiry received	Date information pack sent	Media	Application received	Shortlist Y/N	Interview plus date	Y/N
1								
2								
3								
4								
5								
6								
7								
8								

## Appendix 8(d) Application acknowledgement

Candidate Address

Candidate Date

Dear **Name**

**XXXXXXXXXX** Council - Application of Clerk to the Council

Thank you for submitting your application for the above post.

I will be in touch after the closing date once the Council has selected their short list of candidates for interview.

If you have any questions in the meantime, please do not hesitate to get in touch.

Best regards

Name

Post Title

On behalf of **XXXXXXXXXXXX** Council

## Appendix 8(e) Equality and Diversity Monitoring form

**Note:** Ensure that ethnicity or other monitoring data requested, as discussed in **Section 7** of the Recruitment Manual, is removed and kept well away from the shortlisting process. For this reason, a Councillor unrelated to the selection process can manage the collation of applications and associated forms.

### XXXXXXXXXXXX COUNCIL EQUALITIES MONITORING INFORMATION

Application Stage

Post Applied For:

The Council aims to be an equal opportunity employer and we want to treat everyone equally.

The information requested below will enable us to determine whether or not we are achieving this aim. All information will be regarded as strictly confidential, will be kept separately and will in no way affect the outcome of your application for employment.

By completing and returning this form you are consenting to the sensitive personal data contained within to be used purely for statistical purposes and to be produced as evidence in any legal proceedings for discrimination against the Council. Please read the Council's Privacy Statement and DPA Statement on the website for details of your rights with regard to data protection.

Please tick the box you consider best describes your situation in each category.

#### 1. Gender

Are you? Male  Female  Transgender  I prefer not to tell you

What is your age?

16-29  30-44  45-59  60-74  75+  I prefer not to tell you

#### 2. Ethnicity

What is your ethnic group?

White British		Bangladeshi	
White Irish		Pakistani	
Any Other White Background		Indian	
White and Black Caribbean		Tamil	
White and Black African		Korean	
White and Asian		Any Other Asian Background	
Any Other Mixed Background		Caribbean	
Chinese		African	
Any other ethnic background		Any Other Black Background	
I prefer not to tell you			

### 3. Disability and Health

Do you have a long-term physical, mental health and health condition or disability?

Yes  No  I prefer not to tell you

What is the nature of your disability, mental health or other health issue?

Physical/Mobility  Sensory  Mental health  Learning  Other   
I prefer not to tell you

### 4. What is Your Religion or Belief?

Christian  Buddhist  Hindu  Sikh  Jewish  Muslim   
Atheist  Agnostic  Other  I prefer not to tell you

### 5. What is Your Sexual Orientation?

Heterosexual  Lesbian  Bisexual  Gay  Other   
I prefer not to tell you

Thank you for taking time to complete this form

Date: \_\_\_\_\_



## Section 9 - Recruitment Information Pack

### Appendix 9(a) - Example Recruitment Information Pack

This can be amended to suit the post of Responsible Financial Officer or indeed any other job by substituting relevant job information on that post. Please contact GAPTC if you wish to discuss any element of terms and conditions before publication.

This Recruitment Handout has been prepared on behalf of and agreed with **xxxxxxx** Council but does not form part of any future contract of employment.

### Introduction

Thank you for responding to the Council's recent advertisement for this post. We hope that you find this Recruitment Handout together with the job description and person specification enclosed of assistance in deciding to apply.

The information is arranged as follows:

- role of a Clerk to the Council
- a history and profile of the Council
  - Council area and environment
  - Council history and background details
  - Council structure
  - staffing information
  - key challenges
- the job advertisement
- key terms and conditions of employment
- the application and selection process.

Also enclosed within the Recruitment Handout Information Pack is an application form (CVs alone will not be acceptable). If you wish to apply electronically, please provide your email the address. You will be sent a link so you can apply on line.

This Recruitment Handout will not form part of any subsequent contract of employment.

If you have any questions on the Recruitment Information Pack or the recruitment and selection process, require any further information on the Council or the post or you would like an informal discussion on the role, please contact [**Name**] on [**phone number**] or [**email**].

If as a result of a disability or impairment you would like us to make any special arrangements concerning the completion of your application or attending for interview, please let us know.

Name

Post Title

On behalf of **xxxxxxx** Council

## **Why become a Clerk to the Council?**

Becoming a Clerk to a Parish or Town Council is one of the most rewarding jobs in a local community - a competent Clerk underpins a good Council.

The role of Clerk is to ensure that the Council as a whole conducts its business properly and to provide independent, objective and professional advice and support and being a Clerk puts you in the centre of things.

Parish and Town Councils are part of Local Government in Gloucestershire together with Gloucestershire County Council and District/ Borough councils.

The County Council is responsible for strategic services such as highways, education, libraries, social services, strategic planning and refuse disposal.

District Councils are responsible for local services including housing, local planning and refuse collection.

The Parish and Town Councils in the County are often viewed as the part of government closest to the people and are the only local government tier that represents residents at Parish and Town level.

Importantly Parish and Town Councils can “precept” – raising a council tax each year to improve facilities and services for local people.

Their powers and duties cover many things that we take for granted in making for comfort and well-being where we live and can include the provision and maintenance of allotments, burial grounds and public monuments, public clocks, halls, some street lighting, litter bins, car parks, public toilets, rights of way, roadside verges, bus shelters, swimming pools and village greens.

Parish Councils are consulted on and can comment on planning applications and can be represented at public inquiries. Similarly, they advise the County and District authorities on the views of residents, and especially priorities for local investment.

Most Council meetings are open to the public and are led by the Council’s Chairperson and advised by the Clerk to the Council who is there to see that business is conducted within the law.

## **What does the Clerk to the Council do?**

The enclosed job description lists the duties in detail but the main duties of the job can be summarised as to:

- ensure that the Council conducts its business lawfully
- administer all the Council's paperwork
- ensure that meeting papers are properly prepared and the public is aware of meeting times
- communicate the Council's decisions
- organise and manage the provision of the Council services
- organise and oversee the implementation of projects
- manage and lead the staff
- communicate and market the Council services and facilities
- keep property register and other legal documents
- keep up to date by training/qualification.

The key duties and responsibilities to be undertaken are detailed in the job description included in the pack.

It is important to understand however that being a Clerk to a Parish or Town Council is a job and not a spare time activity. The job is no different from large to small Councils as the basic skills and training required are the same. What is different however is the amount of time needed to deal with the volume of business as most Council meetings are held 'out of hours' so being a Clerk is not just a daytime activity.

### **Skills and attributes needed**

Clerks usually pride themselves in having a good deal of common sense, confidence to handle the administrative work and guiding the Council on procedural matters, being a good organiser, IT literate and able to get on with people.

The key attributes required are detailed in the person specification included in the Recruitment Information Pack but underwriting these qualities is a sense of public duty - of wanting to help others in the community.

### **History and profile of the Council**

Include some or all of the following plus any other relevant details you wish the applicant needs to be aware of.

**Council Area and Environment** - Include a summary of the area and local environment

Council History and Background Details - Include a summary of the following:

- History of the Council
- Mission Statement
- Role in the community
- Financial information – budget, precept etc
- Detail of population, electorate and wards/electoral areas
- Council Membership
- Key functions/responsibilities
- Council facilities and property owned and managed

**Council Structure** - Include a summary of some or all of the following:

- Committee structure and brief terms of reference
- Councillor election timetable
- Meetings of the Council and Sub-Committees – programme
- Annual Meeting
- Timing and location of meetings

**Staffing** – Include your staffing structure and/or schedule of Council jobs and any temporary arrangements

**Key Challenges** – Its important to give a view of the keys challenges lying ahead for your council so include:

- Current and ongoing key challenges for the Council
- Key specific tasks and/or projects to be addressed and/or tackled by the successful candidate

## Key Terms and conditions of employment

These can be adjusted depending on your Councils terms of employment and policies.

