



Borough of Tamworth

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APPOINTMENTS AND STAFFING COMMITTEE

16 March 2020

Dear Councillor

A meeting of the Appointments and Staffing Committee will be held in **Committee Room 2 - Marmion House on Tuesday, 24th March, 2020 at 6.00 pm**. Members of the Committee are requested to attend.

Yours faithfully

A handwritten signature in black ink, consisting of a stylized 'A' followed by a long horizontal line that tapers to a point on the right.

Chief Executive

A G E N D A

NON CONFIDENTIAL

- 1 Apologies for Absence**
- 2 Minutes of the Previous Meeting (Pages 3 - 6)**
- 3 Declarations of Interest**

To receive any declarations of Members' interests (pecuniary and non-pecuniary) in any matters which are to be considered at this meeting.

When Members are declaring a pecuniary or non-pecuniary interest in respect of which they have dispensation, they should specify the nature of such interest. Members should leave the room if they have a pecuniary or non-pecuniary interest in respect of which they do not have a dispensation.

4 Proposed Amendment to Revenues Structure (Pages 7 - 12)

(Report of the Assistant Director, Finance)

5 Proposed Accountancy Apprentice Post (Pages 13 - 18)

(Report of the Assistant Director, Finance)

Access arrangements

If you have any particular access requirements when attending the meeting, please contact Democratic Services on 01827 709267 or e-mail democratic-services@tamworth.gov.uk. We can then endeavour to ensure that any particular requirements you may have are catered for.

Filming of Meetings

The public part of this meeting may be filmed and broadcast. Please refer to the Council's Protocol on Filming, Videoing, Photography and Audio Recording at Council meetings which can be found [here](#) for further information.

The Protocol requires that no members of the public are to be deliberately filmed. Where possible, an area in the meeting room will be set aside for videoing, this is normally from the front of the public gallery. This aims to allow filming to be carried out whilst minimising the risk of the public being accidentally filmed.

If a member of the public is particularly concerned about accidental filming, please consider the location of any cameras when selecting a seat.

FAQs

For further information about the Council's Committee arrangements please see the FAQ page [here](#)

To Councillors: D Cook, M Cook, S Doyle, Dr S Peaple and R Pritchard.



**MINUTES OF A MEETING OF THE
APPOINTMENTS AND STAFFING
COMMITTEE
HELD ON 15th JANUARY 2020**

PRESENT: Councillor D Cook (Chair), Councillors M Cook, S Doyle and P Standen

The following officers were present: Anica Goodwin (Executive Director Organisation), Rob Barnes (Executive Director Communities) and Anna Miller (Assistant Director – Growth & Regeneration)

15 SUSPENSION OF COMMITTEE PROCEDURE RULES

To consider suspending the procedure rule regarding substitution of Members for the meeting by passing the following resolution:

That the rule in the Constitution that prevents the substitution of Members on the Appointments and Staffing Committee be suspended for this meeting.

RESOLVED That the procedure rule in the Constitution that prevents the substitution of Members on the Appointments and Staffing Committee be suspended for this meeting.

(Moved by Councillor D Cook and seconded by Councillor S Doyle)

RESOLVED That Councillor P Standen be the substitute at this meeting for Councillor Dr S People

(Moved by Councillor D Cook and seconded by Councillor M Cook)

16 MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 12th November 2019 were approved and signed as a correct record.

(Moved by Councillor M Cook and seconded by Councillor S Doyle)

17 DECLARATIONS OF INTEREST

Councillor P Standen declared a non-pecuniary interest in item 4 of the agenda and will leave the meeting for this item.

18 REVISED STRUCTURE TO SUPPORT THE ESTABLISHMENT OF THE NEW SHARED LEGAL SERVICE

Councillor P Standen left the meeting.

The Executive Director Organisation and Head of Paid Service sought approval for revision to structures within the Elections and Legal and Democratic Services teams to support the establishment of a Shared Services Agreement with Lichfield District Council and South Staffordshire District Council, and to agree the commencement of formal consultation with those directly affected.

