

Notice of Meeting

General Purposes Committee

Date: Monday 17 April 2023

Time: 5.30 pm

Venue: Conference Room 1, Beech Hurst, Weyhill Road, Andover,
Hampshire, SP10 3AJ

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Legal and Democratic Service

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The recommendations contained in the Agenda are made by the Officers and these recommendations may or may not be accepted by the Committee.

PUBLIC PARTICIPATION SCHEME

If members of the public wish to address the meeting they should notify the Legal and Democratic Service at the Council's Beech Hurst office by noon on the working day before the meeting.

Membership of General Purposes Committee

MEMBER

WARD

Councillor K Hamilton (Chairman)	Andover Harroway
Councillor K North (Vice-Chairman)	Andover Romans
Councillor N Adams-King	Blackwater
Councillor D Baverstock	Romsey Cupernham
Councillor J Burnage	Romsey Cupernham
Councillor A Dowden	Valley Park
Councillor M Flood	Anna
Councillor R Meyer	Andover Winton
Councillor P North	Bourne Valley
Councillor T Swain	Chilworth, Nursling & Rownhams
Councillor V Harber	Andover St Mary's

General Purposes Committee

Monday 17 April 2023

AGENDA

**The order of these items may change as a result of members
of the public wishing to speak**

- 1 Apologies**
- 2 Public Participation**
- 3 Declarations of Interest**
- 4 Urgent Items**
- 5 Minutes of the meetings held on 29 September 2022
and 14 February 2023**
- 6 HR Policy and Procedure Revisions 4 - 25**

To consider changes to the Council's HR Policies.

ITEM 6 **HR Policy and Procedure Revisions**

Report of the Human Resources Manager

Recommended:

- 1. That the Remuneration Policy attached at Annex 1 to the report be approved.**
- 2. That the Council's Agile Working Policy and Employment Benefits Policy are amended as set out in paragraph 5.4, with the addition of section 5.4 section c) of this report.**
- 3. That the updated Recruitment Policy attached at Annex 2 to the report be approved.**

SUMMARY:

- A new Remuneration Policy, as attached at Annex 1, has been drafted which is recommended to replace the previous Pay – General Policy, Working Practices - General Policy and Honorarium and Recognition Payments Policy, combining all of these former policies into a single Remuneration Policy. This policy is in addition to the Council's Pay Policy Statement and sets out the details of how different aspects of pay and remuneration are managed.
- Following implementation of the changes agreed at General Purposes Committee to the calculation of business mileage on 29 March 2022 feedback was received from employees who are working in an agile way from home and regularly attend sites outside the Borough. This has led to the recommendation of a minor change to the way officers can claim business mileage, with the inclusion of paragraph 5.4 section c) of this report.
- The Recruitment Policy, attached at Annex 2, has been reviewed and updated to reflect current practice following the move to managing recruitment through the MHR i-trent HR system.

1 Introduction

- 1.1 The Council has a suite of HR policies and procedures which are used to manage a wide range of employment matters. These are subject to periodic review and update. This report considers updates to the Council's remuneration policies, how we calculate business mileage and the Recruitment Policy.

2 Background

- 2.1 The Council's remuneration policies have not been reviewed for some time. The current policies have been updated and drawn together into a new single Remuneration Policy. This has included updated wording in sections 4, salary on appointment, section 6, pay award and section 10, overtime. The introduction, following audit recommendation, of a new section 8 on career grades and updated section 12 and 13 on how decisions are made around approval of honorarium and recognition payments has also been included. The new policy can be found at Annex 1.
- 2.2 Following the GPC meeting on 29 March 2022 the Employment Benefits Policy and Agile Working Policy were updated to reflect the changes agreed to the recompensing of people for undertaking business mileage within the Borough when working from home. This led to some feedback from a few employees who regularly undertake business mileage to sites outside the Borough and how they could claim for this when working from home. A review of this has led to the recommendation of a change to the policy of the calculation of business mileage and the inclusion of a new bullet point set out in paragraph 5.4, section c) below.
- 2.3 In January 2022 the Council implemented a new recruitment on-line module which is linked to the Council's HR and Payroll System. All recruitment is now processed through the i-trent system which has an onboarding module which means the successful candidate can be smoothly moved across into the HR and Payroll system at the start of their employment. As a result of this and the current higher levels of recruitment activity, we have undertaken a review of our Recruitment Policy. There have been a number of minor updates to the policy to reflect the current ways of working including how we advertise vacancies to maximise the reach of our adverts in the current competitive market. The wording around requirements for references has also been updated. The updated policy can be found at Annex 2.