General	The terms and conditions of employment are generally in accordance with the National Joint Council Scheme of Conditions of Service and the provisions of the National Association of Local Councils and the Society of Local Council Clerks Conditions of Service for Clerks of Local Councils or as amended by the Council.
Salary	Salary is negotiable within Salary Range <b>LC x (SCP xx – xx £xxxxx to £xxxxx)</b> if not in possession of CILCA qualification <b>or LC x range (SCP xx – xx £xxxxx to £xxxxx)</b> if CILCA qualified or on obtaining the full qualification.
Working Week	The normal full-time working week is <b>XX hours per week</b> plus negotiated study/training time as appropriate.
Days and Hours of Work	Days of work are usually <b>Monday to Friday</b> and the office hours are <b>XXX am to XXX pm</b> but the hours of work will be flexible by agreement to include attendance at evening or weekend meetings and functions for which time off in lieu is granted.
Annual Leave	<b>XX working days (XX working days</b> after 5 year's continuous local government service) plus 2 discretionary days and bank and public holidays.
Pension	You may become a member of the Local Government Pension Scheme if this is appropriate, which operates a contributory pension scheme and which the successful applicant is entitled to join. The rate of contribution for the LGPS is based on full time pensionable pay within the range <b>of enter range of percentages.</b>
Probation	<b>Xxxx's</b> month probationary period.
Pay Method	Salary is paid on the enter date of the month, directly by credit transfer to a bank or building society.
Salary Review	The salary is subject to any revisions agreed nationally between NALC and SLCC as a result of pay negotiations which are usually effective from 1 April.
Work Location	<b>Enter office address/workplace</b> but attendance at other locations is required when necessary.
Expenses	Reasonable subsistence for conference attendance in accordance with the Council's policy.  Car mileage allowance payable in accordance with the casual user provisions in the Council's policy.

Other Terms All staff are required to operate within the Council's code of practice on confidentiality.

A no smoking policy is in operation in the Council's buildings and vehicles.

Notice Period After completion of the probationary period, **xxx months** on either side in writing to terminate the employment. Unless your employment is terminated on grounds of gross misconduct when summary dismissal will apply, the minimum period of notice of termination of your employment which you are entitled to receive from the Council in writing, after completion of any probationary service, period is three months.

### Application and selection process

The proposed recruitment timetable is as follows:-

- ❖ Advert closing date - XXXXXXXX
- ❖ Short listing - XXXXXXXX
- ❖ Selection Panel interviews - XXXXXXXX

You will be advised of any material change to this timetable as appropriate.

### Application Procedure

You should complete the enclosed Application Form in full and not disregard any section. CVs are not acceptable as an alternative to completing the Application Form but may be attached along with any supplementary information or documents in support of your application.

When submitting your application, you should address the requirements of the Job Description and Person Specification for the post and ensure that your relevant key experiences, knowledge, skills and personal style are clearly described to give you the best opportunity in the short-listing process.

Please note you will be required to show documentary proof of any qualifications you may claim to hold if you are offered an appointment.

When completed your application form should be sent to **[Name – email]** by **[Date]**.

### Selection Process

It is expected that interviews for short listed candidates will be held by the Council's **Selection Panel** on **[Date]** at **[Location]**.

The interviews will be structured to assess your competence and suitability for the post and may include relevant tests which will be explained to you if invited to attend for interview.

Please note the above date and confirm your availability to attend for interview on that date if short listed when completing your application form. It is expected that you will be advised during week ending [Date] if selected for interview.

## References

References will be taken should you be the successful candidate. Your offer will be subject to satisfactory references.

## Proof of Eligibility to Reside and Work in UK

In accordance with their legal obligations the Council will require you to provide proof that you are legally able to reside and work in the UK if you are successful in your application before commencing employment.

## DBS Check

The Council **does/does not** require a criminal record check processed through the Disclosure and Barring Service (DBS) as part of its recruitment process.

## Canvassing

Canvassing, either directly or indirectly, will disqualify you from appointment. Sending copies of, or extracts from, your completed Application Form, CV or testimonials to any Member or Officer of the Council will be regarded as canvassing.

## Equal Opportunities

The Council wholeheartedly supports the principle of equal opportunities in employment opposing all forms of unlawful and/or unfair discrimination whether on grounds of any protected characteristic in accordance with the Equality Act 2010. We aim to appoint purely on merit and suitability for the post. You are invited to complete and return the enclosed Equality Monitoring Information Form and return it with your completed application Form. The completed form will be regarded as strictly confidential, kept separately from and in no way used or affect the outcome of your application for employment.

## Equality Positive Action (where applicable)

The new positive action terms mean that it is not unlawful to recruit or promote a candidate who is of equal merit to another candidate if the employer reasonably thinks that:

- the candidate has a protected characteristic that is underrepresented in the workforce
- people with that characteristic suffer a disadvantage connected to that characteristic.

However, positive action does not allow an employer to appoint a less suitable candidate just because that candidate has a protected characteristic that is under-represented or disadvantaged.

## Further Information

We hope that the information contained in this Recruitment Information Pack is helpful and sufficiently thorough to enable you to submit your application which we look forward to receiving.

However, if you have any questions on the information in the Recruitment Information Pack or any aspect of the appointment or the recruitment process, please do not hesitate to contact the Council as set out in the Introduction earlier in the Pack.

## Section 10 - Short listing

### Appendix 10(a) – Short listing template

The short-listing criteria suggested may be varied to reflect your Council's priorities and specific job. This should be based on the requirements of your chosen job description and person specification which will ensure that you can justify the reasons for rejecting candidates if challenged.

APPLICANT REFERENCE NO.		1	2	3	4	5	6	7	8	9	10
SHORTLISTING CRITERIA ESSENTIAL	Value										
Attainments											
Qualifications and training	10										
Organisation and administration	10										
Committee work, agenda preparation and minuting	10										
Staff management / performance management	10										
Policy development and strategy advice	10										
Project management	5										
Budget preparation/control and financial management	10										
IT Literacy	5										
Knowledge											
Governance, operation and legal framework in which Council operates	10										
Employment and health and safety law	5										
Accountancy procedures	5										
Total "E" Score (Minimum score to proceed = 70)	90										
Desirable Criteria ("D")	Value										
Local government/public sector working experience	5										
Local government systems and procedures including planning	5										
Experience of working with the public/working on own initiative	5										
Knowledge of local area	5										
Public relations experience and raising profile in community	5										
Total 'D' Score	25										
TOTAL "E" + "D" SCORE (Minimum score to shortlist 80)	115										
RECOMMENDED TO SHORTLIST											

**Note: Short-listing Criteria and Value** = The above short-listing criteria and values are only suggestions and may be varied by the Council to reflect their particular post, priorities and key responsibilities in the area.



## Appendix 10(b) - Rejection letter following short listing and no interview

**Candidate Name**  
**Candidate address**

**Date**

Dear [name]

XXXXXXXXXX Council - Application of Clerk to the Council

I am writing in response to your application for the post of Clerk with XXXXXXXXXX Council.

We had a high level of interest in the post and a considerable number of applications.

The Council have now considered all the applications and unfortunately it has been decided not to take your application further on this occasion.

I am sorry to disappoint you however the Council would like to pass on their thanks for your interest in the post and the time spent in applying.

I would like to take this opportunity to wish you every success in finding a suitable appointment in the near future.

Yours sincerely

**Name**  
**Post Title**

On behalf of XXXXXXXXXXXX Council

**Section 11 – Selection Interview**  
**Appendix 11(a) – Interview schedule**

Date/ Time	Applicant	Current Role

## Appendix 11(b) – Initial interview invitation

Consider the type of selection interview process you wish to follow prior to sending out your interview invitation. You may wish to undertake testing/ ask for the presentation of a prepared report etc. Depending on the number of applicants that have passed the short-listing process, you may wish to split the interview into a 1 or 2 stage process. This letter template can be amended as necessary.

