



East  
Northamptonshire  
Council

## Personnel Sub-Committee 9 June 2014

### Recruitment and Training Policy

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#### Purpose of report

This report provides an overview of the review of the recruitment and training policy.

#### Attachments

Appendix A – Recruitment and Training Policy

Appendix B – Equality Impact Assessment

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#### 1.0 Background

1.1 In 2012 an audit of the HR policies was undertaken. The following issues were identified:

- There were a lot (over 50)
- Some were out of date and in old formats
- There was a considerable amount of repetition
- It wasn't always that easy for staff to know which policy to refer to
- Some aspects of "policy" were on EUNICE but not actually in a policy format, so were difficult to find and easy to miss
- Some policies had too much process and procedure within them

#### 2.0 The plan

2.1 Having listened to comments from CMT, Members, staff, managers and UNISON, it was agreed by CMT that all of the policies would be reviewed and re-issued.

2.2 The following outcomes were identified by HR:

- The number of policies would be reduced
- All of the content would be checked and updated
- All of the policies would be put in the new format
- All aspects of policy would be included in the correct policy format
- Repetition would be reduced to the bare minimum
- Policies would be simplified and shortened as much as possible (without endangering their purpose)
- Procedure and process would be taken out of the policies (as much as possible), and where necessary would become separate guidance documents that can be updated and improved more easily

2.3 In an attempt to make it easier to find the relevant aspect of policy, and in order to reduce repetition, it was agreed by HR and CMT to create 4 new policies:

1. **Family and work life balance - agreed by PSC in June 2013**
2. **Staff management (including grievances, whistleblowing, capability and disciplinary) – agreed by PSC in October 2013**
3. **Recruitment and training**
4. **Pay and benefits**

### 3.0 Recruitment and training policy

3.1 The new recruitment and training policy is attached at Appendix A. It is a collation of a variety of previous policies and documents including:

- Recruitment and selection
- Probation
- Relocation expenses
- Recruitment of ex-offenders (CRB)
- Casual, temp, consultant and fixed term
- References
- Exit interviews
- Training and development
- Work experience and interns

3.2 The document has been reduced to 24 pages whilst also hopefully making it clearer and more effective. The previous policies included useful guidance on techniques and processes (such as job descriptions and interviews). However, it was impractical to update the policy every time there was a small process change. These aspects have been cut out of the new policy, and put into a guide book (currently out for consultation with staff and managers). The guidance document can be quickly updated to keep in line with processes and procedures (such as changes to the recruitment portal).

3.3 This policy has been out for consultation with staff (via Xchange) and UNISON, and has been agreed by CMT.

### 4.0 Financial implications

4.1 There are no direct financial implications of this policy but effective recruitment and training should help ENC stay within its budgets and manage the training and recruitment budget effectively.

### 5.0 Legal implications

5.1 The implementation of this policy will help to ensure that ENC is meeting its legal obligations.

### 6.0 Risk implications

6.1 The review of this policy should reduce risks of legal challenge and is an outstanding audit requirement.

### 7.0 Equality implications

7.1 An equality impact assessment was conducted as part of the review (see Appendix B).

### 8.0 Recommendations

8.1 The Sub-Committee is recommended to approve this policy.

<b>Legal</b>	Power: Local Government Act 1972				
	Other considerations:				
<b>Background Papers:</b> None					
<b>Person Originating Report:</b> Aime Armstrong – HR Manager					
<b>Date:</b> 19 May 2014					
<b>CFO</b>		<b>MO</b>		<b>CX</b> 28/5/14	



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## Recruitment and training policy



## Document Version Control

<b>Author (Post holder title)</b>	Aime Armstrong (Human Resources Manager)
<b>Type of document</b>	Policy
<b>Version Number</b>	V1.0
<b>Document File Name</b>	
<b>Issue date</b>	
<b>Approval date and by who</b>	Personnel Sub Committee
<b>Document held by (name/section)</b>	
<b>For internal publication only or external also?</b>	Internal only
<b>Document stored on Council website or Eunice?</b>	Eunice
<b>Next review date</b>	October 2017

## Change History

Issue	Date	Comments
1.0		

*NB: Draft versions 0.1 - final published versions 1.0*

## Consultees

Internal	External
e.g. Individual(s) / Group / Section	e.g. Stakeholders / Partners /Organisation(s)
CMT, Middle Managers, Xchange, UNISON, HR	

## Distribution List

Internal	External
e.g. Individual(s) / Group / Section	e.g. Stakeholders / Partners /Organisation(s)