3 Corporate Objectives and Priorities

- 3.1 HR policies and procedures are an important part of the managers' toolkit, ensuring transparent and equitable practices when dealing with employment matters. It is important these are kept under periodic review and updated accordingly to reflect current working and best practice and legislative changes.
- 3.2 Test Valley Borough Council strives to be a good employer and an employer of choice in the local area. These policies are key to this, our Recruitment Policy supports the recruitment of talented officers and an equitable Remuneration Policy supports the recruitment and retention of good people. The Council aims to offer a competitive total remuneration package, this includes recompensing people in a fair way for any business mileage undertaken in the course of their duties.

4 Consultations/Communications

- 4.1 The proposed new policies were discussed with the Unions at a recent Policy and Procedure Review Group meeting and they supported the updates being put forward to all the policies under review, in accordance with the recommendations in this report.

5 Options

- 5.1 The report recommends the introduction of a new Remuneration Policy which will replace the current Pay - General Policy, Working Practices - General Policy and Honorariums and Recognition Payments Policy. This policy is attached at Annex 1 and sets out how pay and remuneration matters will be managed.
- 5.2 The report proposes updating the Council's Employment Benefits Policy and the Council's Agile Working Policy with regards to business mileage. The suggested minor change is the inclusion of the wording at paragraph 5.4, section c) to the provision for the claiming of business mileage which is set out in sections 5.3 to 5.6 below:
- 5.3 "We will reimburse you at the relevant lease car or business user mileage rate for business mileage undertaken. You will normally be required to deduct your total home to permanent or principal workplace commute mileage from any daily claim made. This is the same for those who work at a Council workplace and those who work in an agile way. When working in an agile way you will normally be required to deduct your home to principal workplace commute from any business mileage claimed when working from your principal workplace, home or an alternative Council premises or other location.
- 5.4 The exception to this is when you undertake site or other visits on days you do not also attend a Council premises.
- a) Where you live in the Borough and are visiting a site in the Borough for work you may claim the full cost of your business mileage.
 - b) If you live outside the Borough and are visiting a site in the Borough for work you may claim any miles undertaken within the Borough boundary, provided this is in line with HMRC guidance on business mileage.
 - c) If you are driving to a site outside the Borough, you may claim the lesser of the miles from home to the location, or your principal workplace to the location, provided this is in line with HMRC guidance on business mileage. When travelling for business all employees are expected to make sensible decisions and use public transport where this would be an efficient and cost effective option.
- 5.5 HMRC will consider your journey to be commuting where it is broadly similar to your normal commute or if you travel in close proximity of your principal workplace. Any time spent commuting, including to/from the Borough boundary is in your own time.

5.6 You are expected to undertake all business mileage in an efficient and economical way being mindful of keeping the cost to the council to a minimum and utilising and planning your time in the most efficient way.”

5.7 The options for Committee’s consideration are:

5.7.1 **Option 1** To adopt the proposed revisions to HR Policies as set out in the recommendations set out at the start of this report.

5.7.2 **Option 2** Not to adopt the recommendation and to continue with the HR policies referred to in their current form.

5.7.3 **Option 3** To adopt the policies in a format other than that recommended.

6 Option Appraisal

6.1 The recommendations are made as a result of professional officers’ review of the existing policies taking into account changes to the needs of employees and the organisation and the development in working practices since the policies were last reviewed. They have been the subject of consultation with the Unions. For these reasons, Option 1 described above is the recommended option in preference to Options 2 or 3.