**Candidate name**

**Candidate address**

**Date**

Dear [name]

Xxxxxxxx Council - Application of Clerk to the Council

Further to your application for the above post with the Council I am pleased to advise you that you have been short listed to proceed to the selection assessment stage. The selection process will be over two stages as follows.

### Initial Interview

You are invited to attend for an initial interview at [time] on [Date]. The interview will be held at the [location]. On arrival please report to [name].

A map is enclosed showing the location and the car parks around the Council Offices.

The interview will be with the xxxxxxxx **Sub-Committee/Selection Panel** consisting of [number] **Councillors** and as part of the interview please bring a concise but sufficient written report for the **Sub-Committee/Selection Panel** (not more than two sides of A4) on the following topic in your preferred Committee style.

**“topic title“**

You are asked to bring copies of the report along to the interview and be prepared to present to it the Panel.

### Final Interview

Following the initial interview, a reduced shortlist of candidates will be selected to go forward to a final interview on [Date].

This will be with the Council's **[Sub-Committee/Selection Panel]** and as part of the interview you will be required to make a presentation. You will be advised of the final arrangements and the topic for the presentation if invited to proceed to this stage.

There will also be an opportunity to meet the Council's key staff and Councillors informally on that day.

**[Prior to the interview you will also be expected to undertake an online personality profile/psychometric tests. Full instructions on the latter will also be given after the initial interview.]**

[The Council will reimburse any reasonable expenses involved in attending the interviews and a claim form is attached which should be completed with receipts attached and submitted to me at the above address.]

If you have any special requirements either for the attendance at interview or in undertaking the report, please let me know straight away.

I hope you will accept this invitation to attend for the initial interview; please let me know as soon as possible if you will be attending by either email on [\[contact email\]](#) or calling me on [\[phone number\]](#). If you have any questions about any of these arrangements, please do not hesitate to let me know.

I look forward to hearing from you.

Yours sincerely

**Name**

**Post Title**

On behalf of [xxxxxxx](#) Council

## Appendix 11(c) –Rejection letter after initial interview

Candidate name  
Candidate address

Date

Dear [name]

Xxxxxxxx Council - Application of Clerk to the Council

Thank you for attending for the initial interview on [Date] for the above post.

Following the interview with the xxxxxx Council [Sub-Committee/Selection Panel] I regret to advise you that on this occasion your application has not been successful and you are not proceeding to the second interview stage.

I would like to take the opportunity to thank you for your interest in working for the Council and the time and effort put in to preparing for and attending the interview.

I wish you every success in finding a suitable appointment in the near future.

Yours sincerely

Name

Post Title

On behalf of xxxxxxxx Council

## Appendix 11(d) – Final interview invitation

Candidate name  
Candidate address

Date

Dear [name]

Xxxxxxxx Council - Application of Clerk to the Council

Further to your interview on [date] for the above post with the Council, I am pleased to confirm that you that you have been selected to go forward to the final stage of the selection process \*[which will run from [time] on [date] at the [location]]. On arrival, please report to [contact name]. This final stage will be as follows.]

Testing – if applicable

The Council wishes you to undertake a **personality profile/psychometric test** which is intended to measure a number of competencies such as risk taking, stamina, time management, how dynamic someone is etc. You will be contacted shortly by email by [name] and the test should be undertaken on-line by [date/time] at the latest. The test should take no more than 30 minutes.

Informal meeting with Councillors and Staff – if applicable

The Council is arranging an informal meeting between all candidates being interviewed, Councillors not directly involved in the selection process and the Council's staff. You should therefore ensure that you attend at [time] on the above date and this meeting will last up to an hour. This **will/will not** form part of the candidate assessment.

Interview

You are [**\*then**] invited to attend for a final interview at [time] on [date] with the **Council's [sub committee name Sub-Committee/Selection Panel]**. As part of the interview, you are asked to prepare a PowerPoint presentation on the following topic.

[**topic title**]

The presentation should last no more than ten minutes. You are asked to bring it on a USB memory stick and be prepared to present to it the [**Sub-Committee/Panel name**]. You may also wish to bring hard copies of the presentation along to the interview for the [**Sub-Committee/Panel name**] (**xxx** copies).

[**The Council will reimburse any reasonable expenses involved in attending the interview and a claim form is attached which should be completed with receipts attached and submitted to me at the above address.**]

If you have any special requirements either for the attendance at interview or in undertaking the job, please let me know straight away.

I hope that you will accept this invitation to attend for the final interview and should be pleased if you would let me know as soon as possible if you will be attending by either email on [[contact email address](#)] or calling me on [[contact phone number](#)].

If you have any questions about any of these arrangements, please do not hesitate to let me know.

I look forward to hearing from you.

Yours sincerely

**Name**

**Post Title**

On behalf of [xxxxxxx](#) Council

## Appendix 11(e) – Example Rejection letter after final interview

**Candidate name**  
**Candidate address**

**Date**

Dear [name]

Xxxxxxxx Council - Application of Clerk to the Council

Thank you for attending for interview on [date] with the Councils [Sub-Committee/Selection Panel] for the post of Clerk to the Council.

Following the interview, I regret to advise you that on this occasion your application has not been successful.

If you would like personal feedback on the interview and your application, you are welcome to contact me on [number].

I would like to take the opportunity to thank you for your interest in working for the Council and the time and effort put in to preparing for and attending the interview.

I wish you every success in finding a suitable appointment in the near future.

Yours sincerely

**Name**

**Post Title**

On behalf of xxxxxxxx Council



## Appendix 10(f) – Reference request and letter

**Note** that some organisations will only provide you with basic employment information and will not give further details.

**Candidate name**

**Candidate address**

**Date**

Dear [name]

Xxxxxx Council - Application of Clerk to the Council

[Candidate name] has been interviewed and offered the above post subject to receipt of satisfactory references. They have given you as a referee in support of the application and I should be pleased therefore if you would provide a reference for them.

I would be grateful in particular for your views on their suitability for the post as detailed in the Job Description and Person Specification enclosed and in particular, their:

- commencement and end date
- job title
- organisational and administrative ability
- leadership and management skills
- oral and written communication skills
- committee work experience
- motivation and attitudes
- interpersonal skills
- any disciplinary or capability procedures or penalties still in operation
- anything that would adversely affect their ability to undertake the job role or which would cause difficulties for the Council.

We have the permission of this candidate to contact you and can assure you that the information provided will be treated in strict confidence.

We would be pleased to receive your response, if possible, by [date]. If you wish to discuss the reference, please give me a call on [number].

I look forward to hearing from you.

Yours sincerely

Name

Post Title

On behalf of xxxxxxxx Council

## Appendix 11(g) –Interview prompt sheet for Clerk to the Council

XXXXXXXXXXXXX COUNCIL

Interview Date:

The following outlines a possible approach to the structure of the interview. The same format should be followed for each interview.

ACTION	BY WHOM?
<p>Opening the Interview</p> <ul style="list-style-type: none"> <li>• welcome and ice breaking introduction</li> <li>• panel introductions</li> <li>• any further adjustments necessary?</li> </ul>	
<p>Outline Interview Format</p> <ul style="list-style-type: none"> <li>• explain interview format and likely duration</li> <li>• explain aim to get fuller information on candidate and ensure candidate fully understands job and challenges</li> <li>• stress that you wish to encourage discussion</li> <li>• opportunity at end for candidate to ask questions</li> </ul>	
<p>Questions</p> <ul style="list-style-type: none"> <li>• See attached list of possible questions</li> </ul>	
<p>Opportunity for Employee Questions</p> <ul style="list-style-type: none"> <li>• do they have any questions on the role or the duties required?</li> <li>• are they clear on the performance standards expected?</li> <li>• have they any questions on the terms of employment?</li> </ul>	
<p>Interview Close</p> <ul style="list-style-type: none"> <li>• are they clear about the job and the standards required and if offered the post would you accept it?</li> <li>• explain what will happen next and when decision expected.</li> <li>• thank them for coming.</li> </ul>	

### Post-interview Action

- Make notes on your view of each candidate immediately after the interview.
- Complete Selection Interview Assessment Matrix.
- Discuss and agree selection and/or need for further interview with the other members of the panel.