## Links to other documents

Document	Link

## Additional Comments to note

<b>Contents</b>		<b>Page</b>
<b>1.0</b>	<b>Introduction</b>	<b>4</b>
<b>2.0</b>	<b>Scope</b>	<b>4</b>
<b>3.0</b>	<b>Policy outcomes</b>	<b>4</b>
<b>4.0</b>	<b>Recruitment and selection</b>	<b>5</b>
<b>5.0</b>	<b>Probation policy</b>	<b>8</b>
<b>6.0</b>	<b>Relocation expenses</b>	<b>9</b>
<b>7.0</b>	<b>Recruitment of ex-offenders</b>	<b>11</b>
<b>8.0</b>	<b>Casual, temp, consultant and fixed term staff</b>	<b>13</b>
<b>9.0</b>	<b>References</b>	<b>15</b>
<b>10.0</b>	<b>Exit interviews</b>	<b>16</b>
<b>11.0</b>	<b>Training and development</b>	<b>17</b>
<b>12.0</b>	<b>Performance development reviews (PDR)</b>	<b>18</b>
<b>13.0</b>	<b>Work experience and interns</b>	<b>22</b>

## 1.0 Introduction

- 1.1 Delivering excellent services for our customers relies on having staff with the right knowledge, skills and behaviours. This policy sets out how we will fairly recruit and develop staff with the knowledge, skills and behaviours they need to deliver services effectively.

## 2.0 Scope

- 2.1 This policy applies to all staff.
- 2.2 This policy has been formulated for employees of East Northamptonshire Council. It is not intended to cover elected members. However it is recognised that elected members will require training and development in order to meet the demands of their role and that many of the principles of this policy could apply to them.

## 3.0 Policy outcomes

- 3.1 The outcomes to be delivered by this policy are:

<b>Policy outcomes</b>	<b>Links to corporate outcomes</b>
<ul style="list-style-type: none"><li>• An effective workforce.</li><li>• A fair and transparent policy.</li><li>• Compliance with the Equality Act 2010.</li></ul>	<ul style="list-style-type: none"><li>• Effective management</li><li>• Councillors and staff with the right knowledge, skills and behaviours</li></ul>

## 4.0 Recruitment and selection

- 4.1 Attracting, selecting and appropriately inducting new staff is vital in supporting the achievement of the council's objectives. It is recognised that effective recruitment and selection requires the following:-
- ENC having a good reputation as an “employer of choice”
  - Managers who are skilled and experienced interviewers.
  - An individual approach to recruiting to each role, ensuring that an appropriate strategy for each role is devised. For some this will be a simple advert, for others a national campaign and selection day might be required.
  - Support from a knowledgeable HR team.
  - Effective systems and processes to administer recruitment.
  - An appropriate pay and benefits “package” which includes non financial benefits such as flexible working and a supportive working environment.
  - A fair and equitable approach throughout, adhering at all times to the Equality Act 2010.
- 4.2 To support this process this policy sets out the rules that must be adhered to. Training sessions and guidance notes will support this policy, and will set out advice and support on best practice. These will cover things like how to write a good job description, what to include in an advert, where to place it, and how to interview effectively.
- 4.3 Human Resources oversee the recruitment and selection process and will provide recruiting managers with support and advice.
- 4.4 All aspects of recruitment and selection must adhere to the Equality Act 2010. This will include making reasonable adjustments for applicants with a disability throughout the recruitment process.
- 4.5 **Preparation for recruitment**
- 4.6 All roles must have the following:
- A job evaluation outcome
  - A job description
  - A person specification
- 4.7 **Volunteers, interns and work experience placements.**
- 4.8 As well as employed staff, ENC also has unpaid volunteers, interns and work experience placements. Although these are all unpaid, the principles of recruitment still apply to them.
- 4.9 More details about how these schemes operate are set out in section 13 below.

#### 4.10 **Approval to appoint to paid roles**

4.11 The following approval is required to appoint to paid roles.

<b>Duration</b>	<b>Head of Service</b>	<b>CMT</b>	<b>Chair/Vice Chair of Personnel Sub Committee</b>
<b>Permanent</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
<b>6 months +</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
<b>Less than 6 months</b>	<b>Yes</b>	<b>Yes</b>	<b>No*</b>
<b>Less than 3 months</b>	<b>Yes</b>	<b>No*</b>	<b>No*</b>

\* As long as within budget. If the appointment will take the team/service over budget then CMT/PSC will need to approve the decision.