7 Risk Management

7.1 No risks have been identified in the preparation of this report.

8 Resource Implications

8.1 There are no direct resource implications as a result of the proposed changes to these policies. Any changes to the overall cost of business mileage are expected to be minimal and will be accommodated within service budgets.

9 Legal implications

9.1 There are no legal implications of the recommendations proposed.

10 Equality Issues

10.1 No equality issues have been identified in the preparation of this report.

11 Conclusion and reasons for recommendation

11.1 The changes recommended in this report will enable these HR policies to be updated and ensure they remain compliant with employment legislation and in line with current and best practice.

Background Papers (Local Government Act 1972 Section 100D)

[General Purposes Committee 29 March 2022](#)

Confidentiality

It is considered that this report does not contain exempt information within the meaning of Schedule 12A of the Local Government Act 1972, as amended, and can be made public.

No of Annexes:	2	File Ref:	N/A
Officer:	Alex Rowland	Ext:	8251
Report to:	General Purposes Committee	Date:	17 April 2023

Remuneration Policy

Employing the best people





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Remuneration Policy

1 Introduction

- 1.1 The Council aims to be a great place to work and a high performing Council and to reward employees in an equitable way in line with the Council's People Strategy, Corporate Plan and Financial Strategy. It aims to have an approach to pay and reward which enables employees to feel valued and to be motivated to deliver excellent services, whilst balancing prudence with its use of public funds.
- 1.2 This Policy is in addition to the [Council's Pay Policy](#). It sets out remuneration details of payments and deductions.

2 Salary

- 2.1 You will be paid a monthly salary based on the grade for your role. The Council's pay framework is based on the Hay Job Evaluation Scheme where the grade for each role is determined by a job evaluation process. Remuneration levels for each grade are approved by the General Purposes Committee. The salaries quoted in the Council's pay spine are based on full time working hours of 37 per week. Where you work part-time your salary will be calculated pro rata.

3 Payment of salary

- 3.1 Payment will be made direct to your bank account via BACS transfer on the 18th of each month using the bank details provided by you. There is an obligation on you as an employee to keep your details up to date or notify HR of any changes in a timely manner.
- 3.2 Where the 18th of the month falls on a weekend or bank holiday the payment will be made the Friday before. All expenses and changes must be received by HR or authorised in the payroll system in line with the payroll deadline schedule ([found on TroutFace](#)) which is usually around the 5th of each month.
- 3.3 The payment received on the 18th of the month covers the entire month in which it is paid. For example, a payment made on 18th March will be for the period 1st March to 31st March inclusive. Therefore, part of your monthly salary is paid in advance. If you leave the Council's employment part way through a month, where you have already been paid for that whole month, the Council will seek to recover any overpaid amount.



4 Salary on appointment

- 4.1 New employees may be appointed on any point on the salary scale. For the majority of new starters they will be appointed on point 1 of the grade. A manager may appoint to point 3 (top of grade) based on the applicant's skills and experience with Head of Service approval in consultation with HR for consistency.
- 4.2 Internal promotions will normally be to point 1 of the grade, except where there is a justifiable reason to appoint to point 2. This maybe where there is no, or very minimal increase between the person's previous pay point. Head of Service approval in consultation with HR, for consistency, is required to appoint above point 1 of the grade. If an employee has just received an increment prior to the promotion, this will be taken into account when deciding what point of the grade to appoint to.
- 4.3 Apprentices will be appointed on the apprentice grade for Year 1 and then Year 2 will either be the Year 2 hourly rate or National Minimum Wage, whichever is higher.

5 Increments

- 5.1 Increments are awarded annually on 1st April, subject to a minimum of 6 months' service and satisfactory performance in the role. Employees who move post will only receive an increment where they have been in the new post for at least 6 months by 1st April.
- 5.2 A Head of Service, in consultation with HR, for consistency, may agree to award a merit increment where a new or promoted employee who does not have 6 months service in their post, and therefore not awarded an increment on the 1st April, may agree to award a merit increment once they have completed 6 months in the post. Merit increments are not payable at other times.
- 5.3 It is normal for an employee to spent at least 6 months on each pay point.
- 5.4 Where increments are withheld because someone is working through a formal improving performance process, they are entitled to appeal the decision to the Head of Service. An increment may later be awarded if the performance improves to a satisfactory level.