## Appendix 11(h) – Sample Questions for the post of Clerk to the Council

Interview Date:

Interviewers:

The following outlines a selection of potential questions that can be considered for your interviews.

Decide on the key competencies for the role from your job specification that you want to explore in more detail. From there you can consider which questions you wish to ask and who will ask them. When considering the number of questions, look to take between 45 – 60 minutes in the interview (panel members may also have questions of their own they wish to add). Some questions below include probing questions to assist in your questioning and you can add your own as needed.

**Note:** Equal opportunities best practice states that the same format and questions should be used for each interview varying only the follow up questions based on a candidate's responses.

### Introduction

- Give an outline of your previous jobs
- Why do you want to leave your current job?
- What has attracted you to this post?
- What do you see as the key challenges in the post for you?

### Relevant Experience and Skills

- Tell us about your experience of formal Committee work and minute taking.
- What do you see as the key skills and qualities needed to be successful in this job?
- How do you feel your previous experience equips you well for this post?
- What specific and relevant skills can you bring to this post and to benefit the Council?
- What do you find most challenging in your current post?
- What do you find most frustrating in your current post?
- Please give an example of a couple of improvements at work that you have initiated?
- How would you describe a successful relationship between Council and the community and other relevant organisations?
- Can you give an example of when you have made a significant change at work?
- Why did you decide to make the change?
- How did you implement the change?
- Was the change effective?
- Can you describe an occasion when you actively went beyond the scope of your role?
- Why did you feel you should do this?
- What was the outcome?
- What did you learn?
- What actions have you taken in your previous role(s) to encourage people you work with feel a responsibility to the community and the environment?
- What did you do to get people involved?
- How did people respond to this?
- What was the outcome?

- Describe a situation where you have promoted or defended diversity?
- What did you do?
- What feedback did you receive afterwards?
- What do you consider to be the most important issues in promoting a diverse team (workforce)?

### **Technical Knowledge and Experience**

- What are your first thoughts about the key challenges for the Council over the next few years?
- What role have you played in budget setting and control?
- Can you think of some specific examples from your work that you most frequently worry about?
- What aspects, if any, of the job description for this post do you not feel confident with?
- Tell us about your level of IT literacy?
- What is your experience of meeting the public and dealing with their complaints?
- How do you feel about making a presentation to groups?
- Can you describe a recent presentation you have made and to whom?
- Can you describe a recent presentation you have made, to who and what it related to?

### **Management**

- What is the largest number of employees you have directly managed?
- How would you describe your personal management style?
- Give an example of a situation where you had to take the initiative, perhaps going above the scope of your role?
- Why was this necessary
- How effective did you feel you were?
- What would you differently next time?
- What do you regard as the key challenges in managing and motivating your staff?
- Give an example of how you have dealt successfully with a situation when one of your staff was performing badly or just not getting the job done?
- Give an example of what you have done to bring out the best in another person?
- What made you aware of their potential
- How successful were you
- What skills in developing people would you like to improve
- How do you ensure that you and your staff meet work targets and deadlines?
- During your working life which of your managers has stood out for you and why?

### **Personal Qualities**

- What personal qualities will you bring to this post to make you successful in it?
- What sort of ethics or values do you need to uphold in your work?
- Why are these important?
- What do you do to uphold these?
- How have you dealt with organisations ethics that are different to your own
- How do others describe you?
- What kind of first impression do you think you make on people?
- how does this change once the relationship is more established?
- In a group or team situations at work what role do you generally play?
- why do you take this role?

- Is this always successful?
- What situations do you have to adapt your style?
- Tell me about a time when you found it difficult to build an effective working relationship with a colleague?
- How did you deal with this?
- To what degree did you adapt your approach to others?
- What efforts did you make to understand the situation from other people's perspective?
- What would you do if the Council made a decision with which you strongly disagreed?
- How did you deal with the pressure of a complex workload?
- Describe a situation where you felt you were under a high degree of pressure?
- How did it affect your behaviour?
- What did you do to maintain your quality of work?
- What did you learn from the situation?
- Give an example of when you have felt very satisfied with a piece of work you have done?
- What does work/life balance look like to you?
- What steps do you take to ensure that your work is of a satisfactory standard?
- In what situations at work do you tend to react flexibly? Can you describe a specific instance of this?

### **Organisation/Planning**

- Outline situations where you enjoy working in a planned way.
- with when do you prefer to be spontaneous and react to circumstances as they occur?
- How do you usually plan your work?
- Describe a time when you had to plan a project?
- How did you organise the project?
- How did you plan to take account of possible changes in circumstances?
- What was successful/ less successful?
- What would you differently next time?
- What would you expect to have achieved in the post within the first three months, if appointed?

### **Additional RFO related questions**

### **Relevant Technical Knowledge and Experience**

- Summarise your relevant financial experience in managing annual and capital budgetary expenditure and income.
- What do you think are the key financial challenges for the Council over the next few years?
- Please explain your experience of preparing management and trading accounts.
- Please take us through your most recent budget preparation process.
- Please outline your experience in financial forward planning, strategy and policy work.
- Can you give an example of raising finance by way of grants or sponsorship?
- Who did you go to?
- How successful were you?
- Give an example of an improvement or change you have personally initiated to improve budgetary systems and/or control?
- Why did you decide to make the change?
- How did you implement it?
- Was the change effective?
- How do you ensure that there are adequate financial security and internal controls in place?

- How are they maintained?
- Please outline your experience of working with Internal and External Audit?
- How do you keep up to date with the financial regulations?
- Please tell us about your experience of arranging relevant insurances to cover the Council's activities.
- What experience do you have in relation to asset registers and/or terrier of Council or other property?
- What is your experience of running a payroll and handling SSP, income tax and VAT matters?
- Describe the criteria you use for evaluating the reliability of the financial information you receive.

### **Relevant Skills**

- Tell us about your level of IT literacy, the computer systems and software packages with which you are particularly familiar?
- Explain the different accounting packages you have used recently and which one best met your needs.
- Describe a situation where you handled a complex financial project with a tight deadline that required precise data collection and analysis.
- How did you analyse it?
- What did you do to ensure you understood all the issues involved?
- What did you learn from the analysis
- What are your strengths when applied to problem solving?

### **Personal Qualities**

- What motivated you to establish a career in accountancy?
- What personal qualities will you bring to this post to make you successful in it?
- Describe a recent tough financial analysis problem you faced at work.
- Give me an example of when you had to disregard or adapt an established procedure
- What was the background?
- How did you feel about the actions you took?
- What was the outcome?
- When you have been part of a team that has worked well, what do you think the reasons are for its success?
- What do you think are the benefits or downside of letting people know your opinions?
- What would you do if the Council made a decision with which you strongly disagree?
- What do you regard as the biggest challenges and opportunities facing the accounting profession today?

### **Organisation/Planning**

- What systems and processes do you use to ensure consistent standards and goals are achieved?
- When have you had a problem applying these?
- What was the outcome?
- What would you do differently in the future?

### **Conclusion**

- If you could pick a couple of personal traits or skills to improve, what would they be?
- Are there any aspects of the job description for this post with which you do not feel completely confident?
- Looking back on your career is there anything you would have done differently?
- We are seeing a number of candidates for this post so why should we appoint you?