#### 4.12 **Permission to change roles**

4.13 See section 25 of the staff management policy for the process to change the grade or job description of roles.

#### 4.14 **Advertising**

4.15 Heads of service will recommend to CMT whether roles will be advertised externally or internally only.

#### 4.16 **Short listing**

4.17 At least two people should shortlist for every post.

#### 4.18 **Interviews**

4.19 At least two people should be on the interview panel.

4.20 Where there are internal applicants, one of the panel should be someone from HR.

4.21 At least one of the interview panel should be an experienced interviewer.

4.22 Members will be involved in the selection process for Heads of Service and above (see constitution).

4.23 A member of the interview panel will inform by telephone all of the successful and unsuccessful candidates of the outcome of the interview, and provide any feedback requested.

4.24 If a candidate can not be contacted, an email, letter or text can be used to communicate the outcome of the interview.

#### 4.25 **Tests and selection days**

4.26 HR can advise on the use of tests and selection days to assist the selection process.

#### 4.27 **Decisions**

- 4.28 A copy of all the paperwork to do with recruitment, including the interview questions, answers and scores, and test scores, along with the rationale for the recruitment decision shall be retained in HR for a year following appointment (in case of any challenge) for all posts except Heads of Service and above (which will be kept indefinitely).

## 5.0 Probation

- 5.1 It is the policy of East Northamptonshire Council that new employees, regardless of previous local authority employment, will have a six month probationary period.
- 5.2 Where a current member of staff gets a new job within the council they will have a 3 month probationary period.
- 5.3 Employees will only be confirmed into post permanently when:
- any outstanding recruitment requirements (such as proof of qualifications) are met;
  - they have successfully completed their probation period;
  - their 5 month probation meeting has been completed and the signed form has been sent to HR;
  - they have completed their induction and any mandatory training; and
  - their induction checklist has been completed and sent to HR.
- 5.4 Managers are required to:
- i) Prepare a six month training and development programme which will help the employee to achieve the standards expected of them.
  - ii) Ensure that the corporate induction programme is followed and that any mandatory training sessions are attended.
  - iii) Discuss and explain with the employee when they start:
    - the standards of work required – this should be reasonable, clearly explained and documented in an action plan;
    - the support that will be provided to the employee to enable them to achieve the standards;
    - the conditions of the probationary period – that they need to be successful in the role to be confirmed into the role permanently and
    - the process that will be followed if they fail to meet the required standards.
  - iv) Hold probationary review meetings after the third and fifth month of employment (or more frequently if required) at which they should:
    - discuss how things are going;
    - give clear and honest feedback;
    - highlight things that have gone well;
    - offer support and advice and answer questions;
    - agree any additional support or training that is needed;
    - if applicable clearly identify the need for improvement in particular areas;
    - complete a probation form and send a copy to HR

- 5.5 See section 21 of the Staff Management procedure for guidance on how to deal with disciplinary issues or significant capability issues during probation.
- 5.6 HR can provide support and advice to managers and employees during the probation period.

## **6.0 Relocation expenses**

### **6.1 Eligibility**

6.2 Employees are eligible if they meet the following criteria

- They are taking up a first appointment with the council and are intending to reside within a 15 mile radius of the usual place of work. The move must be in excess of 20 miles.
- They request relocation expenses at the time of appointment.
- They move within 18 months of taking up their appointment.

### **6.3 Entitlement**

6.4 The following transactions will be reimbursed to an overall maximum payment of £5,000 subject to certification that the expenditure has been incurred and supported by receipted accounts.

- The cost of removal of furniture and effects from existing property to the new property, including insurance of goods in transit and any necessary cost of storage of furniture and effects for a period not exceeding three months, where a permanent move cannot be made immediately; the reimbursement to be equal to the amount of the lowest of three competitive tenders (the officer can engage the contractor of his choice if he/she pays the difference in cost between this and the lowest tender).
- Legal charges and agents' fees, arising from the sale and/or purchase of a dwelling for occupation by the officer and his/her family.
- A disturbance allowance to reimburse incidental expenditure associated with moving house, i.e. alteration or replacement of curtains, fixtures and fittings, relaying floor coverings and conversion/installation of gas or electrical appliances etc.
- Temporary lodging allowance. Where an officer who is unable to take up permanent residence within reasonable distance of his/her new place of employment by the date on which the officer takes up his/her appointment they may be granted a lodging allowance of up to a maximum period of sixteen weeks.

### **6.5 Repayment**

6.6 All officers wishing to obtain the benefit of the above scheme will be required to sign a receipt. Any payments made within the scheme will be repaid to the Council as follows:-

- 100% of the sum paid in the event of the termination of the appointment for any reason within one year of commencing the appointment.

- 75% of the sum paid in the event of termination after one year and within 18 months of commencing the appointment.
- 25% of the sum paid in the event of termination after 18 months and within 2 years of the date of commencing the appointment.