RESOLVED That the Committee:

- 1 Approved the proposed structure within the Legal and Democratic Services team as detailed within the report
- 2 Approved the staffing changes within the Elections Team as detailed within the report
- 3 Authorised the Executive Director Organisation to implement the changes including the completion of formal consultation with those directly affected by the proposed changes

(Moved by Councillor D Cook and seconded by Councillor S Doyle)

19 ORGANISATIONAL CHANGE- BUSINESS SUPPORT

Councillor P Standen re-joined the meeting.

The Executive Director Communities sought approval to agree a revised staffing structure and new approach to the provision of 'Business Support' functions, and to agree the commencement of formal consultation with those directly affected

RESOLVED That the Committee:

- 1 Approved the deletion from the Council's staffing establishment of the following roles:

Business Support Manager F	0.88
Business Support Manager F	1
Business Support Administrator F	1
Business Administration Assistant- D	0.8

Business Administration Assistant- D	0.81
Business Administration Assistant- D	1
Business Administration Assistant- D	1
Business Administration Assistant- D	1
Business Administration Assistant- D	1
Business Administration Assistant- D	1
Environmental Support Officer- D	1
Environmental Support Officer- D	1
Environmental Support Officer- D	0.6

- 2 Approved the permanent addition to the Council's staffing establishment of the following roles:

Business Administration Manager G	1	
ICT System Support Officer F	1	
Senior Business Administration Assistant- E		1
Business Administration Assistant- D	0.8	
Business Administration Assistant- D	0.41	
Business Administration Assistant- D	0.81	
Business Administration Assistant- D	1	
Business Administration Assistant- D	1	
Business Administration Assistant- D	1	
Business Administration Assistant- D	1	
Business Administration Assistant- D	1	
Business Administration Assistant- D	1	
Business Administration Assistant- D	1	

- 3 Authorised the Executive Director Communities to implement the changes including the completion of formal consultation with those directly affected by the proposed changes

(Moved by Councillor D Cook and seconded by Councillor P Standen)

20 PLANNING SERVICES RE-ORGANISATION

The Assistant Director Growth and Regeneration sought approval to agree a revised staffing structure and new approach to the delivery of the Planning Service

RESOLVED That the Committee:

1. Approved the deletion from the Council's staffing establishment of the following roles:

- Senior Development Management

Officer – Grade G

- Senior Policy and Delivery Officer – Grade G

2. Approved the permanent addition to the Council's staffing establishment of the following roles:

- Head of Planning – Grade I
- Planning Information and Monitoring Officer – Grade E

3. Authorised the Head of Paid Service to implement the changes.

(Moved by Councillor M Cook and seconded by Councillor P Standen)

21 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED that in accordance with the provisions of the Local Authorities (Executive Arrangements) (Meeting and Access to Information) (England) Regulations 2012, and Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during the consideration of the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2, 3 and 4 of Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

(Moved by Councillor D Cook and seconded by Councillor M Cook)

22 NEIGHBOURHOOD SERVICE POST

The Committee received the report of the Executive Director Communities regarding the Neighbourhood Service Post.

RESOLVED that the Committee approved the recommendations in the report.

(Moved by Councillor P Standen and seconded by Councillor S Doyle)

Chair

24 March 2020

Assistant Director Finance

PROPOSED AMENDMENT TO REVENUES STRUCTURE

EXEMPT INFORMATION

Not applicable

PURPOSE

To seek approval from members to revise the Revenues structure by the creation of a new full time post.

RECOMMENDATIONS

Members;

- 1. Approve the creation of the full time post of Former Tenant Arrears Officer (Grade D) (initially temporary for 12 months).**
- 2. Endorse the new job title and Revenues structure.**

EXECUTIVE SUMMARY

The Housing team has not had sufficient capacity/staffing resource to target the recovery of former arrears balances. The Revenues unit has been provided with the budgetary provision (for a Grade D post) to cover the cost of the temporary full-time post to address the recovery of HRA's wide range of former arrears, initially until March 2021 subject to review/impact assessment.

RESOURCE IMPLICATIONS

Funding for a Grade D post for a 12 month period has been included within HRA policy changes approved in the 2020/21 MTFS.

LEGAL/RISK IMPLICATIONS BACKGROUND

There is a risk of lack of resources and knowledge. However transfer of knowledge and skills together with planned training and efficiencies will address this.