## Section 12 – Selection Process

### Appendix 12(a) – Example Interview Assessment Matrix for the post of Clerk to the Council

To be completed for each candidate interviewed

Date:

Interviewers:

ASSESSMENT FACTORS	VALUE	(e.g.) A.N Other	COMMENTS/EVIDENCE e.g., examples given, documents, certificates
<b>Attainments</b>			
Qualifications and training	10	1	
Project management	5	3	
Experience of working with the public	10	7	
Staff management	10	2	
Committee work, agenda preparation and minuting	10	9	
Policy development and strategy advice including research activity	10	10	
<b>Knowledge</b>			
Local government systems and procedures including planning	10	8	
Governance, operation and legal framework in which Council operates	10	8	
Public relations experience and raising profile in community	15	12	
Employment and health and safety law	5	2	
Accountancy rules and regulations	10	6	
IT Literacy	10	7	
Knowledge of local area	5	1	
<b>Qualities and attitudes</b>			
Self-reliance and motivation	10	10	
Team working and supportive attitude	10	10	
Community focus	15	12	
<b>Skills and Abilities</b>			
Written and oral communication	10	10	
Presentational skills	5	3	
Organisational and administrative	15	15	
Inter-personal skills	10	8	
<b>Other</b>			
Flexibility (meeting deadlines and attend evening meetings)	10	10	
<b>SUB TOTAL</b>	<b>210</b>	<b>162</b>	



RATING SCALE:

Rating	Score	Score	Score
	Maximum 15	Maximum 10	Maximum 5
Excellent	15	10	5
Above average	12-14	7-9	4
Satisfactory	8-11	5-6	3
Below average	4-7	2-4	2
Poor	1-3	1	1

**Appendix 12(b) – Selection Interview Assessment Matrix for the post of Responsible Financial Officer.**

ASSESSMENT FACTORS	VALUE	(e.g.) A.N Other	Name	Name	Name
<b>Attainments</b>					
Qualifications and training	10	10			
Financial experience in a structured environment	10	10			
Local government financial systems, controls and procedures	10	6			
Local government/public sector financial experience	10	6			
Financial forward planning	10	7			
Budget setting, audit and monitoring processes	10	8			
<b>Knowledge</b>					
Accounts and payroll systems and procedures	10	8			
Working knowledge of procurement processes in public sector setting	10	6			
Budget preparation/control and financial reporting and management	15	12			
Insurance procedures and financial risk management	10	6			
Implementation of financial systems and controls to prevent bribery and corruption.	10	6			
Governance and legal framework in which Council operates	5	1			
Insurance cover and financial risk management	5	1			
<b>Qualities and Attitudes</b>					
<b>Skills and Abilities</b>					
SUB TOTAL	125	87			
TOTAL	335	249			

RATING SCALE:

Rating	Score	Score	Score
	Maximum 15	Maximum 10	Maximum 5
Excellent	15	10	5
Above average	12-14	7-9	4
Satisfactory	0-11	5-6	3
Below average	4-7	2-4	2
Poor	1-3	1	1

### Appendix 12(c) – Example Selection Assessment Methods

Sets out examples of how you can take the key factors in the job description and person specification and identify the appropriate methods of assessment.

Person Specification Factors	Methods of Assessment					
	Essential	Desirable	Application Form	References	Selection interview	Assessment tests
<b>Attainments</b>						
Qualifications and training	E		X			
Staff management	E		X	X	X	
Budget preparation/control and financial	E		X		X	
Project management		D		X	X	
Committee work, agenda preparation	E		X		X	
Etc...						
<b>Knowledge</b>						
Local government procedures	E		X		X	
Accounts and payroll systems		D	X		X	
Procurement processes	E				X	
Etc						
<b>Qualities and attributes</b>						
Team working and supportive attitude	E			X	X	
Flexibility and hands-on approach	E			X	X	
Self-reliance and motivation		D		X	X	
Community focus	E		X		X	
Etc						
<b>Skills and Abilities</b>						
Inter-personal skills	E			X	X	
Presentational skills		D			X	X
Written and oral communication skills	E		X		X	X
Etc						

## Section 13 – Appointment Process

### Appendix 13(a) - Example offer of employment for the post of Clerk to the Council

**Candidate Name**

**Candidate address**

**Date**

Dear **Name**

#### **Offer of Employment as Clerk to the Council**

Further to your recent interview and our telephone conversation, I am pleased to write on behalf of **xxxx Council** to offer you employment with the Council in the above post on the terms and conditions as set out in this letter and the enclosed **Contract of Employment/Statement of Main Terms and Conditions Employment**.

The offer of employment is conditional upon receipt of: -

- satisfactory references (for which application has been made);
- qualification certificates;
- the documents confirming your right to work in the UK to meet our legal obligations in this regard e.g. your passport, birth certificate, utility bills etc.
- They must be the original documents, not photocopies, and if any of the above is not produced or satisfactory the employment offer will be withdrawn or the employment terminated with immediate effect.

You will also be required before commencing employment to provide details of your bank or building society.

In addition, this offer is made on the basis that the information provided by you in applying for the position are true and accurate to the best of your knowledge. If any of this information is later found to be untrue then, as your employer, the Council reserve the right to dismiss you immediately without notice.

This offer is also subject to a 3-month probationary period as set out in the Statement of Main Terms and Conditions of Employment. During this time your performance and conduct will be carefully monitored and discussed with you on a monthly basis and at the end of the probationary period or any extended period if your performance and conduct is considered satisfactory then your employment will be formally confirmed. If however, your performance and conduct is considered to be unsatisfactory during the original or extended probationary period then your employment will be terminated on one week's notice.

I hope that you will accept this formal offer of employment and will confirm acceptance by printing and signing the endorsement and send a scanned copy of the attached Contract of Employment within the next seven days.

Please confirm your commencement date when returning the signed documents.

Finally, if you have any questions or queries about the job or this offer or require any further information before signing and accepting, please do not hesitate to contact **[Name]**, **[Position]** on **[number]**.

The Council looks forward to welcoming you as a member of their team. This is an exciting time for the Council and you will be a key part of our future development and assist the Council in meeting our future objectives.

Yours sincerely

**Name**

**Position**

On behalf of **Xxxx** Council

## STATEMENT OF MAIN TERMS AND CONDITIONS OF EMPLOYMENT between

**xxxx Council, Old Town, Council Address**

-and-

**Employee Name – Employee Address**

### 1. Introduction

- 1.1. This Statement sets out particulars of your main terms and conditions of employment with **xxxxxx** Council, which are required to be given to you by law in accordance with the Employment Rights Act 1996. The contract should be read in conjunction with all other documents to which reference is made which together with any letter of offer of employment form your contract of employment.
- 1.2. Your employment commences on [Date] (the 'commencement date') and your employment with **xxxxxxx** Council is continuous from your start date.
- 1.3. The National Agreement on Pay and Conditions of Service of the National Joint Council ("the NJC") for Local Government Services (the 'Green Book') applies to your employment save as amended by this contract.
- 1.4. Confirmation of the appointment will be subject to satisfactory completion of a period of probationary service of 3 months. During any such period of service you would be expected to establish your suitability for the post.
- 1.5. During the probation period the notice period required in writing by either side is one week.
- 1.6. Your employment with any other public employer as set out in the NJC agreement **will/will not** be considered as part of a continuous period of employment with the Council for the purposes of your contract of employment.

### 2. Job Title

- 2.1 You are employed as Clerk and Responsible Financial **xxxxxxx** Council.
- 2.2 The Council may from time to time wish to amend your job description which is enclosed in consultation with you and you may at any time be requested to undertake additional or other duties as necessary to meet the requirements of the Council.

### 3. Declaration of Other Employment

- 3.1 It is a condition of this employment that you inform the Council of any alternative employment you undertake, in order to ensure that no tax or insurance liabilities will accrue to the Council and that the provisions of the Working Time Regulations are not compromised. The Council also reserves the right to require that any other employment that you undertake does not conflict with the role or standards required to be undertaken or met in the public office of the **Clerk to the Council/Responsible Financial Officer**.