Where necessary, any sum due to the council under this scheme may be deducted from any salary due to the recipient officer at the time of leaving the council's employment, and the signed application for financial assistance from the scheme will be considered consent for such deductions.

## 7.0 Recruitment of ex-offenders

### 7.1 Introduction

7.2 The Rehabilitation of Offenders Act 1974 (ROA) was introduced to ensure ex-offenders who have not re-offended for a specified period of time since the date of their conviction are not discriminated against when applying for jobs. Ex-offenders comprise a large proportion of the national workforce, and research shows employment is the single most important factor in reducing re-offending. The Protection of Freedoms Act 2012 also includes regulations about which roles are exempt from the ROA.

7.3 The council supports this view but also recognises there may be occasions where, as a result of an individual's criminal record, it is inappropriate for them to be employed in certain jobs.

7.4 Criminal record checks are only legally allowed to be carried out for certain roles specified in the Rehabilitation of Offenders Act 1974 and further defined in the Protection of Freedoms Act 2012.

7.5 The Disclosure and Barring Service (DBS) helps employers make safer recruitment decisions and prevents unsuitable people from working with vulnerable groups, including children.

7.6 The DBS undertakes checks whether an individual has a criminal record or has been barred from any particular types of employment or activity. It operates under a strict code of practice. The council adheres to this code of practice.

### 7.7 Who should have a disclosure?

7.8 It is the responsibility of each Head of Service to determine which posts require DBS clearance in their service area. They will only be able to require DBS clearance from those roles that ENC is entitled to check under the legislation.

7.9 Human Resources will support Heads of Service in understanding which roles ENC is entitled to undertake checks for based on the current legislation.

7.10 ENC will pay the cost for undertaking the checks.

7.11 ENC has a duty to make referrals to the DBS where they consider a person has caused harm or posed risk of harm to children or vulnerable adults.

### 7.12 How often should DBS disclosures be undertaken?

7.13 All new employees whose posts require them to have a Disclosure will not be allowed to start employment with the council until a satisfactory Disclosure has been received.

7.14 In addition, existing employees whose posts require them to have a Disclosure will need to have a new Disclosure undertaken once **every three years**.

7.15 The council will not accept Disclosures undertaken by other organisations.

#### **7.16 Notification of convictions**

7.17 Once an individual has been appointed to the council it is their responsibility to divulge any new convictions, cautions, reprimands or warnings they receive to their Line Manager and the Head of OD. Failure to do so could result in dismissal from employment.

#### **7.18 What happens if someone has a criminal record?**

7.19 The Head of Service will review the information and investigate the situation with support from HR.

7.20 Discovery of a conviction, or a failure to disclose a conviction, before appointment may result in a withdrawal of an offer of employment.

7.21 If a conviction is discovered after appointment, a disciplinary investigation will be conducted to determine the appropriate action.

#### **7.22 Disputes and discrepancies**

7.23 If an applicant or employee believes the information provided by the DBS is not correct they will be given the opportunity to contact the DBS to dispute the information provided about them.

#### **7.24 Storage of disclosure information**

7.25 Disclosure information of criminal records and DBS checks will be kept securely in line with DBS requirements.

## 8.0 Casual, temporary, consultant and fixed term staff

- 8.1 **Casual employment** is where there is no mutual obligation on the council to offer work and no obligation on the individual to accept work offered. It is a series of successive or ad hoc services. It is sometimes referred to as a zero hours contract.
- 8.2 **Fixed term employment** may be required where there is a need for a specific piece of work to be completed, or a role to be covered temporarily e.g. maternity cover, long term absence or for a particular project.
- 8.3 **Agency work** is where staff are recruited through a recruitment agency. They will remain an employee of that agency and will not be placed on the Council payroll. These staff are often referred to as “**temps**”.
- 8.4 A **consultant** is someone who is self employed and paid on the submission of invoices. Consultant roles do not have to be job evaluated. ENC will follow the current HMRC guidance to identify whether a consultant is truly self employed.
- 8.5 A **secondment** is where someone undertakes a different role to their substantive or permanent role for a fixed period of time. Secondments are usually 6-24 months in length. While someone is seconded, their role will be covered by either a fixed term appointment, another secondment, an agency worker or absorbed by the team. When the secondment ends, they will return to their substantive role. Someone on secondment undertakes all aspects of the role and is paid at the appropriate salary.
- 8.6 **Acting up** refers to a temporary situation where someone takes on additional responsibilities beyond their permanent or substantive role. They do not take on the whole of the role (which would be a secondment), and therefore usually receive an honorarium (if the role is more senior than their substantive role), but not the full salary.
- 8.7 **Terms and conditions**
- 8.8 Agency workers are entitled to some of the terms and conditions of permanent staff after 12 weeks (see HR for advice).
- 8.9 Where a fixed term employee has immediate previous Local Government (and some other public sector organisations) service they gain additional rights to some benefits from day one including maternity, annual leave, sick pay and redundancy, even if they are recruited on a fixed term basis for a relatively short period. Under some circumstances (such as looking after children), rights remain even after a break of several years. Guidance from HR should be sought if considering offering a fixed term contract to a candidate with previous public sector service.
- 8.10 Agency workers and fixed term employees should be included in all official general employee communication processes, including e-mail, access to notice boards, etc., as appropriate to the nature of their job and their workplace.
- 8.11 Fixed term employees will generally be on the same terms as permanent employees.