SUSTAINABILITY IMPLICATIONS

This project has been identified to facilitate a wider corporate approach to the management and administration of debt within the Authority. There is an ongoing Welfare Reform Corporate Project which will also consider the wider Corporate Debt approach and policy.

BACKGROUND INFORMATION

The priority within Housing has always been to collect current rent arrears and associated current Housing costs. This has meant that for some time now that former arrears have never taken priority which has meant that there has been no proactive management of arrears (and write off of unrecoverable debt) and has resulted in loss of income to the Council. The Housing team has not had sufficient capacity/staffing resource to target the recovery of former arrears balances.

Housing requires the Revenues Department to undertake analysis of current and historical debt. This will include debt types such as former tenant arrears, service charges, recharges for repairs arrears, court costs, private home link arrears, supporting people arrears, garage arrears and sundry debts. As the Revenues Department has the necessary skills and expertise it has been requested that it undertakes this as part of a wider corporate role. It will not include debt relating to Homelessness accommodation, where a review is ongoing.

It is crucial that in these times the collection of Housing and Sundry Income arrears remains at an optimum level. It has proved to be harder to collect as a result of the current economic conditions nationally. Our aim is to ensure that we maintain high collection levels, to ensure that income is maximised into the Authority's Housing Revenue Account and also the General Fund where appropriate. It will also facilitate the proactive management and write off of unrecoverable debt.

The full time post of Former Tenants Arrears Officer (which has been subject to job evaluation) will currently run for 12 months from the postholder's start date and will be subject to a review/impact assessment. They will report to the Senior Revenues Income Assistant.

This proposed alteration is in anticipation of more efficient working practices and processes arising from the collection of corporate debt.

No other posts have been significantly affected.

REPORT AUTHOR

Lynne Pugh, Assistant Director - Finance, tel. 709272
Email lynne-pugh@tamworth.gov.uk

LIST OF BACKGROUND PAPERS

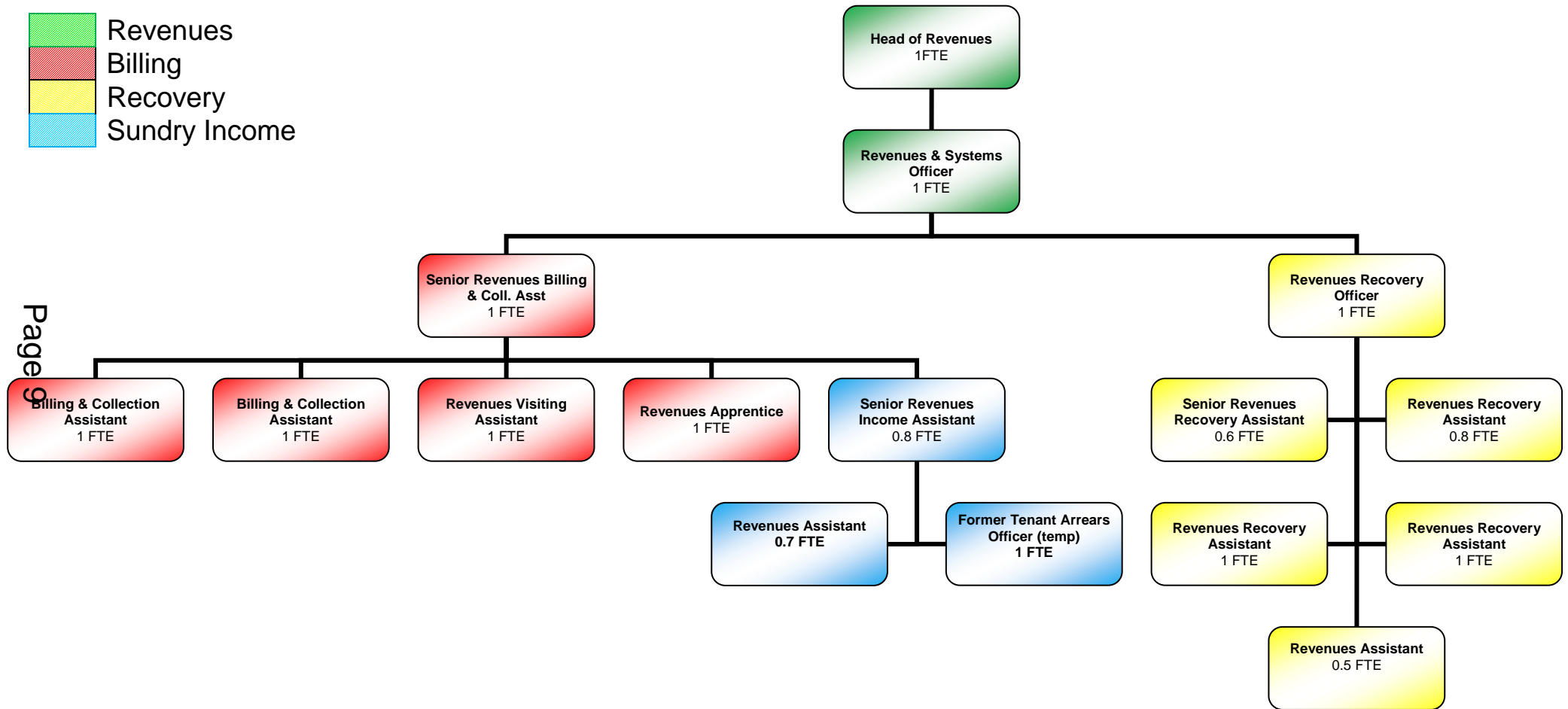
None.