### 4. Place of Work

4.1 Your usual place of work is [Address]

## 5. Salary and hours of work

- 5.1 Your hours of work are **xxx** hours per week **xxxxx** am to **xxxx** pm Monday to Friday. [Adjust depending on the schedule that is needed for your council] Your salary is £**xxxxx** based on a full-time salary equivalent. **xxxxxx** in accordance with the current NJC salary grade [Grade] Scale Points **xxxxx**. This is calculated by pro-rata reference to the standard full time working week for local government staff of 37 hours.
- 5.2 Subject to satisfactory performance, you will progress automatically through the salary scale by annual increments until you reach the maximum of the scale. Your first increment will be payable on 1st April **enter year** and thereafter on the 1st April each year until you reach the maximum of the scale. The Council may withhold an increment if it is considered that performance fell below the level expected, following an annual review, or award an additional increment for exemplary performance if it chooses to do so.

**OR**

You have been appointed to a single salary point and the Council will review your salary annually on the anniversary of your appointment.

- 5.3 In addition one additional salary point will be added to your salary, up to a maximum of four points, for success in obtaining or already holding each of the following relevant qualifications:-
- the Certificate in Local Council Administration
  - Certificate in Local Policy Studies First Year
  - the Certificate in Local Policy Studies
  - the Diploma in Local Policy Studies
  - BA (Hons) Degree Local Policy Studies (University of Gloucestershire).

## 6. Additional hours

- 6.1 If you work more than your contracted working hours, then subject to the Council's approval, you will be reimbursed at your standard hourly rate for these hours. Time off in lieu may also be arranged on an hour for hour basis.

## 7. Method of Payment

- 7.1 Your salary will be paid by bank transfer at monthly intervals to reach your bank or building society as cleared funds by the last working day of the month.

## 8. Expenses

- 8.1 Any travel, mileage, subsistence expenses incurred by you and approved by the Council will be paid at the agreed NJC rate laid down at the time.

## 9. Working from home

- 9.1 If the Council requires that your office, for the purposes of the Council, is your own home, then it will carry out a Risk Assessment in consultation with you to check the environment to ensure that the Council's health

and safety obligations under the relevant Act and Regulations and the Data Protection Act and General Data Protection Regulations are met. The Council undertakes to meet the cost of ensuring that these conditions are met.

- 9.2 The Council will reimburse all expenses incurred by you in the discharge of the duties that are approved by the Council.
- 9.3 The cost of all stationery and consumables and computer consumables against invoices submitted to the Council will be reimbursed.
- 9.4 The Council will provide a separate telephone/fax line or reimburse all telephone/fax call expenses incurred on a private line against an itemised account.
- 9.5 The Council will pay an agreed sum to take into account the use of space, lighting, heating and electricity due to working from the private premises of the Clerk to the Council.
- 9.6 The Council will provide a dedicated computer or pay an agreed sum on a quarterly basis to include depreciation for the use of a private computer belonging to the Clerk to the Council.
- 9.7 The Council will pay for all necessary computer software or upgrades required for the Clerk to the Council to fulfil the duties required by the Council.
- 9.8 The Council agrees to fully indemnify the Clerk to the Council for both Employers and Public Liability Insurance for working from their own premises or any additional premium required by the Clerk to the Council's own insurance.
- 9.9 You will make yourself available to members of the public and for work-related meetings or training during agreed hours at the designated address or alternatively at other accessible premises designated by the Council.
- 9.10 The Council reserves the right to rescind agreement to your working from home should organisational, technical or performance issues make continued working from home untenable. You will be consulted prior to any such decision is made.

## **10. Annual Leave**

- 10.1 The calculation of your annual leave commences from the first day of your employment.
- 10.2 Holiday year runs from [Date] to [Date]. The full annual entitlement is **xx** days in each leave year including 8 Bank Holidays. Based on **xx** hours per week, this has been calculated in hours and equates to **xxx** hours per annum. Pro rata for your first year this will be **xxxx** hours.
- 10.3 Holiday will increase by 4 days (full-time equivalent) after five years' continuous service from your commencement date.
- 10.4 If your employment terminates part way through the leave year, your holidays during that year will be assessed on a pro rata basis. Deduction from final salary due to you on termination of employment will be made in respect of any leave taken in excess of entitlement.
- 10.5 Holidays must be taken at times agreed with the Council. You may not carry forward holiday.
- 10.6 In the event that you fall sick during the period of your annual leave you will be regarded as being on sick leave from the date of yourself or medical certificate and further annual leave will be suspended from that date unless you notify us otherwise.

## **11. Sickness Absence**



- 11.1 If you are absent from work due to sickness or injury, it is your responsibility to inform the Council of the reason for your absence as soon as possible, but no later than the end of the working day on which the absence first occurs.
- 11.2 In respect of absence lasting up to seven calendar days, you are required to inform the Chairman of the Council and Chairman of the Personnel Committee, and self-certify your absence.
- 11.3 In respect of absence relating to illness lasting more than seven calendar days, you must provide a Certificate of Fitness for Work the reason for the absence and thereafter provide a consecutive medical certificate to cover any subsequent period of absence.
- 11.4 You will be paid your agreed basic remuneration in line with the Council sick policy. The Council will be responsible for reclaiming the Statutory Sick Pay element from HM Revenue & Customs. Entitlement to payment is subject to notification of absence and production of a Certificate of Fitness for Work as required above.
- 11.5 The Council operates the Statutory Sick Pay scheme and you are required to co-operate in the maintenance of necessary records. For the purposes of calculating your entitlement to Statutory Sick Pay 'qualifying days' are those days on which you are normally required to work.
- 11.6 The Council reserves the right to approach your GP or an Occupational Health professional or require you at any time to submit to a medical examination by a medical practitioner and/or occupational health practitioner nominated by the Council, subject to the provisions of the Access to Medical Reports Act 1988 where applicable that requires your consent. Any costs associated with the examination will be met by the Council.
- 11.7 Whilst on absence due to sickness or incapacity you are not permitted to undertake any paid work for another employer or for any business established by you without express permission from the Council.

## 12. Sick Pay -Payment Scale

- 12.1 Subject to the above conditions of this scheme, when absent from duty owing to illness (which term is deemed to include injury or other incapability or disability) you will be entitled to receive an allowance in accordance with the [Council sick pay policy/ the following scale](#):

during 1st - year of service	one months full pay and (after completing 4 months service) 2 months half pay
during 2nd - year of service	2 months full pay and 2 months half pay.
during 3rd - year of service	4 months full pay and 4 months half pay.
during 4th & 5th - year of service	5 months full pay and 5 months half pay.
after 5-years service	6 months full pay and 6 months half pay.

## 13. Family Friendly and Other Statutory Rights

- 13.1 The Company will allow reasonable time off and other associated rights to comply with any statutory entitlements in respect of, for example, flexible working, dependant care, family emergencies, maternity leave, paternity leave, parental leave, adoption leave, public or jury service subject, where required, to the employee satisfying any service and/or notification requirements. Notification and/or applications in accordance with the statutory obligations for such leave must be made to the Chairman of the Council.
- 13.2 You should declare on appointment or subsequently if you are or intend to become a member of the Reserve Forces and we will then discuss the implications of this with you.

## 14. Pensions and Gratuities

14.1 The Council is a member of the Local Government Pension Scheme, which operates a contributory pension scheme which you are entitled to join. Details of which are available at <https://www.lgpsmember.org/>.

## **15. Notice of Termination of Employment**

15.1 After completion of the probationary period (section 1.4 and 1.5), the length of notice which you are obliged to give to the Council to terminate your employment is 3 months in writing.

15.2 After completion of your probationary period, the length of notice which you are entitled to receive from the Council to terminate your employment is 4 weeks in writing until you have been continuously employed for four years and thereafter such notice entitlement increases by one week for each year of continuous service until you have completed twelve years of continuous employment after which time you will be entitled to twelve weeks' notice.

15.3 Upon receipt of your written termination of your employment or by the termination date from the Council you are required to surrender to the Council any equipment, electronic devices, documents or materials that you have been holding on behalf of the Council.

15.4 On termination of your employment (by you or the Council) the Council may: -

15.5 require you to work throughout your notice period; or

15.6 require you to stay away from work throughout your notice period (on "garden leave"); or

15.7 terminate your contract without notice and make a payment in lieu of notice to compensate you.