## 8.12 **End of fixed term contracts**

- 8.13 Redeployment opportunities will be explored for staff reaching the end of their fixed terms, unless they do not wish to be considered for other roles.
- 8.14 Termination of direct temporary employment must always be confirmed in writing to the person concerned. Where there is more than 2 years' continuous service, there is a statutory entitlement to a redundancy payment.

## 9.0 References

- 9.1 The council will provide references for current or ex staff when requested.
- 9.2 Each reference should ensure that it:
- is honest, truthful and not misleading;
  - assists staff in obtaining new opportunities or applying for mortgages/leases;
  - makes potential new employers aware of any serious matters.
- 9.3 The council has a legal responsibility to disclose certain serious matters when requested to give a reference. This situation is likely to happen very rarely. HR can provide advice if this happens.
- 9.4 **Writing a reference**
- 9.5 Line managers are in the best position to write employment references as they will know the individual best.
- 9.6 HR will provide advice and support to line managers writing references.
- 9.7 A member of the HR team will provide any details required, such as employment dates, on request.
- 9.8 If a reference is required for a mortgage, rental agreement or similar, HR will write the reference.
- 9.9 Personal references may be provided by staff and/or members. They must not be on council headed paper and should clearly state that they are personal references.
- 9.10 **Authorisation and filing of references.**
- 9.11 A draft of an employment reference must be sent to HR for authorisation before it is sent to the requesting organisation.
- 9.12 During exit interviews staff should be asked if they wish references to be provided once they have left the council. This information should be recorded on the exit interview form.
- 9.13 If a reference request is received for a current member of staff, written confirmation should be received from them to confirm that they are happy for personal information about them to be provided to a third party. The confirmation can be by email.
- 9.14 HR will then file a copy of the final reference on the member of staff's employment file.

## **10.0 Exit interviews**

- 10.1 Everyone who leaves ENC will be offered an informal exit interview with a member of the HR team.
- 10.2 HR will share feedback with the line manager unless specifically requested not to.

## 11.0 Training and development

11.1 The Council believes that effective training is the key to achieving organisational success

11.2 This policy will reflect the guidelines stated in the National Joint Council 'Green Book'.

11.3 **East Northamptonshire Council will:**

- provide the resources and environment to equip its employees with skills and knowledge needed to carry out their job effectively and to the best of their ability;
- help its employees to meet council, professional and national standards;
- prepare its employees for future job requirements and enable individuals to fulfil their potential;
- ensure that all training and development provision is planned, delivered and monitored on the basis of equality of access for all, including part-time workers;

11.4 **Line managers have a responsibility to ensure that:**

- employee development and learning is linked to the corporate delivery of services in line with strategic aims and objectives;
- employees have the correct training and development to ensure they have the knowledge, skills and behaviours to successfully achieve their objectives;
- employees have a clear understanding of their training objectives;
- opportunities are created for employees to use their new skills;
- employees are given feedback and guidance on their personal development;
- performance development reviews (PDRs) are held annually and include the creation of individual learning plans.

11.5 **Employees are responsible for:**

- taking advantage of training and learning opportunities;
- seeking and being open to new learning;
- taking the initiative in their own career development.

11.6 **Knowledge, skills and behaviours framework (KSBs)**

11.7 ENC recognises that our employees' knowledge, skills and behaviours are key strengths in achieving our vision.

11.8 The Knowledge, skills and behaviours (KSB) framework has been developed by our managers and staff, and will be reviewed periodically so that it evolves and develops.

11.9 The framework sets out the knowledge, skills and behaviours the council values and thinks are important. It describes the core knowledge, skills and behaviours every employee of the council needs to possess and use to be effective and competent in their job, and it describes additional knowledge, skills and behaviours needed by managers.

11.10 The KSB framework will be used to assist in recruitment, management of staff, performance development reviews, learning and development.