6 Pay award

- 6.1 The annual (cost of living) pay award is considered for all employees in conjunction with the recognised trade unions, UNISON, UNITE and GMB. Any cost of living award is approved by the General Purposes Committee.
- 6.2 In reaching an agreement on the annual pay award the Council will look to achieve a fair award as part of having an equitable and competitive pay and reward strategy. In doing this it will take into consideration and balance all relevant matters including but not limited to:



- current budget pressures and the financial situation of the Council;
- maintaining competitiveness with other local authorities by having consideration to the national pay negotiations and any NJC award for Green Book employees;
- the relationship between Council pay levels and the wider employment market including the impact of earnings growth and salaries in comparable markets.

- 6.3 Any increase agreed is applied to salaries with effect from 1st April, being backdated where it is paid in any month after April payroll.
- 6.4 Where an employee was in post on 1st April but has left the employment of the Council before the pay award is agreed, back payment of the amount due will be paid to those employees.

7 Market supplements and other introductory or retention payments

- 7.1 It is not normal practice for the Council to use market supplements or other golden hello or retention payments. These will only be considered in circumstances where we have exhausted all normal recruitment and attraction avenues and there is a known shortage of skilled applicants in the market. These need approval of the Chief Executive.
- 7.2 Market supplement and other introductory or retention payment values will be agreed with the relevant Head of Service in consultation with HR in line with benchmarking information, surveys and knowledge of the industry.
- 7.3 Market supplements and other retention payments will be reviewed regularly (as appropriate, at a minimum of annually) to ensure there remains a valid market reason. Any one off introductory or retention payments will be subject to pay back if the person leaves within 2 years of such a payment - 100% within the first year and 50% in the second year.

8 Career Grade

- 8.1 Career grades enable you to develop and grow professionally within a role. Some services have career paths with career grades enabling employees to develop skills and experience at different levels. Where an individual does not meet the minimum levels of experience and/or knowledge required for a role, however it is felt with time and support they have the potential to grow into the role over a reasonable time period, they may be appointed on a career grade. Career grades enable a person to develop the necessary skills and experience and progress through the grades when they can demonstrate they have met key competencies and skills or have achieved required qualifications.



- 8.2 There must be a clear career grade path which sets out the competencies and any qualifications or experience which must be met in order for the employee to progress from one grade to another. It is helpful if a manager agrees with the person how this will be measured so there is a clear understanding of the levels required to move through the career grade.
- 8.3 HR must be consulted at the points where the employee has reached the next incremental step to ensure consistency and minimum standards for the grade are met, and so that the change can be processed through payroll. It is normal for an employee to spend at least 6 months on each pay point developing skills and competencies at that level and for assessment against career grade competencies to be done in conjunction with annual incremental progression.

9 Training Grade

- 9.1 This is a broad grade designed to allow for apprentices and trainees to progress through the grade while they complete qualifications and gain experience.
- 9.2 Increments may, with Head of Service approval, be awarded based on achievement of qualifications and demonstration of key competencies as set out in a competency framework. It is normal for an employee to spend at least 6 months on each pay point, developing the skills and competencies at that level and for assessment against career grade competencies to be done in conjunction with annual incremental progression.

10 Overtime / Additional hours

- 10.1 Agreed overtime is payable to Officers on HG8 and below. Planned overtime, agreed in advance, is payable to Officers on HG9 to HG11. Officers on HGSM1 and above are not entitled to claim overtime, except in very exceptional circumstances.
- 10.2 Overtime should only be claimed where there is a requirement to work overtime and the manager has agreed to this before it is worked. Where overtime is worked employees may opt to either take the extra time as flexi, if this can be accommodated by the service, or receive payment for the time worked as detailed below.
- 10.3 Payment for overtime, beyond the normal, full-time working week, will be made on the following basis:
- Monday to Saturday – time and a half
 - Sunday, public/bank holiday – double time
- 10.4 Part time employees will be paid additional hours at flat rate until they have worked 37 hours per week before receiving the rates set out above at 10.3. The exception to this is where they are required to work on a public/bank holiday.