## **16. Grievance and Discipline – Dispute Resolution**

### **16.1 Conciliation and Mediation**

16.1.1 Before resorting to formal procedures from the employee or from the Council it is the policy of the Council that discussions between both parties should be entered into with the express purpose of resolving the matter through a process of mediation seeking conciliation. Where necessary the Council will seek the services of an external expert to forward this process to reach a conclusion satisfactory to both parties in the dispute.

### **16.2 Redress of Grievance**

16.2.1 Where informal resolution of the matter has not been successful or is not appropriate you may apply in writing to the Chairman of the Council for redress of any grievance relating to your employment and/or any disciplinary decision applied to you. The Chairman shall report your application to a Grievance Panel meeting of the Council, held in the absence of the public and the press. You will have an opportunity to set out your grievance. The grievance will then be considered and a decision reached by the Panel.

16.2.2 Should you be dissatisfied with the Panel's decision you have the right to make an appeal to the Appeals Panel of the Council.

16.2.3 You have the right to have a companion, which may be a work colleague or trade union representative only, at any grievance or disciplinary hearing.

## **17. Injury or Assault**

17.1 In the event of death or permanent disablement arising from a violent or criminal assault suffered in the course of employment then all insurance payments will be made in accordance with the NJC "Green Book" of terms and conditions of service.

## 18. Disciplinary Rules

- 18.1 Before any disciplinary action is taken by the Council, a notice in writing giving details of the matter signed by the Chairman and authorised by the Council in accordance with their delegated responsibilities, shall be given to you. You (together with a companion if you wish) will have a full opportunity to answer the complaint at a meeting of the Council's Disciplinary Panel held in the absence of the public and the press.
- 18.2 Should you be dissatisfied with the Panel's decision you have the right to make an appeal to the Appeals Panel of the Council.
- 18.3 A copy of the Discipline and Grievance Policy and all other policies of the Council are available in your workplace.

## 19. Health and Safety Regulations, Other Legislation & Council Policies

- 19.1 You have a duty to ensure the health and safety of yourself and others with whom you come into contact during your employment. You are expected to familiarise yourself with all relevant Regulations, Legislation and Policies and the Council's Health and Safety Statement, Policy and arrangements applying to or made by the Council and ensure that you comply with and ensure others comply with these as required.

## 20. Training and Development

- 20.1 It is essential that the Officers and employees of the Council maintain up to date knowledge of their function and duties. To this end the Council will expect and support your necessary agreed training and development and meet all course and examination expenses and any travel and subsistence incurred on the scale set down as paid working hours. In addition, reasonable agreed time for study in paid working hours may be given.

## 21. Indemnity

- 21.1 The Council undertakes to indemnify its officers against any actions of commission or omission that are made in good faith on behalf of the Council.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Enter name

Chairman of the Council  
On behalf **xxxxxxx** Council

## Acknowledgement of Receipt and Acceptance

I acknowledge receipt of this contract of employment and have had the opportunity to discuss or question it with Chair of Personnel Committee on behalf of the Council.

I accept the offer of employment with **xxxxxx** Council on the terms and conditions set out above and as explained in the letter of offer.

I confirm that I am not prevented by any previous employment terms and conditions, or in any other way, from entering into employment with **xxxxxx** Council or performing any of the duties of the post.

I confirm my agreement that the above terms and conditions, which are set out as required under the Employment Rights Act 1996, and any other relevant related document constitute my contract of employment with **xxxxxx** Council with effect from the date set out in Clause 1.2 (6<sup>th</sup> September 2021).

**Signed:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
**Enter full name**

**Attached:** Job Description

## Section 14 – Induction

When preparing your induction checklist firstly consider the areas you wish to cover.

Ensure each relevant element covered is signed by the new employee. The checklist can be a vital source of reference later in employment - for example to check an employee has been briefed on key rules and policies or to produce evidence of training in the event of a health and safety inspection.

Key aspects that may be covered are:

Pre-employment	<ul style="list-style-type: none"> <li>• joining instructions</li> <li>• proof of the right to work in the UK</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• key terms and conditions of employment</li> <li>• Council literature</li> </ul>
Organisation and structure	<ul style="list-style-type: none"> <li>• workplace office and other sites</li> <li>• first aid</li> <li>• telephone system</li> <li>• computer system</li> <li>• organisation chart</li> <li>• Council services</li> </ul>	<ul style="list-style-type: none"> <li>• security pass and procedures</li> <li>• car parking arrangements</li> <li>• Data Protection Act and General Data Protection Regulations</li> <li>• Freedom of Information Act</li> </ul>
Terms and conditions, policies and procedures	<ul style="list-style-type: none"> <li>• absence/sickness procedure</li> <li>• working time, including hours, flexi-time etc</li> <li>• arrangements for breaks</li> <li>• holidays/special leave</li> <li>• probation period</li> <li>• performance management system</li> </ul>	<ul style="list-style-type: none"> <li>• disciplinary procedure</li> <li>• grievance procedure</li> <li>• Internet and email policy</li> <li>• equality issues</li> <li>• whistle-blowing procedure</li> <li>• data protection compliance</li> </ul>
Financial	<ul style="list-style-type: none"> <li>• pay, payment date and method</li> <li>• tax and national insurance benefits</li> </ul>	<ul style="list-style-type: none"> <li>• pension/stakeholder pensions</li> <li>• expenses and expense claims</li> <li>• Bribery Act provisions</li> </ul>
Health and safety	<ul style="list-style-type: none"> <li>• roles and responsibilities</li> <li>• emergency exits</li> <li>• evacuation procedures</li> <li>• first aid facilities</li> <li>• health and safety policy</li> </ul>	<ul style="list-style-type: none"> <li>• accident reporting</li> <li>• protective clothing</li> <li>• specific hazards</li> <li>• policy on smoking</li> <li>• risk assessment</li> </ul>
Training	<ul style="list-style-type: none"> <li>• training policy</li> <li>• training opportunities and in-house courses</li> </ul>	<ul style="list-style-type: none"> <li>• CPD and Personal Development Plan.</li> </ul>

## Appendix 14(a) - Example Induction Checklist for the post of Clerk

XXXXXXXXXX COUNCIL

### CLERK TO THE COUNCIL - INDUCTION CHECKLIST

The purpose of the job induction is to help you settle into the role and the Council quickly and to inform you about the Council, your job, work rules and key terms and conditions of employment.

Induction commences on your first day of employment and will be completed in accordance with the timetable below. The following checklist assumes that the required pre-employment activities have been carried out:

- your eligibility to work in the UK has been verified
- any reasonable adjustments agreed during the selection process as a result of your disability have been implemented
- your work station has been prepared e.g., office equipment, stationery provided, system passwords set up.

As each topic is covered or the information or documents provided, the form should be initialled and once the full induction completed signed off and the form filed in your personnel file.