## 12.0 Performance development review (PDR)

- 12.1 The council has recognised that, to be able to respond to the increasing demands of businesses and the community, its employees must embark on a continuous learning cycle. The annual performance development review (PDR) will be used as a mechanism to link strategic aims and objectives to individual targets. Line managers will help employees to identify development areas and appropriate learning opportunities and training routes.
- 12.2 Each member of staff will have a PDR once a year; an interim PDR is also good practice.
- 12.3 The PDR has a number of objectives:
- to help maintain individual, team and organisational performance;
  - to review successes and achievements;
  - to discuss challenges and weaknesses;
  - to plan workload and objectives;
  - to discuss and agree a learning plan.
- 12.4 The council will maintain a climate in which development and training is an integral part of every employee's work and where every employee is both a learner and a trainer. Each employee will have a responsibility for their own personal development and training.
- 12.5 **Identifying training needs**
- 12.6 All training and development must be to the benefit of the individual and the organisation. Line managers must ensure that learning outcomes reflect the council's aims and objectives.
- 12.7 The PDR should be used as a means to set individual and team objectives. Line Managers must use this opportunity to reflect, with the individual, upon past performance and to discuss future goals. The manager should help the employee to identify areas of personal development and suitable opportunities for learning.
- 12.8 Training and learning needs must be recorded on the PDR form and sent to HR.
- 12.9 **Continuous professional development**
- 12.10 The council recognises the importance of staff maintaining links with their professional colleagues as an aid to keeping abreast of changes in legislation, methodology and materials. A number of institutions now require members to complete a number of short courses each year. Failure to achieve the required number of points (or hours) for attendance can lead to loss of professional status; the council will therefore facilitate attendance on such courses.
- 12.11 **In-house courses**
- 12.12 In-house courses will be run in response to requests from service areas. Places will generally be allocated on a first come basis with vacant places being offered to adjacent

local authorities. Where a service area or section wishes to run their own in-house course on a topic solely relevant to that area, HR should be informed so that a central record can be maintained. In most circumstances, in-house courses should be arranged through HR so that resources may be used to best advantage.

### **12.13 Short courses and seminars**

12.14 Subject to the approval of their line manager, employees will be granted time facilities to attend short courses and seminars relevant to their work. The employee must discuss the course/seminar with their line manager to ensure that it fulfils a learning requirement in line with development needs identified during the PDR and that it reflects the corporate aims.

12.15 HR holds the budget for short courses and seminars. Requests for funding should be made on the appropriate form available on EUNICE.

### **12.16 Qualification courses**

12.17 An employee who wishes to undertake a qualification course should, in the first instance, discuss the course with their manager to confirm that it is appropriate and fulfils a learning objective. The full cost of the qualification should be identified (e.g. if the course is for 4 years and costs £3,000 pa, the full cost to the council will be £12,000).

12.18 The Head of Service, in consultation with the line manager, will decide whether:

- the council will fully fund the course or
- the council will make a contribution (either in time and/or money) towards the cost of the course or
- the council will make no contribution.

12.19 When making this decision, various factors will be taken into consideration including:

- the cost of the qualification course;
- the operational requirement for the qualification;
- the availability of funding;
- how many other people in the team are studying;
- the impact on the team and service delivery of allowing time to study; and
- fairness across different teams and services.

12.20 An employee leaving the council during or within 2 years of completing a course will be required to repay fees paid by the council.

12.21 Employees are expected to make their own arrangements to register at college for approved courses. A letter requesting an invoice from the college will be supplied on request.

12.22 All employees attending an approved qualification course will receive their normal salary. Where the course, studying or coursework takes place outside of the employee's normal working hours no additional salary or wage payments will be made, nor will time off in lieu be given.

### **12.23 Non-completion of qualification courses**

12.24 Where an employee, without good reason, fails to sit for an examination within a reasonable period or fails to show satisfactory progress, or discontinues the course, the Council may withdraw its financial support.

12.25 Permission to retake examinations, with financial assistance from the council, will only be given where the council believes an employee has otherwise made satisfactory progress in their studies. Only one retake per examination will be funded.

### **12.26 Repayment of Financial Assistance**

12.27 An employee, granted assistance under this scheme to study for an approved qualification, will normally be expected to remain in the service of the Council for two years following the completion of their studies.

12.28 An employee leaving the Council before completing the qualification, or within two years of completion, will be required to refund a proportion of the financial assistance received.

12.29 Repayment will not be expected if the employee leaves due to redundancy.

12.30 The amount to be repaid will be calculated on a monthly basis when the course has been completed, e.g. if the employee has completed 9 months' service, from the date of the final examination or the end of studies (whichever is later), 15/24ths of the total costs paid by the Council must be repaid.