- 10.5 There may be occasions where an employee is required or volunteers to work on a public/bank holiday. For all full and part time employees they may claim double time for working on a public/bank holiday. Where the bank holiday falls on a day they would normally work, they may request to be reimbursed at plain time and have the same amount of time as paid time off at a later date.
- 10.6 In some limited circumstances, overtime may include travelling time that will not be worked. For example, where an employee has a second journey to work, from home, to attend a committee meeting or where someone is called out while on standby.
- 10.7 For those who commenced employment prior to 1 June 2012 and are required to work on Saturday and/or Sunday as part of their normal working week, they will be entitled to the rates stated above regardless of the hours worked in the week.

11 Holiday pay on overtime

- 11.1 Further to your normal remuneration when you are on paid annual leave, where you are entitled to additional payments in relation to overtime or standby worked this will be paid as an additional payment. This extra payment is calculated and paid in the month that the overtime or standby is paid.

12 Honorariums payments

- 12.1 An honorarium will be paid where it is agreed an employee will act up and they undertake the full range or part of the duties of a higher graded post for a continuous period of 4 weeks or more.
- 12.2 The honorarium paid will be the difference of the current post and the higher graded post but will not exceed any salary the employee would receive if they were to be promoted to the higher graded post. Where the employee is covering part of the post, this will be pro rata. The point within the higher grade to be used to calculate the honorarium will be agreed with the Head of Service in consultation with HR.
- 12.3 Where the role they are acting up to is more than one grade higher than the person's substantive post, the acting up arrangements may be set up on a career grade basis, with a competency framework put in place to support the person to gain the skills and experience of the higher level role. The honorarium will be calculated as per the career grade and will increase as the person meets the career grade competencies to advance to the next grade. It is normal for an employee to spent at least 6 months on each pay point developing skills and competencies at that level and for assessment against career grade competencies to be done in conjunction with annual incremental progression.

13 Recognition payments

- 13.1 The Council believes in recognising and rewarding exceptional performance. Managers are able to recommend employees for a recognition payment, up to the maximum value of £1000. A recognition payment will be awarded where:



- a) An employee has demonstrated outstanding performance in undertaking duties and responsibilities which clearly fall outside the scope of their post
- b) An employee has demonstrated outstanding performance in undertaking a project(s) or task(s) which is considered by the manager to be in excess of what can be reasonably expected from the employee.

13.2 Payments can be recommended by managers at an appropriate time (usually within two months of the event) to the Head of Service supported by a full justification for payment, along with a proposal for the amount payable.

13.3 Recognition payments will be authorised by the Deputy Chief Executive in conjunction with the HR Manager (or persons authorised by them in their absence).

13.4 All payments are subject to the usual deductions of tax and national insurance contributions.

14 Charitable donations

14.1 The Council offers a salary sacrifice scheme in which you are able to make charitable donations through your salary to a charity of your choice, if you so wish. This will be deducted and paid to the charity on your behalf by an agency, Charities Aid Foundation. You will need to set up an account before deductions can be made through your salary. (Further guidance is available on TroutFace)

15 Simply Health

15.1 The Council offers the opportunity for you to purchase private healthcare through Simply Health. If you choose to sign up to this, the monthly payments for this service can be taken from your salary and paid on your behalf to Simply Health.

16 Union deductions

16.1 If you are a member of a recognised trade union, the Council is able to deduct the monthly fee for this from your salary and pay it over to the union on your behalf.

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Recruitment Policy

Employing the best people





Recruitment Policy

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VERSION CONTROL			Date for next review
1.	Agreed at PPRG	29 March 2016	2 years
2.	Updated version agreed PPRG	05 June 2018	2 years
3.	Updated AR for PPRG	23 March 2023	



Recruitment Policy

1. What does this Policy cover?

The aim of the Recruitment Policy is to enable the selection of the best person for the role, provide a structured approach to the recruitment process and ensure consistency is achieved across the Council. Each appointment is viewed as a key business decision and is critical to the success of the appointing Service. Our Recruitment Policy is geared to ensure we recruit the best person for the role with the right skills, experience, attitude and behaviours.