EMPLOYEE DETAILS			
Name:		Start Date:	
Job Title:		Induction to be completed by:	

INDUCTION CHECKLIST		
(a) To be completed on first day	Carried out by	Initial as received
<b>General</b>		
Induction programme issued and explained		
Work colleague introductions		
Tour of workplace/facilities/cloakroom/toilets		
Notice boards		
Car parking arrangements		
Identity card/		
Office entry code/ Security pass issued		
Social facilities		
<b>Personal Details/Documentation Check</b>		
Address		
Emergency contact		
Qualification certificates		
Driving licence check		
<b>Pay</b>		
Salary details		

P45/P46		
N. I. Number		
Bank details		
Next of Kin		
Pay method and dates		
Overtime rates		
Deductions		
Pension scheme provisions		
Pay review arrangements		
<b>Terms and Conditions of Employment</b>		
Contract or statement of terms of employment		
Council Staff intranet		
National Scheme of Conditions of Service		
Notice periods		
Holiday entitlement and leave application process		
<b>Introduction to the Council</b>		
Council and Committee structure		
Committee timetable		
Code of Conduct/Councillor and Officer relationships		
Councillor contact details		
Internal telephone list		
<b>Council Policies/Rules</b>		
Security arrangements/responsibilities		
Equality and equal opportunities policy		
<b>Health and Safety</b>		
Roles and responsibilities		
Fire precautions and evacuation procedure		
First aid facilities and first aiders		
Accident reporting procedures		
Emergency procedures/location of exits		
Security of personal belongings		
Issue of protective clothing if applicable		
<b>(b) To be completed in first week</b>		
<b>General</b>		
Tour of all Council locations, buildings and services		
<b>Terms and Conditions of Employment</b>		
Days of work/working hours/meal breaks		
Timekeeping/flexitime/reporting procedures		
Sick pay scheme and/or SSP entitlement		
Sickness absence notification/certification rules		
Workplace alcohol and substance use policy		
Committee attendance and allowances		

Use of Council vehicles		
Use of own vehicle on Council business		
Allowances and expenses including car allowance		
Family friendly policies		
<b>Training and Development</b>		
Training and development policy		
Training provision		
Performance management/appraisal scheme		
<b>Job Specific</b>		
Job description and purpose		
Performance standards		
<b>Worker/Employer Relationships</b>		
Trade union membership		
Employee representation		
Consultation and communication		
Disciplinary procedure		
Grievance procedure		
Appeal procedures		
<b>Introduction to the Council</b>		
Councillor introductions		
Committee report procedures and format		
Key priorities for the post		
Key challenges for the Council		
<b>Council Policies and Procedures</b>		
IT, email and Internet policy		
Telephone calls		
Use of mobile phones		
General behaviour/dress code		
Personal hygiene		
Planning consultation arrangements		
Equal opportunities responsibilities and practice issues		
Dealing with the media		
Data Protection Act and General Data Protection Regulations		
<b>Office Procedures</b>		
Council documentation format and presentation		
Internal and external post system		
Telephone answering standards		
Petty cash		
Expenses claim procedures		
Photocopying/fax arrangements		
<b>Health and Safety</b>		



Awareness of specific job related hazards		
Safety representatives		
Housekeeping and tidiness		
Protective equipment/clothing		
Risk assessment		
<b>(c) To be completed within 4 weeks</b>		
<b>Introduction to the Council</b>		
Background and history of the Council		
External organisation introductions		
Budget priorities, process and monitoring		
Job responsibilities of all staff		
<b>Council Policies and Procedures</b>		
Harassment and bullying policy		
Bribery and corruption policy		
Data processing policy and rules		
Freedom of Information Act		
Confidentiality		
Environmental policy		
Whistle-blowing policy		
Customer care standards		
Complaints procedure		
<b>Health and Safety</b>		
Health and Safety Policy		
Health and Safety manual and rules		
Manual handling		
Violence at work		
Health and safety training		
Use of VDU policy		
<b>Other Matters</b>		

<b>FOR COMPLETION ON BEHALF OF THE COUNCIL</b>		
I am satisfied that the above induction programme has been completed and all the above information and/or training provided by/on the dates shown.		
Signature		Date
Name and Job Title		

<b>FOR COMPLETION BY EMPLOYEE</b>		
I confirm that the above induction programme has been completed and I have received and understood the induction and/or training provided.		

Signature		Date	
-----------	--	------	--

## Section 15 – Probation

### Appendix 15(a) – Example Letter confirming successful completion of probation period

Candidate Name

Candidate address

Date

Dear [name]

Appointment of [Job Title](#) following completed probation period

As you are aware, your original offer of employment was subject to completion of a satisfactory [xxxxx](#) month probationary period.

Your performance during this period since your start date of [enter date](#) has been monitored during your probationary meetings against a number of factors.

As a result of your satisfactory performance the Council is now satisfied with both your performance and attitude and I am pleased to advise that you have successfully completed your probationary period and to confirm your permanent employment with [enter name of Council](#) from [enter date](#).

The Council appreciate the contribution to their business you have made to date and are looking forward to enjoying a happy and successful working relationship with you in the future.

Yours sincerely

[Enter name](#)

[Enter title](#)

## Appendix 15(b) - Probation period extension letter

Candidate Name  
Candidate address

Date

Dear [name]

Appointment of [Job Title](#) - Probationary period review and extension

In your recent meeting with [enter name and title](#), you were reminded that in your offer of appointment dated [enter date](#) and again in your contract of employment, the Council stipulated that your employment was subject to completion of a satisfactory probationary period of [enter number](#) months from your start date of [enter date](#).

Your performance during this period has been monitored and has included regular review meetings where performance has been recorded against a number of factors.

It was explained that your performance and progress made in the position has been assessed during the probationary period and it is felt that some improvement is needed in your [\[performance and/or conduct\]](#) in particular:

- [enter details of concerns](#).

However, we appreciate that it can take time to settle into the role and therefore have decided to extend your probationary period until [enter date](#) during which time the Council hopes that you will address the above issues and show the improvement required to enable us to confirm your appointment. The Council will continue to monitor your progress and support you as appropriate.

I will meet with you [\[define timescales\]](#) to review the situation.

If you wish to discuss this further with me or have any suggestions regarding any areas where the Council can be of assistance or where you feel you do not have sufficient support please contact me immediately.

Yours sincerely

[Enter name](#)  
[Enter title](#)

## Appendix 15(c) - Termination letter after unsuccessful probationary period

**Note:** You can use this letter having followed your internal procedures to terminate an employee with regard to relevant meetings and representation etc. Ensure that you are clear on your disciplinary process and have undertaken regular scheduled meetings to review performance and that any discussion around concerns have been addressed in a timely manner.

**Candidate Name**

**Candidate address**

**Date**

Dear [name]

Appointment of **Job Title** - Probationary period review

I write following our meeting on **enter date** which had been arranged to discuss your performance during your probationary period of service.

In our meeting on **enter date** I reminded you that in your offer of appointment dated **enter date** and again in your contract of employment the Council stipulated that confirmation of your employment was subject to a probationary period of **xxxx** months.

Present at the meeting were **enter names and roles** and ourselves. **You were given the opportunity of being accompanied by a work colleague or trade union official, [which you declined/ accepted].**

At our meeting on **enter date** it was explained that the Council was concerned over your performance to date and whilst we appreciated that it can take time to settle into the role, we were specifically looking for improvement in **enter details**.

**[Optional clause if appropriate]**

As a result of our performance concerns, we agreed to extend your probationary period by **enter xxx months** and we expected to see you achieve the improvement required.

As further discussed and explained on **enter date**, we have continued to monitor and assess the progress you have made in the post particularly in respect of our above concerns and in particular **enter details**.

You were given every opportunity to respond to the concerns and stated that **enter summary of response**.

However, after due consideration we have concluded that there has been insufficient improvement and we are therefore unable to confirm your appointment in the post of **enter job title**.

As a result, I am writing to confirm the notice of termination of your employment in accordance with your contract of employment with effect from **enter date**. Your last day of service will therefore be **enter date**. Your P45 and any monies due to you will be forwarded as soon as possible.

You have the right of appeal against this decision. Your appeal request should be made in writing to **enter name/ job title** within five (5) working days of receiving this letter stating the grounds of your appeal. The appeal will be conducted in accordance with the Council's disciplinary procedure.

You are entitled to be accompanied by a work colleague or a Trade Union official of your choice at the appeal meeting. If you appeal against this decision, could you please inform me prior to the meeting who you intend to have accompanying you. Please contact me if you require any assistance in making the arrangements.

I am sorry that this appointment has not worked out for you or the Council and I wish you good fortune in the future.

Yours sincerely

**Name**  
**Job Title**

\*\*\*\*\*

I acknowledge receipt of the original letter of which this is a copy.

I \*do/do not wish to appeal against this decision.

**Signed:** \_\_\_\_\_

**Date:** \_\_\_\_\_

\* - delete as appropriate