12.31 Where a course is part completed, all costs incurred to date will be repayable subject to a maximum period of two years, e.g. where two and a half years of a three year course have been completed, then all expenses incurred for the 24 months immediately prior to termination of employment will be repayable from final salary.

### **12.32 Relocation from another Local Authority**

12.33 Where an employee relocates from another local authority and has partially completed a course funded by their previous employer, the council will consider providing financial assistance to allow completion of the course provided that the course is relevant to the employee's work.

### **12.34 Interest free study loan**

12.35 An interest free study loan may be made to help meet course fees if not fully funded.

12.36 The loan will be for a maximum of £5,000 per annum, to be paid back within 12 months.

12.37 The loan will be repayable by equal monthly instalments, deducted from the officer's salary, and these shall commence in the first full month after the advance has been made (e.g. if an advance is made on 2nd April, the first instalment will be due from May's salary).

12.38 An employee's entitlement to their loan under the scheme shall terminate and any balance outstanding shall become immediately due;

- if they fail to comply with any aspect of the scheme, OR

- on cessation of their employment with the Council, OR
- if they become bankrupt, OR
- if any instalment or part thereof remains unpaid for 14 days or more, OR
- if they discontinue with the course without valid reason.

12.39 In the event of redundancy, an individual agreement will be reached for repayment of the loan.

## **13.0 Work experience and interns**

- 13.1 The Council's aim is to provide people with the opportunity to gain the sort of work experience that will help them gain employment.
- 13.2 The Council particularly wishes to encourage and promote work experience opportunities to residents of East Northamptonshire. Priority will therefore be given to requests from schools and individuals within the district.
- 13.3 Consideration will be given to requests from schools and individuals outside the district, particularly for those who have a specific interest in following a career in local government.
- 13.4 **Health and safety**
- 13.5 The Health and Safety (Training for Employment) Regulations 1990 extended the meaning of the word "employee" to include those receiving relevant training. Consequently, anyone participating in work experience will be regarded as council employees for the purpose of health and safety for the duration of the placement.
- 13.6 This places an obligation on the council to ensure that students are protected from undue risks to their health and safety. These may arise from their lack of experience or a lack of awareness of existing or potential harm.
- 13.7 Before a student commences their placement, the manager they will be working with should ensure that a risk assessment is undertaken to identify the potential hazards that may exist and the measures required for their control.
- 13.8 A copy of the risk assessment should be forwarded to HR.
- 13.9 On the first day of the placement, the student must be made aware of both corporate and service-specific health and safety issues by the team manager who will be supervising them.
- 13.10 **Requests for short term placements**
- 13.11 In order to ensure a fair and structured system, work experience requests will be dealt with centrally. Each request for a placement will be dealt with by HR, who will then arrange and keep records of placements throughout the council.
- 13.12 If an individual or an organisation approaches a manager directly, the request should be directed to HR.
- 13.13 HR will contact the appropriate Head of Service to see if the request for work experience can be accommodated. The Head of Service should respond within 2 weeks and, if they agree to the request, advise the name of the person that will be taking responsibility for the student within the service.
- 13.14 HR will notify the individual or organisation whether or not the request has been agreed subject to a work placement informal interview with the student.

- 13.15 For placements of schoolchildren, HR will arrange to meet them to tell them what the placement will involve and the standard of behaviour expected. They will also be given the opportunity to ask any questions they may have.
- 13.16 For adult placements, the manager of the area they have requested to work in will be present at the meeting to gain an understanding of their expectations and any special requirements.
- 13.17 HR will write to the student advising them whether their application has been successful.
- 13.18 The placement**
- 13.19 On the first day, all students will attend an induction session with HR who will give an overview of ENC, record emergency contact details and do a tour of the building. Details will be recorded on the induction checklist.
- 13.20 HR will then take the student to the relevant service and introduce them to the person who will be supervising them during the placement.
- 13.21 Any concerns regarding attitude, poor timekeeping, discipline, etc., should be reported to HR as soon as possible.
- 13.22 Intern, sandwich year and volunteer schemes.**
- 13.23 These programmes will provide individuals with the sort of work experience and training that will help them get into employment or successfully complete their college or university course.
- 13.24 HR will co-ordinate the scheme to ensure fairness is applied throughout the council.
- 13.25 It is important that the intern is supported and managed in order to gain fully from the experience. Interns will be allocated a supervisor who will provide support, supervision and guidance throughout the internship period.
- 13.26 All applicants for an internship or placement must be interviewed, and the Council's recruitment and selection process adhered to.
- 13.27 Travel expenses will be reimbursed where the intern undertakes work on behalf of the Council. This should be agreed in advance of any travel taking place and is dependant upon the individual having vehicle insurance cover that includes business travel.
- 13.28 Payment of travel expenses to and from work will be considered by the Head of Service.
- 13.29 Intern scheme**
- 13.30 Internships may last up to three months and may be undertaken on a full time or part time basis. Payment will be considered.
- 13.31 Opportunities for internships will be advertised in the appropriate media.