This policy ensures all appointments are made in accordance with our commitment to equality of opportunity and the development of a diverse and inclusive culture. It ensures we adhere to treating all candidates fairly and equitably and in accordance with the Council's Values.

This policy covers the recruitment of:

- All employees (permanent, fixed-term, temporary, secondments)
- Casual workers
- Apprentices and Interns

This policy does not cover the appointment of agency workers and volunteers which are dealt with under separate arrangements.

2. How do we recruit the best people?

Recruitment is a two way process. We attract, select, recruit and engage the best people by:

- Becoming an employer of choice through creating a work environment that is attractive to the people we want to employ and by selling the benefits of working for the Council.
- Ensuring our recruitment practices attract as wide a pool of candidates as possible and offer equality of opportunity for all.
- Having an effective candidate selection process that is legally compliant, fair and transparent and focuses on both the skills / experience and the behaviours required for the role.
- Ensuring new employees are engaged in the Council and made to feel welcome from the very start of the process, on their first day and throughout the on-boarding process
- Having a great induction and probation period where people are able to settle in quickly with a clear understanding of their role, what is expected of them and how their role fits into the delivery of their Service and the wider Council Vision and Values.

This policy identifies the key principles and actions agreed by the Council to ensure fair and effective recruitment and selection is carried out across the Council. All Recruiting Managers are responsible for complying with this policy.

3. Identifying the need for a vacancy

Where a vacancy need is identified, our recruitment practices will be professional and fair to all candidates. We recognise that the Council's success depends on the calibre of the people we employ. Our approach is to clearly identify the responsibilities of each role and its contribution to the Service and to offer flexible working, where appropriate and we are able, in order to attract and retain the best people.

A lead manager "the Recruiting Manager" will have overall responsibility for the careful planning of each recruitment campaign and in ensuring it engages with a diverse pool of candidates, is fair, timely and legally compliant.

Prior to a vacancy going live, the Recruiting Manager will liaise with the HR Adviser to discuss the recruitment strategy. Where a new role is required, or where the responsibilities of the role have altered, the HR Adviser will support the Recruiting Manager to prepare the role to be evaluated using the Hay methodology and it will be evaluated at the next Job Evaluation Panel.

All appointments and alterations to posts require the approval of the relevant Member of Management Team and confirmation from the Service Accountant that resources and any additional funding is in place.

4. Advertising a vacancy

The Council's HR Team administers the recruitment process. The manager completes the recruit to fill form and the HR Admin Team provides administrative support, uploading the vacancy onto our recruitment software, liaising with advertisers, and supporting the timely progression of vacancies through the process to completion with the issuing of offer letters, Statement of Particulars and creating the electronic personal file.

The Recruiting Manager is responsible for proactively liaising with their HR Adviser and HR Admin Team who together provide advice and support on the design of the recruitment campaign and selection processes.

Advertising of vacancies will be undertaken with regard to the Council's corporate brand and will comply with equality legislation. Advertisements will provide a broad statement of the purpose, scope, duties and responsibilities of the role. They will avoid wording which may discourage groups with a protected characteristic from applying.

It is recommended that any employee applying for another role within the Council (permanent, temporary or secondment/acting-up) discusses the opportunity with their line manager prior to applying.

Where are external advertisements placed?

All external advertisements are advertised on the Council's website and on indeed. The recruiting manager is responsible for the recruitment campaign and this includes decisions on where vacancies are advertised and what social media sites are used to promote roles. This requires careful planning to ensure the widest reach of adverts to a diverse audience.

The approval for all advertising costs sits with the recruiting manager and the relevant head of service.