APPENDICES

Appendix A shows the proposed new structure of the Revenues Unit.
Appendix B shows the job profile for the post to be approved.

Proposed Revenues Structure as at 1st April 2020

- Revenues
- Billing
- Recovery
- Sundry Income



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JOB PROFILE – Former Tenants Arrears Officer	Grade D
<p>Job Purpose</p> <ul style="list-style-type: none"> To assist the Senior Revenues Income Assistant in revenues billing and recovery with specific focus on former tenant income related matters. 	<p>Experience</p> <ul style="list-style-type: none"> Experience preferably in Revenues/Housing or other public sector finance areas. Experience of dealing with and solving a wide range of housing and income related matters including service charges and welfare benefit enquiries. Experience in dealing with customer enquiries. Computer literate. Proficient in use of keyboard and telephone. Ability to interpret information and make decisions on the basis of this interpretation. Methodical and organised approach.
<p>Functional Responsibilities</p> <p>Key responsibilities include:</p> <p>Page 11</p> <ul style="list-style-type: none"> Assists in the preparation and checking of cases in arrears. Uploading debts to third part debt collectors, entering payments and monitoring accounts To assist with financial inclusion and income maximisation including making appropriate decisions to ensure resolution or tenancy enforcement To improve rent collection and pursue any arrears at the supported schemes and liaise with supported housing staff and or other relevant agencies. To assist in the implementation and collection of service charges to all tenures receiving services. To liaise with all relevant agencies (e.g. CAB, Credit Union and Tamworthcan) regarding financial inclusion initiatives. To meet income management service standards in relation to prevention, enforcement and education matters. To advise and offer solutions to customers, often in challenging circumstances, in relation to the management of arrears. To ensure that income is maximized to the council and the customer by ensuring a robust approach to collection, enforcement, arrears prevention. To work with all internal and external partners to reduce debt to the council and customers, e.g. housing and welfare benefits. To assist the Tenancy Sustainment Manager in achieving HQN accreditation for income management To ensure the Council’s policy on safeguarding is adhered to. To use specialist software packages to input data, keep records, generate reports and produce a range of documents in word excel, Orchard and CAS making best use of IT resources. 	<p>Knowledge, Skills and Abilities</p> <ul style="list-style-type: none"> Knowledge of and understanding of all income related practices including service charges, housing benefit, welfare benefits and revenues legislation. Knowledge of housing related services and they impact on inter-relate with income maximisation. Knowledge of all related enforcement actions including the court processes & procedures. Knowledge of computerised systems. Good telephone and customer enquiry skills. Excellent organisational and communication skills. Ability to use keyboard and telephone. Methodical and organised approach. Ability to interpret numerical information. Ability to work alone and unsupervised using own initiative to resolve enquiries. Ability to manage priorities including those of the team. Be able to negotiate with colleagues at differing levels to resolve and ensure a prompt resolution of enquiries. Possess personal qualities such as tactfulness, diplomacy, and be self-assured under pressure. Able to communicate effectively with members of the Council, the general public and colleagues. Able to and understand and follow detailed working procedures. Have a can do approach that is focussed on problem solving and resolution to a set of complex issues. Proven numeracy and literacy skills.