### 13.32 **Sandwich year scheme**

13.33 Sandwich placements form an organised and required part of a degree course, most commonly comprising the third year of a 4 year degree.

13.34 All requests to recruit a student under the sandwich year scheme should be made to the Corporate Management Team and payment will be considered.

### 13.35 **Volunteer scheme**

13.36 A volunteer is defined as someone who commits time and energy for the benefit of the Council and does so through personal choice without the expectation of financial reward.

13.37 A volunteer is not an employee of the Council and there is no legally binding contractual relationship between the council and the volunteer.

13.38 Volunteers may be requested to assist with projects, which are likely to be community based projects.



## EIA Initial Screening Form – policy

<b>1. Name of Policy:</b>	
<b>2. Name and Job title / role of person completing Initial Screening:</b>	Aime Armstrong (HR Manager)
<b>3. What is the main purpose of the Policy?</b>	Recruitment and training of staff
<b>4. Who is the Policy aimed at?</b>	Staff
<b>5. How is the success of the Policy measured?</b>	High employee engagement, low numbers of employment tribunals, effective and efficient staff.
<b>6. Are equality monitoring systems for the Policy in place?</b>	An audit of training attendance is done periodically.

**7. Use the following table to indicate using a ✓:**

- a) Where you think that the Policy could have a positive impact on any of the groups or contribute to promoting equality of opportunity or improving relations within equality groups.
- b) Where you think that the Policy could have a negative impact on any of the equality groups i.e. it could disadvantage them.
- c) Where you think that the Policy could have a neutral impact on any of the equality group i.e. no impact

Equality Group	Positive Impact	Negative Impact	Neutral Impact	Reason
<b>Gender:</b>				
Women/Girls			X	
Men/Boys			X	
Transgender people			X	
<b>Sexual Orientation:</b>				
Lesbians, gay men and bisexuals			X	
<b>Race/Ethnicity:</b>				
White British people			X	
White non-British people (including Irish people)			X	
Asian or Asian British people			X	
Black or Black British people			X	
People of mixed heritage			X	
Chinese people			X	
Travellers (Gypsy/Roma/Irish heritage)			X	
People from other ethnic groups			X	
People who do not have English as their first language			X	

Equality Group	Positive Impact	Negative Impact	Neutral Impact	Reason
<b>Disability:</b>				
Physical impairment, e.g mobility issues which mean using a wheelchair or crutches.	X			
Sensory impairment, e.g blind/having a serious visual impairment, deaf/having a serious hearing impairment.	X			
Mental health condition, e.g depression or schizophrenia	X			
Learning disability/difficulty, e.g. Down's syndrome or dyslexia, or cognitive impairment such as autistic spectrum disorder	X			
Long-standing illness or health condition, e.g. cancer, HIV. Diabetes, chronic heart disease or epilepsy	X			
Other health problems or impairments ( <i>please specify if appropriate</i> )	X			
<b>Age:</b>				
Older People (60+)			X	
Children and Young People (see guidance for definition)			X	
<b>Religion/Belief:</b>				
Christian			X	
Buddhist			X	
Hindu			X	
Jewish			X	
Muslim			X	
Sikh			X	
Other religion (including holding no belief)			X	

Equality Group	Positive Impact	Negative Impact	Neutral Impact	Reason
<b>Other Potentially Affected Groups</b>				
Rural Isolation - People who live in rural areas e.g isolated geographically, lack of internet access			X	
Socio-economic Exclusion – e.g. people who are on benefits, have low educational attainment, single parents, people living in poor quality housing, people who have poor access to services, the unemployed or any combination of these and the other protected strands			X	
Any other potentially affected groups ( <i>please specify</i> )			X	
<b>8. If you have indicated that there is a negative impact on any group:</b>				
None identified				
a) Is that impact against legislation?	Yes	No		
b) What is the level of impact?	High	Low		
9. Could you minimise or remove any negative impact that is of low significance?	How?			
10. Could you improve a positive impact of the Policy?	How?			
11. If there is no evidence that the Policy promotes equality of opportunity or improved relations, could it be adapted so that it does?	How?			
Head of Service signature	Katy Everitt			
<b>Date of Initial Screening:</b>	19 May 2014			