Frequently asked questions

Key Questions	Council's Approach
How long do I advertise a vacancy?	We want to enable and encourage a wide range of diverse applications for all of our vacancies and expect opportunities to be advertised for sufficient time to enable a diverse number of applicants to see the vacancy and apply. This supports the Council to recruit the best person for the role. The exact number of days to advertise will vary dependant on the role and HR can support managers with this. We would expect this to vary from a minimum of 1 week to 4 weeks.
When do I advertise externally?	The decision to advertise externally is at the discretion of the Recruiting Manager and Head of Service in consultation with the HR Adviser. They will consider the needs of the service; new skills, experience, behaviours required within the team; talent pipeline and the recruitment market in making their decision.
Who can apply for an internal vacancy?	All TVBC employees - permanent, temporary and casual employees and agency workers, unless roles are ring fenced as part of an organisational change process or there are employees with appropriate skills on the "at risk" register.
How do I recruit to a secondment /acting-up opportunity?	Secondment and acting-up opportunities will be appointed to in an open and transparent way; where appropriate, this will include advertising internally within the team, service or wider Council. Application will be via an expression of interest form
How do I recruit a casual worker?	A casual worker has no mutuality of obligation – i.e. they can choose to accept or decline any work offered to them. Work offered must be either infrequent or short-term i.e. less than one month. Opportunities for casual work may be advertised or HR has a Temporary Bank of approved workers.
What happens if a temporary post becomes permanent?	All permanent posts must, as a minimum, be advertised internally. The manager may choose to advertise externally to attract a wider pool of candidates.
How do I extend a temporary contract?	All temporary contract extensions will be undertaken in a fair manner.
Additional hours (temporary or permanent)	Additional hours will be offered out in a fair and transparent way within the team/service area.
How long does authority to advertise a post last?	Authority to advertise from a Member of Management Team lasts 6 months.

5. Assessment and Selection Process

Each appointment is a key business decision and our assessment and selection process is geared to identifying the key skills, knowledge, attitude and behavioural competencies, qualifications, training and experience required utilising objective assessment methods. We endeavour to ensure no applicant experiences discrimination because of a disability or a protected characteristic under the **Equality Act 2010**.

Where a candidate indicates that they have a disability as defined by the **Equality Act 2010**, we will provide reasonable adjustments to the assessment process. **Under the Guaranteed Interview Scheme we guarantee disabled people an interview if they meet the essential criteria for the post.**

The recruiting panel is made up of a minimum of two employees who have undertaken recruitment training. The panel are required to have completed, as a minimum, the Council's e-learning recruitment module and ideally to have attended the Council's Manager's Essentials Training recruitment module.

Those involved in recruitment decisions are required to identify any potential conflict of interest where they have close personal or family links with an applicant. The HR Adviser will ensure appropriate measures are taken, which may include the HR Adviser attending/overseeing the selection process.

At all stages of the selection and assessment process the Recruiting Manager will retain notes detailing the selection or rejection of candidates. For candidates who are not successful, these assessment materials will be retained by the Council for 6 months and destroyed in the 7th month from the date the decision is made to appoint to the position. For the selected candidate the selection information will be held as part of their employee file for the duration of their employment and for 6 years and destroyed in the 7th year following their leave date. Further details about the retention of information can be found in the Council's Recruitment Privacy Notice, Employment Privacy Notice and the Council's Retention Schedule.

Applicants are entitled to have access to their recruitment records. External candidates may request to see their interview assessment notes using a **Subject Access Request** under the **Data Protection Act**.

The Recruiting Manager/panel are responsible for being pro-active in moving through the assessment and selection process in a timely and professional manner.

6. Conditional Verbal Offer

It is the responsibility of the Recruiting Manager to provide a conditional verbal offer to the preferred candidate and to email or telephone all unsuccessful applicants with the outcome of their interview. Where candidates are internal, a face-to-face meeting is encouraged wherever possible.

Salary on appointment will be determined in accordance with the Council's Pay Policies. Appointments are usually made to point one or two of the grade. Appointments to the top of the grade require Head of Service approval, in consultation with the HR Adviser.

No appointment can be made higher than the advertised grade.

All conditional verbal and written offers of employment are subject to successful completion of all pre-employment screening checks including references.