<ul style="list-style-type: none"> • Undertake trace work as appropriate. • To ensure invoices for revenue and recovery documentation are accurate, despatched timely and produced in accordance with set procedures. • To ensure invoices for revenue and recovery documentation are accurate, despatched timely and produced in accordance with set procedures. • Assist in the Councils back office revenues collection function as required. • Maintains payments received from outside agents and ensures that payment is correctly allocated. • Ensures that all data is correctly recorded in line with procedures. • Provides assistance to other areas of the Division when required, including covering absences where appropriate, to maintain standards. • To undertake all corporate requirements on health and safety, equal opportunities, data protection, risk management and financial regulations. • 	<ul style="list-style-type: none"> • 3 GCSE's minimum or equivalent or demonstrated through work experience.
<p>Strategy/Policy Development</p> <ul style="list-style-type: none"> • None <p>Page 12</p>	<p>Attributes</p> <ul style="list-style-type: none"> • Effective verbal and written communication skills. • Ability to undertake one off and routine tasks. • Ability to work as part of a team contributing to team work and team goals. • Ability to work on own initiative, organising and monitoring own workloads. • Ability to relate to people and deal with them in potentially difficult circumstances. • High degree of accuracy and attention to detail. • Effective customer care skills. • Ability to interrogate and accurately update on-line computer systems. • Commitment to highest levels of service delivery. • Tactful. • Ability to maintain appropriate confidentiality.
<p>Other:</p> <ul style="list-style-type: none"> • Any other reasonable duties commensurate with the grade and general nature of the post. • To undertake training as required including courses thought relevant by the council and anything required. • Attends unit/department meetings when required to enable the cohesion of the team and the consistency of target achievement. 	

APPOINTMENTS & STAFFING

Tuesday, 24 March 2020

Report of Assistant Director Finance

PROPOSED ACCOUNTANCY APPRENTICE POST

EXEMPT INFORMATION

Not applicable

PURPOSE

To seek approval from members to revise the Corporate Finance team structure by deleting a vacant part-time Technical Support Assistant post and creating an Accountancy Apprentice post.

RECOMMENDATIONS

That Members

1. **Approve the deletion of a vacant 15 hour per week Technical Support Assistant post;**
2. **Approve the establishment of an Accountancy Apprentice post.**

EXECUTIVE SUMMARY

The current Technical Support Assistant post (Grade D – 15 hours per week) became vacant with effect from 29th January 2020. Following a review of tasks and workload associated with the role, and requirements for the team as a whole going forward, it is considered that a better opportunity in terms of future succession planning would arise if we made use of the apprenticeship scheme. It is therefore proposed to utilize the vacant hours/salaries budget to establish an Accountancy Apprentice post, funding the associated training costs from the apprenticeship levy.

It is proposed that the apprentice would undertake training during the period of employment with the Association of Accounting Technicians (AAT). This is a well-established organisation offering qualifications to Level 4 Professional Accounting Technician level. The apprentice will progress to receiving training in drafting financial statements, budgets and evaluating financial performance, and on successful completion of the training programme, will be able to become a full member of the AAT.

To complete the training programme to Level 4 would typically take 3 years, depending on qualifications on entrance.

There are a number of local training providers offering the AAT qualification, registered under the Government's apprenticeship scheme as a registered training provider. The apprenticeship post would be suitable either for a school leaver or an older employee wishing to undertake the AAT qualification as part of a structured

apprenticeship programme. The post would be paid at age-related national minimum wage rates.

RESOURCE IMPLICATIONS

The current vacant Technical Support Assistant post is budgeted in 2020/21 at £11,300 including on-costs. A full-time apprentice post, at age under 18, would cost £10,574 pa (including on-costs). An 18-20 year old would cost £14,949 including on-costs. Should the successful applicant fall into this, or an older, age-bracket, the additional cost could be funded from within existing salaries budgets, as there is currently an anticipated underspend of £7.6k pa due to a Management Accountant within the Finance team working reduced hours.