References

External candidates - The council normally requires two references which as a minimum cover the previous 2 years of employment.

Internal candidates – The Council requires one reference from the current line manager, where the new role is in a different service.

Occupational Health

All new employees and internal appointees moving into a role where the job hazard and risks are different will need to successfully complete an occupational health pre-employment assessment. This will outline any reasonable adjustments to be considered prior to employment commencing.

Right to Work in the UK

The Council is fully committed to adhering to legal obligations to ensure we do not knowingly employ anyone illegally. Checks will be carried out prior to the person starting employment with ongoing checks, as required, to ensure our people are legally employed. All employees are required to inform us of any changes that affect their immigration status and to provide us with any relevant documentation on request.

DBS checks

The recruiting manager in consultation with the HR Adviser will need to identify any roles which require a DBS check. This will be where the role works with children or vulnerable adults. A basic disclosure check may be required for certain other posts such as those who need a BPSS (Baseline Personnel Security Standard) check for access to a Government secure website or e-mail. For more information, see the Council's **Disclosing & Barring Policy (DBS)**

Once all checks are complete the HR Admin Team will send out a firm offer of employment together with a statement of particulars.

7. Candidate On-boarding

Keeping in touch with the successful candidate is key to keeping them interested and engaged throughout the time between a conditional offer and starting employment. It is the responsibility of the Recruiting Manager to maintain some contact during this time and to start to develop the working relationship. It can be helpful to have a conversation with the person about how they would like to be communicated with, this may include sending internal newsletters/minutes of team meetings/invites to attend team social events and so on.

Setting the right impression for someone's first day and making them feel welcome is essential and a clear plan of support and induction must be put in place by the line manager prior to the first day.

The Council has a corporate Induction programme (e-learning and workshops) and new employees will be invited to attend by HR.

8. Appointment of Senior Managers and above

The importance of appointing and developing Senior Managers and leaders of the highest quality is critical. It is these managers who will influence the strategic direction and continued success of the Council as it faces increasing and complex challenges. It is essential to get the recruitment campaign and selection process right and to appoint the best possible person for the job.

To appoint the best person the Council will follow a process which maximises the diversity of applicants and draws from the widest possible pool of potential candidates, engages a rigorous selection process and minimises discrimination at any point.

Appointments of Chief Officers, that is Heads of Service and above need to comply with the Officer Employment Procedure Rules as set out in the Council's Constitution.

A sub-committee of the general purposes committee (to be inclusive of one member of Cabinet and which complies with political balance) will be set up to make the appointment decision in relation to a Chief Officer. Appointment of the Chief Executive is a full Council decision.

Prior to an offer of appointment being made to a Chief Officer, the HR Manager must notify every member of Cabinet to establish there are no material objections to the appointment.

9. Apprenticeships and Internships

The Council offers an Apprenticeship Programme where each apprentice works within a structured framework to achieve a relevant qualification within their chosen service area. Apprenticeships can lead to further professional development as well as opening up career paths. Candidates must be 16+ years old and the minimum apprenticeship duration is 12 months

Internships are available and provide insight into working for a Council and offer opportunity to undertake specific projects within one of our services. Internships are normally for between 1 month and 1 year.

10. Equality of Opportunity

The Council wishes to encourage applications for employment from people from a range of backgrounds and to eliminate unfair discrimination from any stage of the recruitment process. The Recruiting Manager is responsible for ensuring the recruitment and selection process is fair and selects the best person for the job. It is also their responsibility to ensure that no person is disadvantaged because of a disability or a protected characteristic in accordance with the Equality Act 2010 and to make any necessary reasonable adjustments at all stages of the recruitment process.

It is the responsibility of the recruiting manager to be proactive in complying with equality legislation and to promote an open and harmonious environment in which all applicants are treated with dignity and respect and given the opportunity to demonstrate to the very best of their ability their competence in relation to the role.

More information is available in the **Recruitment Toolkit for Managers**.

Policy agreed at PPRG – 05 July 2018

Policy effective – 12 July 2018

11. Recruitment and Selection Procedure Summary