Training costs including course fees are estimated at between £1k - £2k per annum dependent on the training provider, and would be met from the funds accrued under the apprenticeship levy scheme.

LEGAL/ RISK IMPLICATIONS

No other posts will be significantly affected.

Unions will be fully consulted.

SUSTAINABILITY IMPLICATIONS

There is a risk that we would not be able to recruit to a part-time 15 hour per week post and would lose the ability to build resilience and cover within the Corporate Finance team, and have less scope for succession planning for future, without a full-time trainee role.

If we are unable to recruit a sufficient number of apprenticeships across the Council, we run the risk of not being able to fully utilize the apprenticeship levy funds we have built up, resulting in us losing funds to Government.

REPORT AUTHOR

Jo Goodfellow, Head of Finance, tel. 709241

LIST OF BACKGROUND PAPERS

None.

APPENDICES

Appendix A shows the job profile for the post to be approved.

APPENDIX A

JOB PROFILE – Accountancy Apprentice	Age related minimum wage
Job Purpose For the apprentice to: <ul style="list-style-type: none"> • Train to be able to perform as an Accountancy Assistant within the Corporate Finance team. • Obtain the necessary technical skills via a recognised qualification (AAT) to support development into a substantive Accountancy Officer role (should such become available). • Undergo a range of supervised experience that develops the apprentice to work independently by the end of the programme. 	Experience Proficient in use of keyboard and telephone. Methodical and organised approach.
Functional Responsibilities Key responsibilities include: <p>To support the Corporate Finance team in providing pro-active and customer focussed service to Members, Corporate Management Team and Budget Managers.</p> <p>To maximise the integrity of the financial system by the timely and accurate processing of all income and expenditure into the general ledger. This will involve a range of activities including processing miscellaneous income, housing rents and council tax payments.</p> <p>To provide informed advice and guidance on financial policy and procedures, rules and regulations to other staff and customers.</p> <p>To liaise with customers to deal with their requests in relation to Corporate Financial issues.</p>	Knowledge, Skills and Abilities Appropriate training will be provided where necessary. Ability to use keyboard and telephone. Methodical and organised approach. Ability to interpret numerical information. Good standard of education equivalent to a minimum of 5 GCSE grade C or above (or equivalent) including English and Mathematics. Commitment to furtherance of own learning and development.

<p>To assist in the closedown and preparation of the Annual Statement of Accounts, including administrative support for the development of the plan/process, preparation of working papers and liaison with external auditors.</p> <p>To assist in the preparation & completion of:</p> <ul style="list-style-type: none"> • the provision of regular monthly reporting, monitoring, performance management and review of the financial status for the Council; • completion of statutory and other Government returns & performance information; and • the production/finalisation of statutory/non-statutory documents. <p>To assist in the preparation of budgets to be included within the medium term financial strategy.</p> <p>To provide support to the management of the unit with regard to performance monitoring (including Business Plans).</p> <p>To keep abreast of current developments and legislative requirements associated with the department.</p> <p>To maintain effective two-way communication with staff, colleagues and customers, in order to further enhance the quality of service delivery.</p> <p>To comply with Corporate policy and guidance relating to Health & Safety, Equal Opportunities, Risk Management, Data Protection, and Financial Regulations.</p>	
<p>Strategy/Policy Development</p> <p>None</p>	<p>Attributes</p> <p>Effective verbal and written communication skills. Ability to undertake one off and routine tasks.</p>

	<p>Ability to work as part of a team contributing to team work and team goals. Ability to work on own initiative, organising and monitoring own workloads. High degree of accuracy and attention to detail. Ability to interrogate and accurately update on-line computer systems. Commitment to highest levels of service delivery. Ability to maintain appropriate confidentiality.</p>
<p>Other: To undertake any appropriate training that might be identified to enhance personal performance and development and as required by the apprenticeship training provider.</p> <p>To undertake such other duties that are required from time to time and are commensurate with the grade and general nature of the post.</p>	

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